

## ORGANIZATIONAL CULTURE OF A JUDICIAL UNIT

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**Purpose:** The cognitive purpose of this article is a presentation of results and organizational culture research significance for shaping of management actions in a selected judiciary unit. The research purpose was diagnosis of existing culture orientations among the judiciary administration workers in one of courts within the Silesian Voivodeship area.

**Design/methodology/approach:** The Cameron-Quinn research questionnaire was used for this research, carried out using a direct inquiry distribution among workers of the judiciary unit. Sample was selected purposely – the respondents were administrative workers of the selected judiciary unit.

**Findings:** Respondents did indicate dominating culture orientation in measures taken in the Cameron-Quinn classification, in both perceived and preferred formats. Workers did indicate that the worker managing style has a basis in hierarchic culture. Individual bases on job safety and working conditions constancy. Organization cohesion is ensured by formal principles and introduced rules. Besides, pressure on introduced rules constancy or least possible changes is exerted. Activity efficiency is reached by strict hierarchic dependences. Preferred rganizational culture should be a clan culture. Respondents did indicate that they would like the organization to be a place, resembling a big family. Personal engagement in an organization is the status in which they would most willingly create attachment to their job.

**Research limitations/implications:** Research was realized among workers of one judiciary unit. It had a piloting character. Therefore, the research conclusions cannot be transferred to workers of other units and their perception of organizational culture. Future research, performed in other units, may allow correction of managing elements and decision process configurations for better managing of public organizations.

**Practical implications:** Research results draw attention to important aspect of the existing culture orientation analysis – potential change in the area of managing the organization social potential towards better motivation systems, more efficient use of information in frames of feedback and, thanks to it, modification of operative decisions of different grade management and larger use of task teams for realization of randomly appearing projects (e.g. data processing or reorganization) in the different grade judiciary units.

**Originality/value:** The article is addressed to organizational culture researchers and public organization managers, especially in universal judiciary units. On a practice level the article value concentrates on a thought over organization activity cultural dimensions, which cause motivation attitude of workers, affect the intra-organization confidence level and this way it configures social capital factors – one of the immaterial organization asset structure elements.

**Keywords:** organization culture, judiciary unit, Cameron-Quinn questionnaire.

**Category of the paper:** research paper, literature review.

## Introduction

Organizational culture is one of most important elements that build and support activities of contemporary organizations. The present reality forces many changes. Organizations, leaders and workers must define themselves in the upcoming globalization. In such a situation it's worth basing its actions on constant values and common identity, which shall allow organization cohesion. Enterprise future in present times depends on external and internal factors, the good of which should be cared using all the accessible tools, delivered by an organizational culture (Daszkiewicz, 2010).

Culture is the whole of human performances, products and achievements. This term is a wide research problem due to a permanent interest and progress in their definition. This notion characterizes with intricacy and variety, therefore research of this theme subjects to a special science branch, called "culture science". The other branches involved in the culture theme are, for example: culture sociology, culture anthropology or culture psychology (Edmondson, 1999).

In contemporary literature, culture has no identical definition. This term comes from a Latin word *cultus*, i.e. „carrying” or „cultivation” (Żuk, 2016). Originally this term related to a soil cultivation - *cultura agri*. It should be pointed out, that from ancient times the culture is defined as secondary meaning, metaphoric and defining lifestyle, education and upbringing. First it meant a nature cultivation, but later it was interpreted as cultivation of all the things that may be cultivated.

Irena Wojnar indicates that we „understand culture today not only as heritage, universals of creative human race deeds in the science or art branches but using this term we define a humanistic quality of people's actions and lifestyle” (Wojnar, 1996). The term “culture” includes such issues as human product – both by its brain or by a technical effort. The brain effort bases on a brain production and artistic sphere and also technical activity unites with structures, created by a human for adaptation, survival and cooperation within a natural environment.

Due to a quicker and quicker civilization progress, modernization of any life sphere and increasing tendency of changing internal and external processes, we should concentrate on an organizational culture problem. Nowadays it is often indicated that organizational culture should be a fundamental pillar of enterprise functioning. Lack of basic principles may lead to problems in functioning and push the organization in direction of fading the structures, which

are based on proper shaping of the organization character and internal climate (Rohlfer, Zhang, 2016).

