ORGANIZATIONAL CULTURE IN LOGISTICS SECTOR AND ITS RELATION TO EMPLOYEE SATISFACTION[*]

Mateja Čuček[**]

Sonja Mlaker Kač[***]

Abstract

The aim of this research was to analyze organizational culture and the impact of different types of organizational cultures on employee satisfaction in the Slovenian logistics sector. Logistics is a service-oriented sector and, therefore, the impact of employee satisfaction on the quality of logistics service is even more important than in general. For the purpose of research, we conducted a quantitative survey, which combined the OCAI survey for the determination of organizational culture and the survey of employee satisfaction. The research results showed that organizational culture in Slovenian logistics sector has an impact on employee satisfaction. We can also confirm that type of organizational culture influences the satisfaction of employees. The clan and hierarchical type of organizational culture are dominant in Slovenian logistics sector. Employees prefer the clan culture which, accordingly, also leads to more employee satisfaction. It can be argued that employees in Slovenian logistics sector are the most dissatisfied with the type of market culture.

Keywords: *organizational culture, employee satisfaction, organizational culture typology, OCAI*

1. INTRODUCTION

The term "organizational culture" began to attract attention in the 1980s, through Pettigrew's articles, Hofstede's and Schein's books. Prior to that, culture was a domain of anthropology, so one can say that the study of organizational culture introduced a holistic approach to considering systems of meaning, values, and action from anthropology to organizational studies (Ashkanasy et al., 2000). Over time, scholars and business leaders have found that culture in an organization is a key competency that brings greater efficiency, differentiation between companies, and competitive advantage (Zhang and Li, 2013).

Results of many studies, from different sectors, show that there is a significant correlation between organizational culture and employee satisfaction (Davoodalmousavi, 2013; Habib et. al., 2014; Qazi, Saleh Miralam and Bhalla, 2017; Lund, 2003; Sabi, Ilyas and Amjad, 2011; Belias and Koustelios, 2014). In their review article of organizational culture and job satisfaction, Belias and Koustelios (2014) note that enhancing perceived support and increasing job satisfaction can reduce the harmful consequences of burnout and other aspects of job-related stress. Results also indicate that, in many cases, there is a significant difference between the existing and the organizational culture, preferred by the employees, with the existing one, usually, being the hierarchy culture and the preferred one - the clan culture (Belias and Koustelios, 2014; Lund, 2003; Sensuse, Cahyaningsih, and Wibowo, 2015; Belias et. al, 2015). Research also shows that organizational size is significantly related to organizational culture (Amah and Nwuche (2013); Zeng and Lou (2012). In our research, we wanted to find out how organizational culture influences employee satisfaction in the logistics sector.

Waters (2003) defined logistics as a function, responsible for the flow of materials, from suppliers into an organization, through operations within the organization, and then out to customers. Therefore, the study included companies, dealing with logistics processes in Slovenia. Similar research, conducted within other national contexts, have shown that, in Slovak logistics enterprises, the prevailing organizational culture is hierarchical, i.e. based on adherence to exact rules, procedures, or directives (Ližbetinová's et al., 2016); in Turkish logistics industry, the market and adhocracy cultures are dominant (Acar, 2012); while, in large German transport companies, the clan culture is dominant (Kampf et al., 2018).

1.1. Organizational culture

A number of authors have attempted a definition of organizational culture, with some being considered in this section. Zajec and Roblek (2011) note that some authors like to compare the phrase to an individual personality, mainly because the variability of the organizational culture itself allows for numerous definitions. One of the well-known definitions of organizational culture is *"how we do things here"* (Lundy and Cowling, 1996). Hofstede et al. (2010) described organizational culture as a collective programming of the mind that differentiates employees in different organizations. On the other hand, Schein (1985) believes that organizational culture is a model of the common fundamental assumptions that employees of an organization learned, while solving problems of external adaptation and internal integration, that worked well enough to be considered valid. Therefore, new employees acquire it as the right way to perceive, think, feel and solve problems.

Kroeber and Kluckhohn (1952) perceive culture as a structure of behavioral patterns that are acquired and transmitted through symbols and represent the unique result of people, working in an organization. Ogbonna (1992) suggests that the result of an organizational culture, where different individuals are brought together in a community, are the values, norms, beliefs, and habits that an individual shares with other employees in the organization. Namely, organizational culture refers to the pattern of beliefs, values, and learned ways of coping with experiences that have evolved in an organization's history and are usually reflected in its material arrangements and employee behavior (Brown, 1998). Tavčar's

(2006) opinion is that culture is related to the values that a sufficiently high proportion of employees in the organization have internalized. In addition to these shared values, employees have their specific, individual ones that are not part of the organizational culture. Culture remains a kind of an organizational equivalent to the personality of an individual, which applies to organizations, as well. Organizational culture determines many other aspects of an organization, and it, certainly, exercises significant influence on all of its developments (Tantegel and Kralj, 2011).

1.2. Organizational culture types by Cameron and Quinn

According to Cameron and Quinn (2011), whose research is used as a starting point for this study, culture defines the core values, assumptions, interpretations, and approaches that characterize an organization. They have developed one of the newest models of organizational culture types, in which two dimensions are used to classify the culture into four types. Considering two dimensions: stability vs. flexibility and internal focus vs. external position, they have created a model that describes four types of culture: clan, adhocracy, market, and hierarchy, which are discussed in this chapter.

