

DANIEL PUCIATO*, GRACJANA PŁAWIAK**

Organizational Culture of Opole Hotels

Abstract: The aim of the article is to identify organizational cultures occurring in Opole hotels. The paper uses four main research methods: analysis of documents, diagnostic survey, methods of analysis and logical construction and statistical method. The research was conducted among the representatives of 12 hotels located in Opole. The Opole hotels are dominated by organizational cultures focused on authority and goals, and their main components are the values. Offering a common language and conceptual apparatus, determining the rules of power and determining the criteria for obtaining status in an enterprise are the most important internal functions of the studied organisational cultures. The following were considered key external functions: ability to understand the company's strategy, identification of employees with objectives and the ability to integrate members of the organization. On the Opole market there were no significant connections between the type of organizational cultures and functional features of hotel companies.

Keywords: culture, organization, hotels, Opole

1. Introduction

Organisational culture is a kind of a “soul” of every enterprise, its axiological system, which determines individualism and originality and distinguishes it from other entities in the environment. In a hotel company, it is one of the key intangible resources, and its importance results mainly from three premises. First of all, in today's hotel market, international hotel systems, which are large transnational corpora-

* Opole University of Technology (Poland), Faculty of Physical Education and Physiotherapy, e-mail: d.puciato@po.edu.pl, orcid.org/0000-0002-2390-6038.

** Opole University of Technology (Poland), Faculty of Physical Education and Physiotherapy, e-mail: gracjanapwk@gmail.com, orcid.org/0000-0001-6563-6489.

tions with shareholders from many countries, are playing an increasingly important role. Secondly, as a result of the development of global tourism and business, the share of foreign guests using hotel services is also increasing. Thirdly and finally, the specificity of the modern labour market means that an increasing percentage of hotel employees do not come from reception countries. In order to meet the expectations of stakeholders, mainly owners, customers and employees, modern hotel companies must place great emphasis on cultural aspects, and their organisational cultures should take into account such organisational values as: [Bugdol 2006; Puciato 2011]: tolerance, hospitality, tactfulness, discretion, transparency and the ability to reconcile tradition with modernity or global and local trends.

The results of empirical studies published so far show that hotel organisational culture is also associated with operational and strategic management aspects such as leadership [Nicely, Palakurthi 2018], leadership style [Tadeusisak 2018], innovation [Scholz, Voracek 2016; Ubeda-Garcia et al. 2018], corporate social responsibility [Rahimi 2017], relation to the natural environment [Reyes-Santiago, Sánchez-Medina, Díaz-Pichardo René 2017], and even economic effectiveness of the enterprise [Nazarian, Atkinson, Foroudi 2017]. However, there are no studies concerning the dynamically developing Polish hotel market. Potential links between organizational culture and functional features of a hotel have not been considered yet. Bridging this specific research gap was one of the most important tasks of the research.

In the context of the introductory remarks, the aim of the article is to identify the organizational cultures present in Opole hotels. This aim was detailed to the following research problems:

1. What kind of organizational cultures dominate in Opole hotels?
2. Which elements of organizational cultures are the most important for the respondents?
3. What are the organizational values that guide hoteliers in Opole?
4. Which of the functions of internal and external organisational cultures are crucial for the hotel market?
5. Are there any relations between the type of organizational culture and such functional features of hotels as: legal and organisational form, size, standard, location, type or degree of integration with other entities?

2. Organisational culture of a modern hotel in the light of literature on the subject

According to Czesław Sikorski [2006], organisational culture is usually considered in three basic meanings: factual, functional and attribute. Within the first

approach, it is analysed from the perspective of institution, e.g. enterprises, by examining the norms and values of internal stakeholders that distinguish the organization from other entities in the environment. The second perspective concerns the process of organizing particular elements that influence functioning of the organization, e.g. setting goals, or more broadly plans in the enterprise and the ways in which they are implemented. The third approach, on the other hand, identifies the organisational culture with the characteristics of internal stakeholders who have a significant impact on the achievement of the organisation's objectives.

The author distinguished the following components of organisational culture [Sikorski 2009]:

1. Thinking patterns – thanks to which internal stakeholders receive criteria for evaluating various phenomena and situations, e.g. placing hospitality as the basis for guest service in a hotel.

2. Behavioural patterns – provide appropriate forms of reaction to these phenomena and situations, e.g. behavioural patterns described in hotel standards, concerning the process of guest service at the reception desk, based on thinking patterns concerning the role of hospitality in this process.

3. Symbols – enable the dissemination and consolidation of patterns of thinking and behaviour among members of the group, e.g. the scope of duties, clothing, porter's behaviour as specific symbols of hospitality in the hotel.

The analysis of the organisational culture allows for the perception of certain symbolic meanings of individual, often very rational aspects of the life of an organisation, which enables its better knowledge and understanding. In this context, particular attention should be paid not only to formalised activities, but also to social norms, specificity of the language, folklore, ceremonial events and other cultural elements [Sikorski 1995].