Culture should describe and define a human being in any aspect of its life. Therefore, many interpretation ways exist, showing direction of research aimed for culture problems. Basic problems, by which the organization culture term is described, are mainly definitions, concepts, affecting the organization development and its character, changes occurring in a culture of given subject, concept review, influence of a leadership to organization culture or research methodology relating to the described term (Marcisz, 2017).

The article purpose is presentation of complex organizational culture research in a selected judicatory unit.

## **Organizational culture – significance for contemporary enterprises**

First definition of an enterprise culture was presented by Jacques, who showed it as “customary and traditional way of thinking and acting, shared in smaller or bigger part by all the members and which must be learned and, at least partially, accepted by new members, so that they can be also accepted in a company” (Jacques, 1951).

Organizational culture may be defined as a culture, existing in given organization. According to Lidia Zbiegień-Maciąg, for its presence the culture-shaping factors are responsible, as follows: values, beliefs, standards, behavior patterns, symbols, invisible powers driving organization activity, unobservable but existing and acting, system of meanings, indications, directives mobilizing organization members, control mechanisms forbidding or allowing some behaviors (Zbiegień-Maciąg, 2005).

Taking into account complexity and variety of the indicated factors, we can see a picture of the expanded “culture” term. Organization which implements organizational culture into its system, must see a problem, which may occur in a moment of building, from very beginning, its own character, values or mechanisms, which affect company’s functioning. Many values, meanings or symbols are elaborated during enterprise activity only and it is impossible to indicate, from the very beginning, which direction the culture should develop. Elaboration of its own customs and behavior patterns may be a long-term process, which shall, in the future, define formalization directions.

Katarzyna Tobór-Osadnik indicates that „some researchers do not use the term of „organizational culture” or „organization culture”, but they define it as “company’s philosophy” or “organizational climate” (Tobór-Osadnik, 2016). Due to a larger civilizational progress, globalization or generalization of a life connected with work and career such term may be defined as „philosophy” or „climate” due to a generalization of this question. The shown words mirror the larger and larger popularization of the “culture” term.

The culture-science factors were gathered by Edgar Schein and presented as organizational culture levels (Siewierski, 1999):

- Artefacts – culture part best visible for an environment and organization;
- Standards and values – define behavior of organization members;
- Basic assumptions – define organization philosophy, organization life outlook, understanding of truth, human nature and activity and interpersonal relations.

Thanks to these levels we can indicate elementary parts creating the discussed problem. Many of these factors are apparent and measurable, but it is worth noticing that there are also less apparent elements such as social inter-actions, informal leaders or language used inside given organization.

Kim S. Cameron and Robert E. Quinn show that organizational culture definition was taken from two science branches, i.e. anthropology, based on a conviction that „organizations are cultures” and sociology, which says that „organizations have cultures” (Cameron, Quinn, 2003). Thanks to these two branches, professors noted that „two different approaches to a culture were developed: functional approach (culture emerges from common behaviors) or semiotic approach (culture seats in individual interpretations and recognition)”. These directions differ with its approaches to culture concept, because in the functional approach culture is a feature owned by organization, while in the semiotic approach it is an enterprise metaphor (Vasyakin, Ivlena, Pozharskaya, Shcherbakova, 2016).

Functional approach is comparable to hitherto presented definitions. It includes statement that possibility exists to define divergences between different organization cultures, managers or directors may change directions and cultures themselves and they can carry empiric research. It is said that in the first assumed theory the culture may foresee obtained results and efficiency of carried research. Whereas semiotic approach is based on a principle that nothing is functioning in the enterprise except a culture, and it can be seen on each stage in a situation when no organizational phenomenon exists. Followers of this direction show that a culture is a question, which should be examined independently from other, existing phenomena.

The “organizational culture” term was developed in XX century. „Organization Culture” is a term, which in a large scale entered to the Management Organization Theory within years 80 & 90 of XX century and was born in 1951 (...). Researchers emphasize that this question appeared in 1960-ties as a synonym of „climate”, and next in 1970-ties as „corporation culture” (Kopczewski, Pączek, Tobolski, 2012).