Clan type of culture is focused on collaboration. Managers are moderators, mentors, and team creators, or even parental characters. They care about employees and work together as an extended family, with a focus on teamwork and consensus. Values in an organization with a clan culture represent dedication, communication, and development. Such organizations think that human resources development and high commitment are effective. This type of organizational culture is referred to as the

clan culture, because it represents a family type of organization and a friendly work environment. Employees share stories from their private lives and the focus is on loyalty and tradition. The organization attaches great importance to customer sensitivity and care (Soares et al., 2018; Cameron and Quinn, 2011).

Adhocracy type of culture is oriented towards creativity. The company leadership involves innovators, visionaries, risk-takers, and entrepreneurs. Following the belief that innovation, vision, and constant change ensure efficiency. The most important values are innovative results, changes, and agility. The adhocracy type of culture is characterized by a dynamic, entrepreneurial, and creative workplace. The organization is characterized by a tendency to experiment, as it wishes to be the first to launch new products or services. It is a success for the company to produce unique and original products. Such an organization is open to change and new challenges, prepared to quickly respond to environmental trends. The long-term focus is on the rapid growth of the company and the acquisition of new capabilities. The organization promotes individualism and personal freedom (Armstrong Persily, 2013, p. 98; Cameron and Quinn, 2011).

Market type of culture is oriented toward competition. Leaders are hard managers, rivals, and producers. The company's management is oriented towards an aggressive, demanding, and unyielding approach. The most important values are market share, goal achievement, and profitability. Organizations with a market culture believe that aggressive competitiveness and customer focus brings efficiency. Their major concern is work. The focus is on business outcomes, leadership, and competitive performance of the company, which wishes to

be the market leader, when market share and penetration are considered. Their longterm goal is to emphasize competitive action and the achievement of measurable goals. (OCAI online, 2019; Cameron and Quinn, 2011).

The hierarchy type of culture emphasizes the importance of stability and control, with a high level of internal focusing. Uniformity, coordination, internal efficiency, close adherence to rules, and regulations are the values, important in this type of culture (Roh et al., 2008). Efficiency is ensured by high level of control. Formalized and structured work environment is, also, important for the hierarchy culture. Employee responsibilities are determined by procedures, while the effective leadership is focused on coordination and organizing. In the long run, stability, predictability, and efficiency are important to the company, which provides secure employment and predictability to employees. Employees are connected by formal rules and company policy, due to the need of the organization to operate smoothly and efficiently. Timely delivery times and accuracy at low-cost delivery and operation are important (OCAI online, 2019; Cameron and Quinn, 2011).

All four types of organizational culture have their specifics and it cannot be claimed that one is preferable. However, not all of them are appropriate for all types of organizations.

1.3. Employee satisfaction

There are several reasons why organizations invest in employee satisfaction. First, the humanistic perspective is that people, in general, deserve to be treated fairly and respectfully. Employee satisfaction is a reflection of the good treatment of employees and the pleasant emotional state, resulting from an individual's appreciation of their own

job experience (Locke, 1976). Satisfaction can, also, be considered an indicator of emotional stability or psychological health. Second, the cost perspective is that employee satisfaction can affect their work, which is reflected in the organizational performance, although satisfaction can be derived from performance, as well. Differences in satisfaction that are perceived by different departments can indicate potential organizational problems, which justifies actions to correct employee dissatisfaction, regardless of the type of concern. Satisfaction assessment is a common activity in many organizations, where management believes that employee well-being is important (Spector, 1997).

According to Mihalič (2008), employee satisfaction represents the positive emotional state of an individual, which is, in turn, result of the perception of work and the work environment, i.e. the way the elements of work and the workplace are experienced. The concept can be imagined as a positive feeling that employees have at work, a feeling evoked when thinking about work, co-workers, working environment, and other work-related factors.

Since logistics is a service-oriented sector, we can claim that employee satisfaction (as related by working environment, co-workers, feelings about and at work, etc.) among employees have an even bigger impact on the quality of the service performed.

2. METHODOLOGY

2.1. Methodological framework

A survey was conducted among the employees of the logistics sector in Slovenia. According to the Standard Classification of Activities, we searched for companies,

engaged in manufacturing, trade, transportation, and warehousing in the Slovenian business register bizi.si. These categories of companies were selected, as their operations are closely related to logistics, being entirely or partially engaged in the procurement, production, distribution, after-sales, or relieving logistics. We contacted companies via email, with the responding employees including a range of individuals, such as logistics, warehouse and purchasing managers, and dispatchers. In total, we contacted more than 1300 employees in the field of general logistics, since our goal was to identify the overall culture of the Slovenian logistics sector. The survey was administered online in June and July 2019 and was completed by 114 respondents, from different companies in the Slovenian logistics sector.

The main research question was: Is the type of organizational culture correlated to employee satisfaction in Slovenian logistics sector and to what extent?