Grażyna Aniszewska refers to two main reasons, which led to enlarged interest in organizational culture in 1980-ties of XX century (Aniszewska, 2007):

1. Obtainment of a success, on American market, by Japanese companies, which earlier were seen as deliverers of low quality or even trashy products. This success led to increase of research in direction of culture conditions and mentality, which governs the Japan nation.

2. Continuous globalization progress creates more and more requirements due to quickly changing surroundings. One of important challenges for organizational culture became an Internet and lack of barriers for appearing in a market or access to information about products and they started to direct to internal enterprise factors, which was able to lead to efficient competition and later to obtainment of a market success.

Due to a speed in which today world develops, both society and enterprises have a task and necessarily must adjust to continuous changes. Thanks to organizational culture and its progress we can see that aspiration to be better and better isn't limited to people only. Organizations, thanks to organizational culture, may adapt to growing civilization requirements (Kohan, Safari, Teimouri, 2018).

K.S. Cameron & R.E. Quinn show the need to define both culture type and organization culture management ways „due to a growing need of joining and shaping cultures of different organization as effect of structural changes”. Authors, amongst factors of continuous development of this question, which is organizational culture, see mainly unarranged and unforeseeable changes in economic surroundings.

Other approach, on which post-modernists base, is opinion that organizational culture is „(...) consequence of objective perception of organization and surroundings by workers (...)”. Example of this definition indicates that not only one organizational culture is functioning inside an organization, and workers are essence of all the behaviors, which occur in the company (Cameron, Quinn, 2003). Worker is responsible for interpretations and giving a substance to all things and finally for creation of a culture in his brain. All the existing phenomena are caused by workers, who have the right to assess subjectively company's activity. However, they not always are able to decide rationally about organization functioning, using conflicts, i.e. their own assumptions, prejudices or principles. This approach shows organizational culture as disordered or unmeasurable one, however simultaneously it may be a trial of explanation of conflicts or resistance against changes. This direction puts, in first place, workers who, by means of implemented elementary principles and values, which within next step are interpreted by them and these features obtain substance and finally they may affect workers self-consciousness and their activities.

K.S. Cameron & R.E. Quinn simultaneously indicate that organizational culture is underestimated by workers. They present an estimation that workers don't know which organizational culture model exists in their own company. People, as long as they don't contact the new culture, or it's not precisely shown by employer, cannot define, which behavior, assumptions or identity feeling exists among the whole internal enterprise surroundings.

Agnieszka Szmurło emphasizes that „organizational culture is so important element that no enterprise can exist without it” (Szmurło, 2013). It should be indicated that researchers most frequently use assumptions that the culture is able to affect the whole organization functioning. Worker is a main element, which by its knowledge and experience can affect further functioning of his work and whole enterprise. A. Szmurło defines, „(...) enterprises of given branch, despite a fact that they produce the same goods or services, are near in the working organization aspect, but they differ with eg. approach to a customer, quality of produced goods, workers behavior, etc..”. All the mentioned differences are caused by presently existing cultures in organizations. Each culture leads finally to other characteristic features and activities (Tellis, Prabhu, Chandy, 2009).

Summarizing it may be said that organization affects a human being, and worker affects organization. This way a bond is created, called organizational culture.

## **Results of organizational culture research in a selected judiciary unit**

Research was carried out in a selected judiciary unit in Upper Silesia. The inquiry questionnaire in this work consisted of three main modules. First module was short introduction including features of the researched. Next module was a part the task of which was examination of general status governing the judiciary unit. Last module was the part relating to the status preferred by administrative workers.