2.2. Data collection

The questionnaire was designed in the 1Ka web application. We divided it into three parts. The first part consists of demographic questions. The second part is related to organizational culture and is based on the questionnaire, developed by Cameron and Quinn at the University of Michigan, referred to as The Organizational Culture Assessment Instrument (OCAI online, 2019). In the original questionnaire, respondents are asked to distribute 100 points across four given statements, for each of six different organizational aspects (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases, and criteria of success). In the first part, they are instructed to assign the highest number of points to

the statement that they feel is most similar to their company, and less or no points to the statement that they feel is the least similar to their company. In the second part, respondents are asked to assign the highest number of points to the statement that they feel is the most desired or preferred, and less or no points to the statement that they feel is the least preferred. In this study, we turned points into four different rankings. Respondents ranked statements from 1 (most similar to their company) to 4 (least similar to their company). This is a validated research method to assess the organizational culture, which is, also, user-friendly, not time-consuming, and widely used in research (OCAI online, 2019).

This questionnaire covers six dimensions (Cameron and Quinn, 2011):

- First, participants evaluate the dominant characteristics of the organization. This dimension includes employee affiliation, team-orientation, creativity, dynamics of the organization, future direction of the organization, relationships between employees and how much emphasis is placed on the effectiveness of the organization.

- The second dimension represents the understanding of leadership. Respondents assess whether leadership is directed toward mentoring, innovation, entrepreneurship, aggressive orientation, or coordination and organization.

- The third dimension covers management of employees. This dimension evaluates whether the work is group or individual; if employees compete with each other and whether stable and secure relationships are developed.

- In the fourth dimension, the involvement of employees is considered.

Respondents evaluate the quality of relationships and the "glue" holding the employees in the organization together. These relationships can be based on loyalty and mutual trust, innovation and development, achievement, or formal rules and policies.

- The fifth dimension was the assessment of strategic emphasis. These factors are employee trust and participation, focus on growth and new challenges, competitive actions, or the continued and stable operation of the organization.

- The sixth dimension is the criteria for defining the success of an organization. The items used include the focus on human resources, vs. achieving market leadership with innovation, competitive actions, or the efficiency of operation.

Each of these dimensions of organizational culture consisted of four statements, with each statement representing a specific type of organizational culture (clan, adhocracy, market, and hierarchy). In the first column, respondents ranked statements from 1 to 4, starting with the rank, which best describes their organizational culture (1) to the one that describes it the least (4). In the second column, they ranked statements from 1 to 4, from the most desired (preferred) to the least desired (preferred). By analyzing these rankings, we were able to identify the dominant culture in the Slovenian logistics sector and the culture, which would be preferred by the respondents. In the third part, we measured employee satisfaction with the already existing questionnaire, developed by Mihalič (2008). The questionnaire measures employee satisfaction with work and the workplace. We chose this questionnaire, because it gives an insight into the general level of employee satisfaction and includes all important employee satisfaction elements

(Kozlovič et.al, 2012). The respondents rated all statements about employee satisfaction on a five-level scale (with 1 denoting total dissatisfaction and 5 total satisfaction).

The internal consistency of the questionnaire has been measured by the Cronbach alpha test, with an acceptable result of 0.711.

We analyzed all data with IBM SPSS software, version 25. We merged statements about different types of culture (i.e. variables, related to each type of organizational culture), according to the literature review.

3. RESULTS

The total number of 114 respondents from different companies in the Slovenian logistics sector participated in the survey. 60.5% were male and 39.5% female. Most of them were in the age group 26-35, i.e. 36.8% of respondents; followed by the age group between 36 and 45, i.e. 31.6% of respondents; in the group of 46 years or more, 28.1% and 3.5% of respondents were younger than 25 years. As many as 64.9% of respondents have at least a university degree or more; followed by post-secondary education, i.e. 18.4% of respondents and 16.7% of respondents with completed secondary education. There were no respondents with vocational training, or lower education among. The ratio between managerial and other positions was fairly uniform: 53.5% of managerial positions and 46.5% of other positions. All Slovenian regions were covered by the research.

Out of the 114 surveyed, 40.4% are employees of large companies. 26.3% work in middle-sized companies. 26.3% in small companies. and 7% in micro-companies. Most of the respondents (35 respondents) work in distribution logistics,

26 respondents in purchasing logistics, and 23 of them chose the answer "other" (i.e. transportation, marketing, management, covering the entire supply chain, and consulting). 16 respondents had a job in production logistics, 12 in after-sales, and 2 in dispatch logistics. Therefore, different areas of logistics, all types of organizations, and all Slovenian regions were covered by the sample.

3.1. Dominant organizational culture

Due to using ranks of 1 to 4, a lower rank denotes dominant culture, while a higher rank means that the type of culture is present marginally. Table 1 shows the average score for each type of existing and desirable culture. The following subsections describe each dimension in more detail.

Table 1. The average score of existing and desirable culture

	Clan (current) (desired)		Adhocracy (current) (desired)		Market (current) (desired)		Hierarchy (current) (desired)	
Average	2.4	1.8	2.7	2.4	2.5	3.0	2.4	2.9

Source: Authors

3.1.1. Dominant characteristics

In the first dimension (Table 2), we were interested in which attributes dominate in the organization. The current situation has identified the clan type as the dominant culture, with an average of 2.2. This means that the prevailing atmosphere is personal, the employees understand each other, they are open-minded and the atmosphere is similar to that of an extended family. In the future, respondents desire this type of culture even more strongly (1.9). The least present (2.8) and also unwanted (3.3) is the hierarchy type. Employees do not want structure, formality, and control.