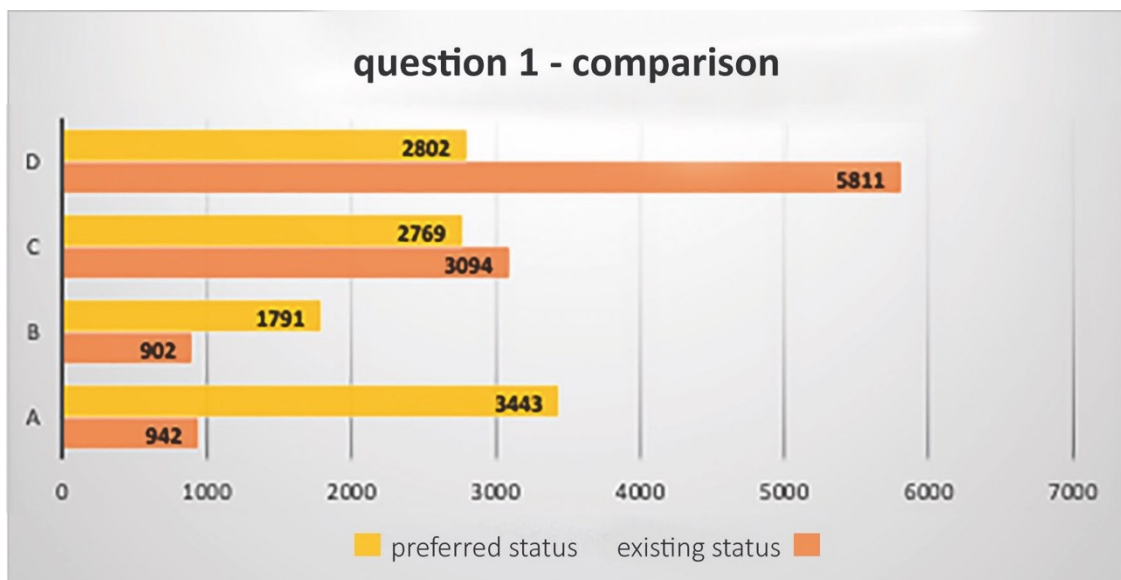
Modules, that had to show general status and preferred one, were based on a questionnaire proposed by Cameron & Quinn. These modules included six questions:

1. What is the general organization characteristics?
2. What is the organization leadership style?
3. What is the workers managing style?
4. What ensures the organization cohesion?
5. What is the highest pressure exerted onto?
6. What are the organization success criteria?

The research was conducted in order to obtain the answer how workers of the court percept an organizational culture in their working place. This research was done for the present and preferred status categories. The analysis was made for 106 performed inquiries.

In frames of the first question: „What are general organization characteristics?” hierarchic culture characterizes very strongly the existing status. It indicates little research subject ability to act in task groups or separated teams, performing additional, individual projects. Simultaneously it should be noted that functioning of such a group cooperation model, based on a task team arranging ability, and consequently also little other shaping of internal court’s administration structure is strongly percept as possible for implementation and justified in the

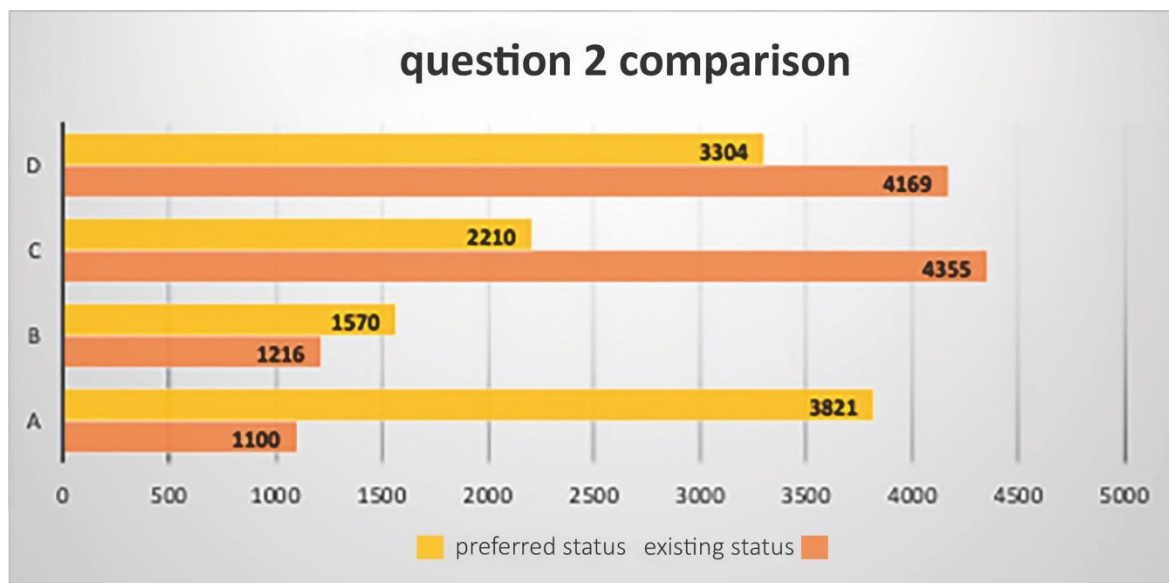
aspect of mutual relation shaping, including the one suitable for building a social capital (clan culture) activity format. It should be also taken into account, that the hierarchic culture must coexist with standards and attitudes developed within years and strongly rooted on a medium level of the Edgar Schein model, i.e. in standards and culture values, because it's required by both work specifics and internal organizational order, shaping habits, routines and mutual relation within task performance processes. The least chosen, both in existing and preferred statuses, was the admonition culture. The judiciary unit, in a natural way, isn't predestinated to concentrate on its own position in an environment, with a strategically created level of externalized flexibility. Preferring of a clan culture should ensure, in a simple understanding of workers, larger training activization and better quality of preparing to task performance, meaning improvement of communication systems, first of all, in a direct superior – subordinate relationship. Selection of a clan culture underlines also a worker loyalty towards organization and consequently necessity of estimation of this worker attitude norm in the worker evaluation systems. Clan culture simultaneously shows that workers don't think that tradition and cultivation of work relations based on a „positive orientation in management”, is only a distant horizon of identifiable future behaviors or only a symptom of intentional verbalism of a managing staff, declared for purposes of intra-organization PR. Admonition culture, with its directing to a dynamic risks taking and necessity of experiment testing of management novelties, is totally maladjusted to keep administration regime in settling cases in permanently overburden courts in Poland.