Table 2. Dominant culture characteristics

	Current	Desired
Clan	2.2	1.9
Adhocracy	2.6	2.3
Market	2.4	2.6
Hierarchy	2.8	3.3

Source: Authors

3.1.2. Organizational leadership

In the context of organizational leadership (Table 3), hierarchical culture, with an average of 2.3, is found to be currently dominant. Such leadership is understood as focusing on coordination and organizing, i.e. on an established way of working. Respondents would desire guidance, as represented by clan culture, with an average of 1.9., which would be focusing on mentoring, assistance, and counselling. The least present, with an average of 2.8, and even less desired (3.3) is the type of market culture, which means that respondents don't want aggressive and results-oriented leadership.

Table 3. Organizational leadership

	Current	Desired
Clan	2.4	1.9
Adhocracy	2.5	2.3
Market	2.8	3.3
Hierarchy	2.3	2.5

Source: Authors

3.1.3   Employee management

The results show that the dominant (with an average of 2.1), as well as most desired (1.6), in the dimension of employee management, is the clan culture type (Table 4). In this type of culture, employee management represents teamwork, consensus, and collaboration. Respondents indicated the market culture as the least present (2.9), as well as undesired (3.1), which means that they do not want competition and high achievement requirements.

Table 4. Management of employees

	Current	Desired
Clan	2.1	1.6
Adhocracy	2.5	2.3
Market	2.9	3.1
Hierarchy	2.4	3

Source: Authors

3.1.4.   Organizational glue

Regarding the organizational glue, i.e. involvement of employees (Table 5), the current state indicates the clan culture as dominant (2.2), being, also, the most desired one, with an average of 1.5. What binds companies together is loyalty and trust. Respondents are associated with their companies and wish to . The least desired according to the results is the type of market culture (3.2), which means that respondents do not want a connection based on a drive for achievement and winning.

Table 5. Organizational Glue

	Current	Desired
Clan	2.2	1.5
Adhocracy	2.7	2.3
Market	2.7	3.2
Hierarchy	2.4	3

Source: Authors

3.1.5.   Strategic emphases

From the strategic point of view (Table 6), for the responding companies, the most important are the leading position in the market and the competitive performance (market culture - 2.2). The least emphasis is placed on employee development, cooperation, and trust (clan culture – 2.8), as well as to recruiting, innovating, and creating new challenges (adhocracy culture – 2.8). The most desired is the type of clan culture (1.9), which means that respondents want confidence, cooperation, and development, instead of what currently determines the current situation in companies. Competitiveness and market success are not desired (market culture – 2.8), nor sustainability and stability (hierarchy culture – 2.8). In this dimension, the current and the desired state of affairs were most opposed.

Table 6. Strategic emphases

	Current	Desired
Clan	2.8	1.9
Adhocracy	2.8	2.5
Market	2.2	2.8
Hierarchy	2.3	2.8

Source: Authors

3.1.6.   Criteria of success

The last assessed dimension of organizational culture was related to the criteria for success (Table 7). It turned out that the hierarchy culture (with the score of 2.1) was dominant in this respect, with companies, defining success, based on efficiency, accuracy, and low costs. According to respondents, companies attach less importance to staff development and the development of new products. Respondents desire the criteria of success to be the promotion and development of staff, the care and dedication of employees and the introduction of teamwork as a benchmark of success (clan culture – 1.9).

Table 7. Criteria of success

	Current	Desired
Clan	2.7	1.9
Adhocracy	2.8	2.6
Market	2.3	2.9
Hierarchy	2.1	2.6

Source: Authors

3.1.7. *Correlation between the current and desired state of the culture type*

Table 8 shows the Pearson correlation coefficients for the current and preferred

states of organizational culture. There is a weak ($r < 0.30$) and statistically significant (Field, 2013) positive correlation between the current and desired state of the organizational culture. For all types of organizational culture, a pattern emerges, indicating that respondents are even more eager to keep and promote the currently present type of culture. From a theoretical point of view, this can be explained by to the fact that people internalize the culture in which they work and take it for granted.

Table 8. Correlation between the present and desired state of organizational culture (Pearson coefficient)

Current vs. Desired	Clan	Adhocracy	Market	Hierarchy
Clan	0.326**	-0.180	-0.120	-0.109
Adhocracy	0.073	0.258**	-0.143	-0.175
Market	-0.294**	0.082	0.355**	-0.058
Hierarchy	-0.159	-0.060	-0.098	0.322**

Notes: ** $p < 0,01$
Source: Authors
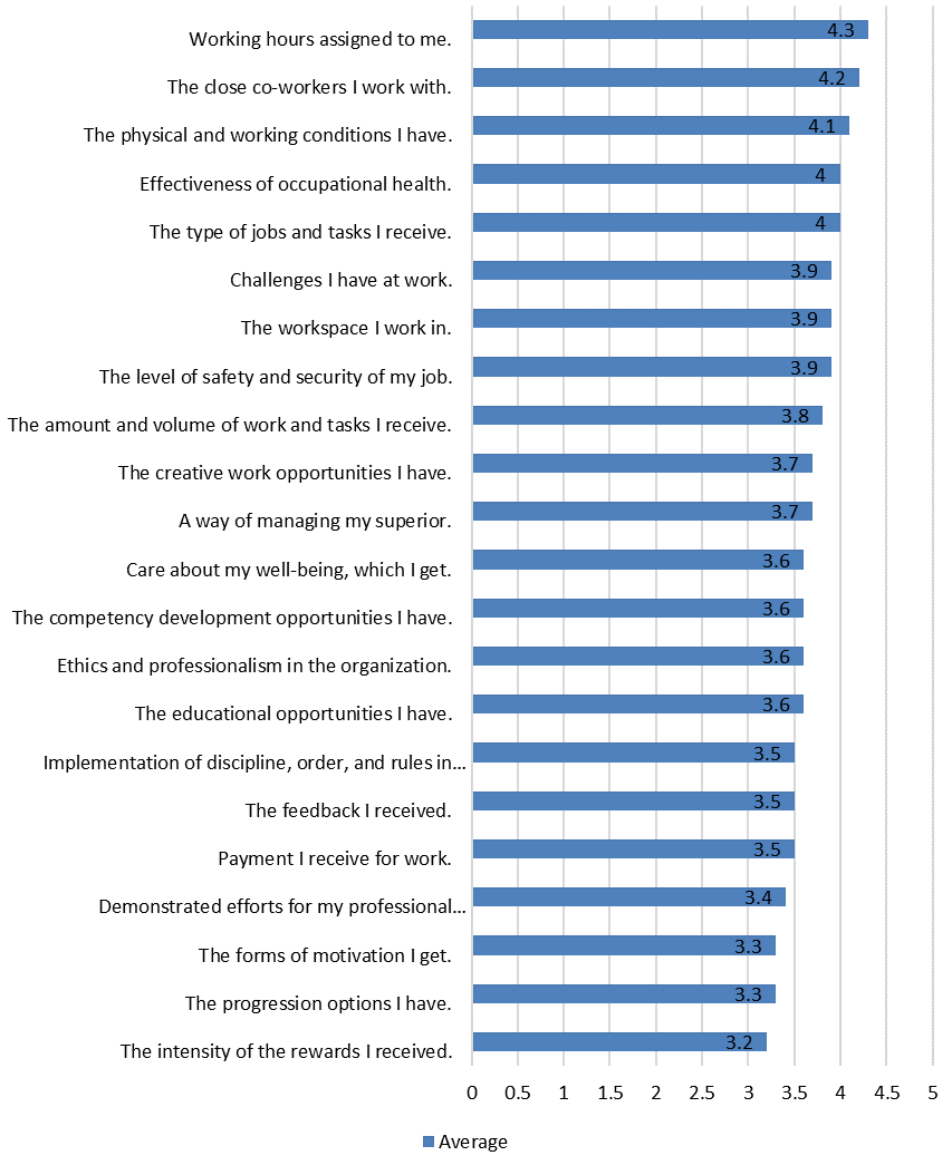
3.2. Employee satisfaction

The range of satisfaction (Figure 1) in the survey was, on average, between the values of 3.2 and 4.3, which is in the upper half, as the statements were ranked, by using the scale of 1 to 5. Respondents expressed their greatest satisfaction with working hours. Since 54% of the managerial staff participated in the survey, we can assume that they have free weekends and their working hours are mostly in the morning. Satisfaction with the co-workers, with whom the respondents closely cooperate, is

ranked as second. Work environment and working conditions are ranked as third, followed by the quality of occupational health and the types of work assignments, received by respondents. According to empirical results, we can conclude that companies do not pay enough attention to the professional development of employees, as well as to different forms of their motivation, promotion opportunities, and the intensity of the received reward. The highest level of dissatisfaction was expressed in the statement, related to the management style, performed by the supervisor.

Figure 1. Employee satisfaction

Figure data:

Item	Average
Working hours assigned to me.	4.3
The close co-workers I work with.	4.2
The physical and working conditions I have.	4.1
Effectiveness of occupational health.	4
The type of jobs and tasks I receive.	4
Challenges I have at work.	3.9
The workspace I work in.	3.9
The level of safety and security of my job.	3.9
The amount and volume of work and tasks I receive.	3.8
The creative work opportunities I have.	3.7
A way of managing my superior.	3.7
Care about my well-being, which I get.	3.6
The competency development opportunities I have.	3.6
Ethics and professionalism in the organization.	3.6
The educational opportunities I have.	3.6
Implementation of discipline, order, and rules in…	3.5
The feedback I received.	3.5
Payment I receive for work.	3.5
Demonstrated efforts for my professional…	3.4
The forms of motivation I get.	3.3
The progression options I have.	3.3
The intensity of the rewards I received.	3.2

■ Average

Source: Authors

3.3. Correlation between organizational culture and employee satisfaction

Data were statistically processed by using the SPSS statistical software. To obtain the results of the association between the variables, we used the bivariate statistical analysis, by computing the Pearson's correlation coefficient.