**Figure 1.** What is general organization character? – comparable analysis. Source: research based own elaboration.

In frames of second question, relating to a basic leadership style, at the percept status a market culture prevailed. This may mean that the management paradigm was focused on an over-standard organization aim realization imperative and total obedience during task performance, paying no attention to development need of a particular worker. This may result, partly from top, administrative pressure for increase of efficiency and proficiency in court

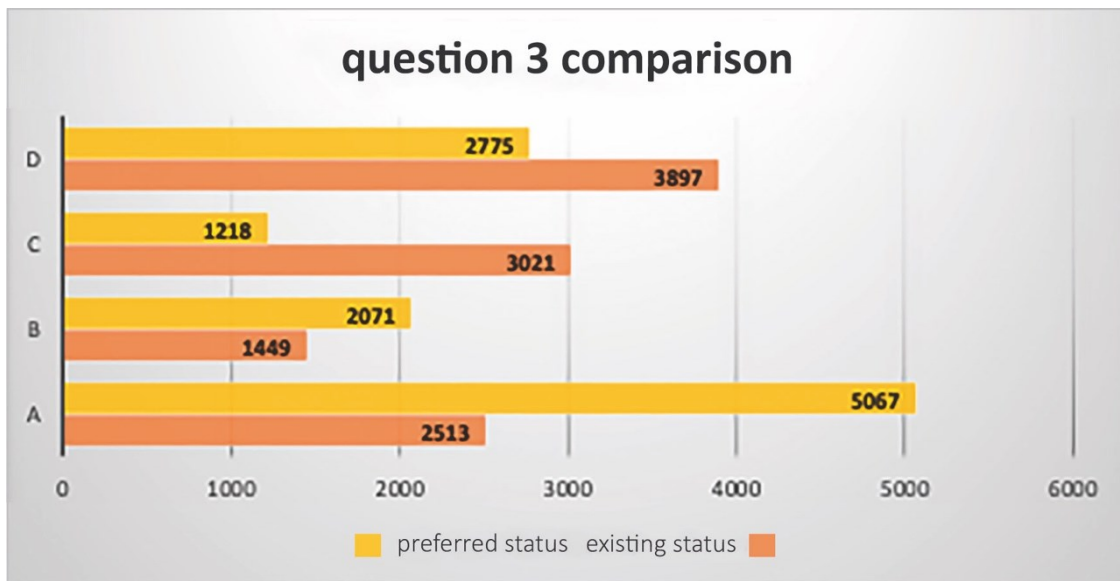
activities, and partly it may result from a redundant and uncritical attitude of different grade directors to the internal competition problem. It is also visible that the most preferred clan culture was most rarely perceived. Such a situation should incline management of the researched judicial unit to a deeper considering of the existing policy in the range of managing the organization social potential. Redundancy of a point dedicated tasks, with simultaneous order-distributive managing style and also many direct control elements, excluding postulates coming from workers in frames of existing feedbacks, in existing interpersonal communication processes, causes that the staff policy elements, aimed for worker personal development, are underestimated or ignored by managers on different grades, as possible for realization only in an undetermined future time.