In Table 9, results of the correlation between organizational culture types and employee satisfaction are presented. There is a statistically significant correlation between the three types of culture (clan, market, and hierarchy) and employee satisfaction. Correlation between the clan culture and employee satisfaction is negative, statistically significant and of medium strength

$(0.30 < r < 0.70$; Field, 2013). As respondents ranked characteristics (types) of organizational culture, by giving the rank of 1 to the dominant, or the most desirable type of culture, and the rank of 4 to the least present, or least desirable type of culture, a negative correlation can be interpreted in terms of greater employee satisfaction with the dominant culture. This means that clan culture influences satisfaction and that employees, belonging to the clan culture, are more satisfied. Correlation between market and hierarchical cultures and employee satisfaction are positive, statistically significant and of medium strength $(0.30 < r < 0.70$; Field, 2013), which can be interpreted in terms of market and hierarchy culture dominance, leading to less employee satisfaction.

Table 9. Pearson coefficients of correlation between culture type and satisfaction

	Clan	Adhocracy	Market	Hierarchy	Satisfaction
Satisfaction	-0.592**	-0.024	0.416**	0.321**	1

Notes: ** p < 0,01
Source: Authors

Table 10 presents the correlations between organizational culture types and individual statements, related to employee satisfaction. In the clan culture, there is a negative and statistically significant correlation of medium strength, with almost all

statements of satisfaction. This can be interpreted in terms of the dominant clan culture, leading to greater employee satisfaction in almost all of its areas (as measured by items, presented in Table 10).

Table 10. Pearson coefficients of correlation of culture type with individual claims

	Clan	Adhocr.	Market	Hierar.
The type of jobs and tasks I receive.	-0.305**	0.127	0.196*	0.078
The close co-workers, I work with.	-0.219*	0.102	0.096	0.092
The educational opportunities I have.	-0.475**	-0.112	0.290**	0.370**
A way of managing my superior.	-0.528**	0.013	0.360**	0.271**
Working hours assigned to me.	-0.217*	-0.043	0.149	0.147
The amount and volume of work and tasks I receive.	-0.304**	0.084	0.137	0.167
Payment I receive for work.	-0.338**	-0.097	0.377**	0.108
The level of safety and security of my job.	-0.325**	-0.065	0.284**	0.160
The progression options I have.	-0.491**	-0.062	0.379**	0.264**

Demonstrated efforts for my professional development.	-0.540**	-0.125	0.407**	0.343**
Effectiveness of occupational health.	-0.354**	-0.025	0.299**	0.150
The intensity of the rewards I received.	-0.415**	-0.074	0.290**	0.270**
The workspace I work in.	-0.301**	0.129	0.192*	0.074
The creative work opportunities I have.	-0.460**	0.043	0.304**	0.222*
The feedback I received.	-0.491**	-0.003	0.332**	0.267**
Ethics and professionalism in the organization.	-0.602**	-0.085	0.437**	0.358**
The physical and working conditions I have.	-0.219*	0.140	0.150	0.010
Implementation of discipline, order, and rules in the organization.	-0.408**	-0.021	0.292**	0.220*
The competency development opportunities I have.	-0.541**	0.054	0.339**	0.275**
Care about my well-being, which I get.	-0.547**	-0.092	0.388**	0.346**
Challenges I have at work.	-0.387**	0.017	0.232*	0.224*
The forms of motivation I get.	-0.508**	-0.157	0.350**	0.385**

Notes: * $p < 0.05$ ** $p < 0.01$
Source: Authors

The strongest correlation was found in the respondents' satisfaction with the ethics and professionalism of the organizations, their well-being, professional development, and the ability to develop competencies. There is a positive and statistically significant, but weak correlation of the market culture and the five satisfaction items, as well as a positive correlation of a moderate strength with ten items. This means that companies, with the predominant market culture have most dissatisfied employees. The strongest correlation is perceived in ethics and professionalism and in the quest for the professional development of the respondents, which is exactly the opposite of the clan culture. In the market and hierarchy cultures, analysis shows statistically positive correlations, which, in our case, denotes a higher level of dissatisfaction. The hierarchy culture type is positively and statistically significantly correlated with five items of employee satisfaction, although the strength of the association is weak. In addition, there is a positive and statistically significant correlation of medium strength with five items of employee satisfaction. This also indicates dissatisfaction of employees in this type of culture.

We also analyzed the type of culture, in relation to the company size category. Clan culture type dominant in micro-companies and least present in medium-sized companies. Because of a very friendly working environment, where factors, such as relationships, morale, participation, and consensus take central place, clan culture is typical for micro and small companies, which can explain a part of the empirical results in this research. The market culture is dominant in medium-sized companies and least in micro-companies. The hierarchy culture is dominant in medium-sized companies and least in micro-companies. This result is, also, reasonable because a hierarchy type of culture is present in work environments that are more structured and process-oriented, which is both typical and required in large companies.

4. DISCUSSION

The main research question was: Is the type of organizational culture in correlation with employee satisfaction in Slovenian logistics sector and to what extent?