**Figure 2.** What is the organization leadership style? – comparative analysis. Source: research based own elaboration.

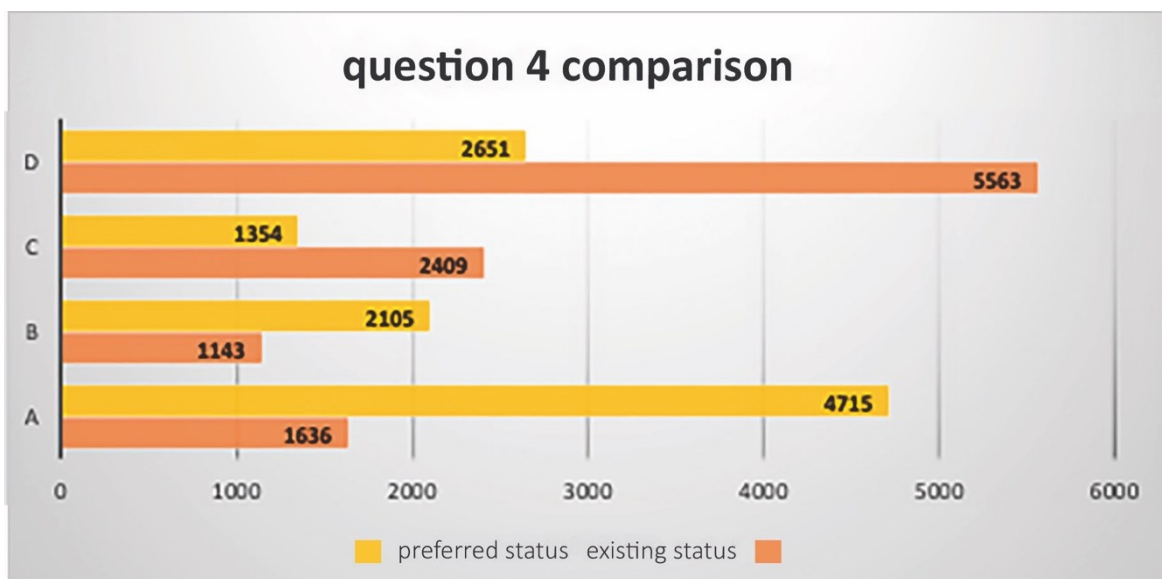
In the third question, relating to a worker management style the perceived status of organizational culture explicitly indicates a selection of hierarchic culture. This means that orientation to people, is accented on ordered performance of tasks, aimed for keeping personnel cohesion for performance of organization purposes by procedure and regulation formalism. Functional efficiency of the unit is evaluated higher than creation of individual professional career paths for a personnel and induction of attitudes for engaged personal development. Workers are inclined to take larger responsibility for performance of tasks and base their duty relations on an increased interpersonal trust potential. Workers of the judicial unit are perfectly aware that the value chain build in the researched organization do not predestine them to adjust themselves for a market uniqueness of performed services or to a visionary attitude to building of task teams and therefore the admonition culture was the less preferred choice in this question.





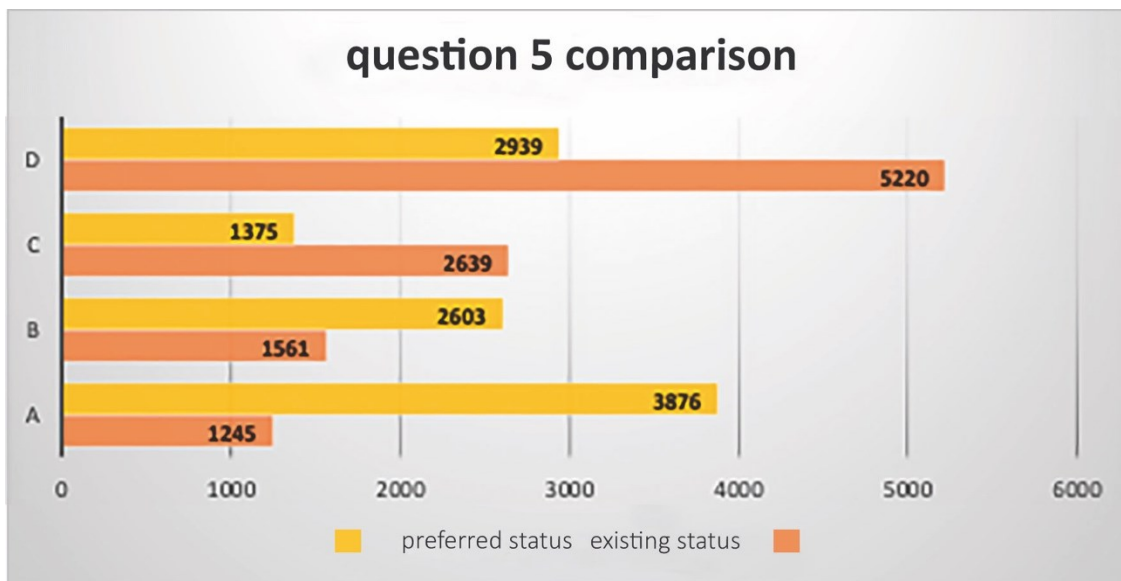
**Figure 3.** What is the worker management style? – comparative analysis. Source: research based own elaboration.

Answering the fourth question: „what ensures an organization cohesion” the inquired believe that the organization cohesion is guaranteed by a hierarchic attitude, procedures and keeping stable regulation codes. First of all, for operation activities, such a consensus is perceived by workers as a basic rule for keeping intra-organization cohesion. In the perceived status the inquired notice on management side no action leading to cooperation grade increase, and this way obtainment of coordination compactness based on a group solidarism, worker loyalty or social capital, axially fixed in and interpersonal confidence. In the preferred status the inquired saw practically no ability for keeping organization cohesion, with adjustment to a market culture.



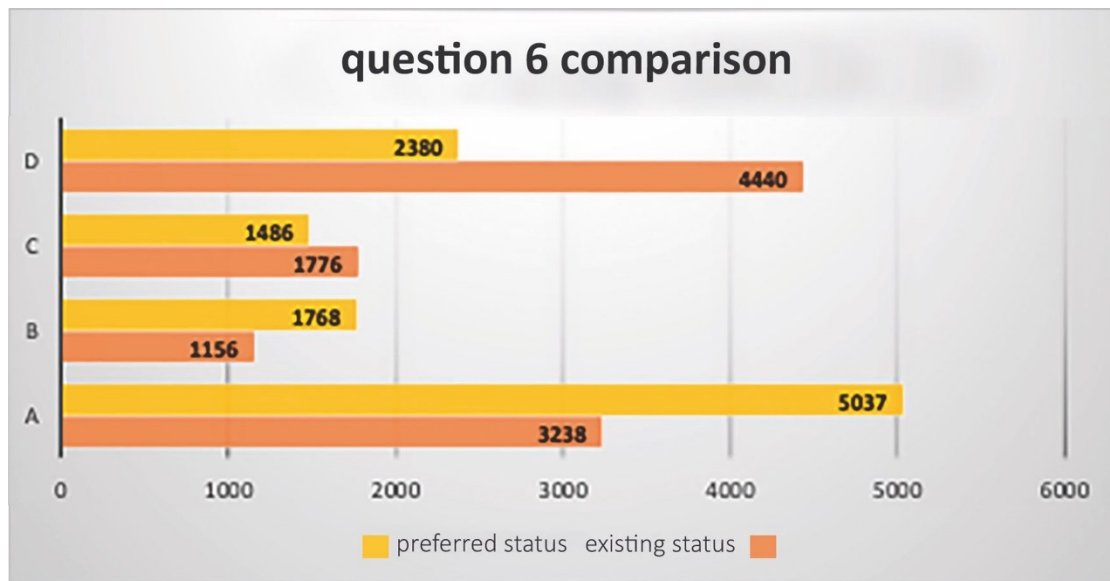
**Figure 4.** What is the largest pressure exerted on? – comparative analysis. Source: research based own elaboration.