Our research results indicate that the type of organizational culture is correlated with employee satisfaction. More specifically, the findings have shown *that employees, in a company with the clan culture type, are more satisfied at work than employees in the other three types of culture.* No statistically significant correlation was detected with the adhocracy culture type. However, a statistically significant positive relationship of medium strength was detected for the market and hierarchy culture types, which can be interpreted in terms of employees, being more dissatisfied with their work, in companies with this type of culture. The findings of Lund's (2003) study show a positive relationship between the clan and adhocracy culture types and employee satisfaction, which is, also, the case in this study, where positive correlations are found with the clan type and no correlation with the adhocracy type of culture. In addition, we tested Silverthorne's (2004) finding on employees, being more satisfied in organizations with mutual support, than in organizations, dominated by innovation and even less hierarchy. Our finding supports this hypothesis, as the empirical results show that employees with a clan culture are the most satisfied.

An organizational culture cannot be simply described as a good or a bad one, since each type influences organizational functioning differently. However, all our research data and analysis show that the type of organizational culture is correlated with the employee satisfaction level in the Slovenian logistics sector, which is an important message to the managers in logistics, especially the top management.

5. CONCLUSION

This study defines organizational culture and its types according to Cameron and Quinn (2011). Furthermore, our main purpose was to discuss the potential association between different organizational culture types and the employee satisfaction in the Slovenian logistics sector. The research results show that, on average, the dominant types of the existing culture are the clan and hierarchical culture (with an average value of 2.4). Respondents chose the clan culture type (with a value of 1.8) as the most desired one. According to the results of the survey, the key questions, addressed by the research, can be confirmed, as the type of organizational culture influences the satisfaction of employees in the Slovenian logistics sector. It can be argued that employees in the Slovenian logistics sector are the most dissatisfied with the market culture type. Dissatisfaction is, therefore, related to being competitive, emphasizing targets, working to deadlines, and pressure to get things done. In analyzing the results, it can be observed that the largest proportion of participants are involved in distribution logistics, where decision-makers must make critical decisions and thus gain competitiveness. The most satisfied are those, who defined the culture of the organization as the clan type, which represents the family type of culture. Our results also indicate that the clan and hierarchy organizational culture types are dominant in the Slovenian logistics sector. In this study, respondents have expressed their preference for the clan type culture, which, in turn, leads to the highest level of satisfaction. The employee satisfaction items have shown that employees in the Slovenian logistics sector are most

satisfied with their working hours and close associates, while the lack of promotional opportunities and the earnings represent their greatest dissatisfaction.

References

1. Acar, A.Z. (2012). Organizational Culture, Leadership Styles, and Organizational Commitment in Turkish Logistics Industry, *Procedia - Social and Behavioral Sciences,* 58: 217-226.

2. Amah, E. & Nwuche, A.C. (2013). The Influence of Size on Corporate Culture and Organizational Effectiveness in the Nigerian Banking Industry, *International Journal of Business Administration,* 4(5): 15-23.

3. Armstrong Persily, C. (2013) *Team Leadership and Partnering in Nursing and Health Care*. Springer. New York

4. Ashkanasy, N.M., Wilderom, C.P.M. & Peterson, M.F. (2000) *Handbook of Organizational Culture and Climate*. Sage. Thousand Oaks (CA) & London & New Delhi

5. Belias, D. & Koustelios, A. (2014). Organizational Culture and Job Satisfaction: A Review. *International Review of Management and Marketing*, 4(2): 132–149.

6. Belias, D., Koustelios, A., Vairaktarakis, G. & Sdrolias, L. (2015). Organizational Culture and Job Satisfaction of Greek Banking Institutions. *Procedia - Social and Behavioral Sciences*, 175: 314–323.

7. Brown, A.D. (1998) *Organisational Culture*. Financial Times. London

8. Cameron, K.S. & Quinn, R.E. (2011) *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. Wiley. San Francisco

9. Davoodalmousavi, S.M. (2013). The correlation between organizational culture and job satisfaction of employees in biotechnology production companies, *European Journal of Experimental Biology*, 3(5): 389–399.

10. Field, A. (2013) *Discovering Statistics Using IBM SPSS Statistics 4th*. Sage. London

11. Habib, S., Aslam, S., Hussain, A., Yasmeen, S. & Ibrahim, M. (2014). The Impact of Organizational Culture on Job Satisfaction. Employees Commitment and Turnover Intention, *Advances in Economics and Business*, 2(6): 215–222.

12. Hofstede, G., Hofstede, G. J. & Minkov, M. (2010) *Cultures and organizations: software of the mind: intercultural cooperation and its importance for survival. McGraw-Hill.* New York

13. Kampf, R., Hitka, M. & Ližbetinová, L. (2019). Direction of the Corporate Culture in Slovak and German Transport Companies from a Top Managers' Perspective. *Periodica Polytechnica Transportation Engineering*, 47(3): 213-219.

14. Kozlovič, S., Lončar, T. & Lovenjak, I. (2012) *Izbrani vprašalniki za uporabo na področju psihologije dela in organizacije, delovno zadovoljstvo.* Filozofska fakulteta. Ljubljana

15. Kroeber, A. L. & Kluckhohn, C. (1952) *Culture: A Critical Review of Concepts and Definitions*. Vintage Books. New York

16. Ližbetinová, L., Lorincová, S. & Caha, Z. (2016). The application of the organizational culture assessment instrument (OCAI) to logistics enterprises, *Naše More*, 63(3): 170-176.

17. Locke, E.A. (1976) *The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology (pp. 1297–1349)*. IL: Rand McNally. Chicago

18. Lund, D. (2003). Organizational culture and job satisfaction, J*ournal of Business & Industrial Marketing*, 18(3): 219-236.

19. Lundy, O. & Cowling, A. (1996) *Strategic Human Resource Management*. Routledge. London

20. Mihalič, R. (2008) *Povečajmo zadovoljstvo in pripadnost zaposlenih*. Mihalič in Partner d.n.o. Škofja Loka

21. OCAI online (2019). Organizational Culture Assessment Instrument: CompanyX [report], available at: https://www.ocai-online.com/sites/default/files/node/files/2019-11/ocai_enterprise_example_report.pdf [accessed: July 23th 2019]

22. Ogbonna, E. (1992). Managing Organisational Culture: Fantasy or Reality? *Human Resource Management Journal*, 3(2): 42–54

23. Qazi, S., Miralam, M.S. & Bhalla, P. (2017). Organizational culture and job satisfaction: A study of organized retail sector, *Journal of Business and Retail Management Research (JBRMR)*, 12(1): 215–224.

24. Roh, J. J., Hong, P. C., & Park, Y. (2008). Organizational culture and supply chain strategy: a framework for effective information flows, *Journal of Enterprise Information Management*, 2(4): 361-376

25. Sabri, P. S. U., Ilyas, M. & Amjad, Z. (2011). Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore, *International Journal of Business and Social Science*, 2(24).

26. Schein, E. H. (1985) *Organizational Culture and Leadership*. Jossey-Bass Publishers. San Francisco

27. Sensuse, D. I., Cahyaningsih, E. & Wibowo, W. C. (2015). Knowledge Management: Organizational Culture in Indonesian Government Human Capital Management, *Procedia Computer Science*, 72: 485–494.

28. Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan, *Leadership & Organization Development Journal*, 25(7): 592-599

29. Soares, D., Oliva, E., Kubo, E., Parente, V. & Tanaka, K. (2018). Organizational culture and sustainability in Brazilian electricity companies, *RAUSP Management Journal*, 53(4): 488-506.

30. Spector, P. E. (1997) *Job Satisfaction: Application, Assessment, Cause, and Consequences*. Sage. Thousand Oaks (CA) & London & New Delhi

31. Tantegel, B. & Kralj, D. (2011). Politika, strategija in organizacijska kultura trajnostnega razvoja in ravnanja z okoljem v podjetjih, *Organizacija*, 5: A191-A201.

32. Tavčar, M. I. (2006) *Management in organizacija; sinteza konceptov organizacije kot instrumenta in kot skupnosti interesov*. Fakulteta za management. Koper

33. Waters, D. (2003) *Logistics: An Introduction to Supply Chain Management*. Palgrave Macmillan. New York

34. Zajec, M. & Roblek, M. (2011). Are There Important Differences in Success and in Organizational Culture between

Family Companies in Production and Service Sector in Slovenia? *Organizacija*, 44(6): 195-205.

35. Zeng, K. & Lou, X. (2012). *Impact of ownership type and firm size on organizational culture and on the organizational culture-effectiveness linkage,* Journal of Business Economics and Management, 14(1): 96-111.

36. Zhang, X & Li, B. (2013). Organizational Culture and Employee Satisfaction: An Exploratory Study, *International Journal of Trade, Economics and Finance*, 4(1): 48-54.

ORGANIZACIJSKA KULTURA U SEKTORU LOGISTIKE I NJENA POVEZANOST SA ZADOVOLJSTVOM ZAPOSLENIKA

Sažetak

Cilj ovog istraživanja je analizirati organizacijsku kulturu i utjecaj njenih različitih tipova na zadovoljstvo zaposlenika u slovenskom sektoru logistike. Logistički je sektor orijentiran na usluge, zbog čega je utjecaj zadovoljstva zaposlenika na kvalitetu logističke usluge još važnija, negoli je to u općim uvjetima. Za potrebe ovog istraživanja, provedena je anketa, zasnovana na instrumentu OCAI za utvrđivanje organizacijske kulture te anketi za utvrđivanje zadovoljstva zaposlenika. Rezultati istraživanja pokazuju da organizacijska kultura u slovenskom sektoru logistike utječe na zadovoljstvo zaposlenika. Također se može utvrditi tip kulture, koja utječe na zado-voljstvo, pri čemu u slovenskom logističkom sektoru prevladavaju tipovi klanske i hijerarhijske kulture. Zaposlenici preferiraju klansku kulturu, koja vodi prema najvišoj razini njihovog zadovoljstva. Može se argumentirati da su zaposlenici u slovenskom logističkom sektoru najnezadovoljniji tržišnim oblikom organizacijske kulture.

Ključne riječi: organizacijska kultura, zadovoljstvo zaposlenika, tipologija organizacijske kulture, OCAI