Fifth issue focused on an answer to the question: what is the most pressure exerted on? The inquired indicated that at the present status the pressure is exerted on formalization of procedures, which means a hierarchic culture. At the preferred status they indicated that the pressure for building of durable organizational culture should be directed to a clannishness as orientation for consolidation of personnel resources and also and with possible shaping of professional careers and permanent ability to improve cooperation between different task teams, in frames of the existing hierarchic structure. Invariably the most rarely chosen preference was a market orientation, treated as completely unsuitable to the judiciary organization unit specifics.



**Figure 5.** To which is the most pressure exerted? – comparative analysis. Source: research base own elaboration.

Answering the sixth question: „what are the organization success criteria”, the inquired interpreted the organization success source at the existing status, as univocal inscription into a hierarchy culture. Simultaneously the culture preferred success should have a clan culture character, which indicates to a fact that paradigm pole-reversal in thinking about relations and interpersonal bonds in a medium or top-grade management should occur. This may mean an integrated look to worker needs and keeping task realization regimes. The most important change area would be then a human resource management strategic system and stronger assistance of personal department in decision making processes from the medium or top-grade management level. Market culture isn’t taken into account as a real attitude to solving the future researched judicial unit intra-organizational problems.



**Figure 6.** What are the organization success criteria? – comparable analysis. Source: research based own elaboration.

## Conclusions

1. Organization culture is an important element in present times and progressive globalization. It allows to define some organization actions for attitude to a job, shaping effective management or mutual internal or external unit's relations.
2. To summarize the research, at the present status the court workers, in five from six questions, in a prevailing majority, indicated that the leading organization culture is the hierarchic one. This culture is based on a strong formalization of procedures, and workers indicated that such an organization characterizes with strict hierarchy and control of performed works. In the leadership style only, respondents indicated that this style bases on a market culture. Leadership was linked with resolution and pressure for obtainment of results, including keeping the best possible punctuality of performed individual duties. Workers indicated that the management style has its roots in a hierarchic culture. Individual bases on a job safety and work relations constancy. Organizational cohesion is ensured by formal principles and implemented rules. Pressure is also exerted on durability of the taken rules and least possible number of changes. Activity efficiency is obtained by strictly hierarchic dependences.
3. Preferred organizational culture would be the clan culture. Respondents indicated that they would like the organization to be a place that reminds a big family. Personal engagement into organization is a status in which they would willingly engage in their work. As for a leadership, respondents most frequently indicated a leadership type, which would directly devise or help. Most willingly they defined a leader that would

care about their workers. Leader, in its activities should introduce such a management style, which would characterize with accentuate team-work advantages and who would introduce a common agreement and cooperation of a whole society in frames of different internal systems helping self-organization. Court administration workers indicated that the organization cohesion is ensured by a loyalty and inter-personal confidence, which later may transfer into organizational confidence potential. Declared and realized in practice, engagement into organization issues is esteemed. As for organization success, respondents indicated most often that in the preferred status, they would like the human resource development to be meant as a success measure.

4. Workers would not like the organization to be managed by means of extended intra-worker rivalry. Formal requirement regime and obtainment of indicated purposes shouldn't be a paradigm in thinking about organizational culture. Moreover, respondents indicated that the organization cohesion in a least level should be ensured by means of intensive pressure to obtainment of results and aims. They wouldn't like the activity motives to be based on a verbalized, in any personal strategy, on a winning wish.
5. The carried research allows noticing of important shortages in shaping of intra-personal relations in the working place, which may result in conflicts between people in a future and consequently cause decreasing of task performance efficiency and petrification of a bureaucratic status quo oriented organizational climate.
6. In the preferred clan culture, introduction to a personnel management, creation of a series of additional trainings should be considered, e.g. in the range of team-work shaping, effective communication, time management or conflict solution methods.
7. It should be clearly indicated that it's necessary to create a better feed-back, better process shaping of information sending from performance grade to superiors and taking into account this information in a management staff decision-making process.

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