Edgar Schein [2010], on the other hand, compares the organizational culture to a model of basic assumptions that the group has discovered, invented or developed when confronted with the problems of the group or the environment. These assumptions have proved their worth and are therefore considered valid and are communicated to the new members of the group as an appropriate way of perception. The author distinguishes three basic levels of organisational culture: artefacts, recognised values and basic assumptions (Figure 1). Cultural artefacts are the elements that make up the image of a given culture and reveal what it is for the members of the group. They include products, services and even behavioural patterns of members. This is all that human beings perceive through their basic senses when they come into contact with a foreign group whose culture is unknown to them. An example is the hypothetical situation in which the director of a global hotel chain stands out with his sports clothes and his competitor appears in a chic suit. The most common artefacts, apart from clothing, include: possessed objects, place of residence and interests. Recognised values are the rea-

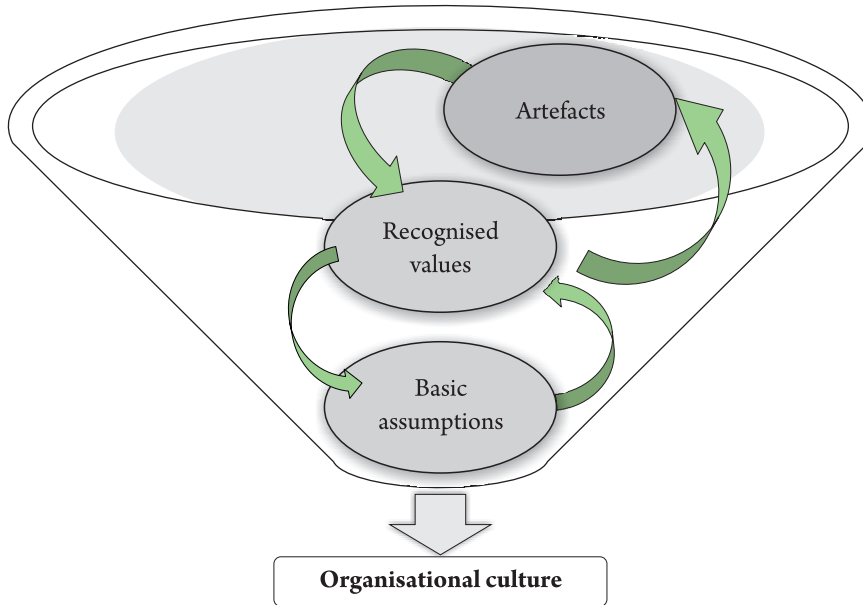


Figure 1. Levels of organisational culture according to E. Schein

Source: own calculations based on Schein 2010.

sons given by organisations for acting in a certain way. An organisation that makes sure that the values set for employees are clear to them and that they can see the meaning of the values, has a better chance of making it easier for employees to understand the culture of the organisation. The basic assumptions are beliefs accepted uncritically by members of the organisation. They are the ultimate, most deeply rooted, least visible and most sustainable source of values and actions. Each company, through its culture, shows the most appropriate course of action, which is usually passed on by tacitly accepted assumptions. In hotel companies, such assumptions may be connected with the definition of the market segment to which hotel offers are to reach, e.g. business guests, leisure guests, etc.

Organisational culture has many different functions in the company, which after Łukasz Sułkowski [2002] and Lidia Zbiegień-Maciąg [2008] can be aggregated into two groups: internal and external. Among the internal functions one can distinguish: integration of the organisation members with each other, providing knowledge about the organisation and adaptation to environmental conditions. The main external functions are: the influence of internal arrangements on external contacts and the influence of the environment on functioning of the hotel.

The still most popular typology of organisational cultures is their division formulated by Robert Harrison [1972], which includes:

1. Power-oriented cultures – a culture characteristic of competitive and uncompromising organizations that try to dominate their environment. Employees compete strongly with each other and managers treat them in an objective way. This type of corporate culture can dominate in highly competitive hotel markets and in hotels belonging to large multinational hotel corporations.

2. Role-oriented cultures – a culture characteristic of bureaucratic organisations, where legality and a sense of responsibility are important. The scope of responsibilities and powers are strictly defined and depend on the occupied position. The predictability of human behaviour is high and the highest value is the stability of the action and its compliance with applicable regulations. This type of organisational culture can be dominant in hotels owned by the public sector.

3. Task-oriented cultures – this kind of culture is present in flexible organizations, oriented to react quickly to changes in the environment. The dominant feature of interpersonal relations in this case is the ability to achieve the objectives of the organisation in changing environmental conditions. Dominant in small and medium-sized hotels and due to the not very strong capital and competitive position and simple organizational structures, they must and can effectively search for their market niches.

4. People-oriented cultures – a culture typical of organizations focused on meeting the needs of their members. The power distance is small and decision-making is based on social consensus. Interpersonal relations are based on cooperation, mutual support and sharing of experiences. Established behavioural patterns and customs are the basis of formal rules. It can occur in hotels run as a family enterprise or less frequently belonging to the public sector [Puciato 2016].

3. Methodological assumptions of the research

The paper uses analysis of documents, diagnostic survey, methods of analysis and logical construction. The collected data were subjected to statistical analysis. Within the first method data from secondary sources, mainly reports and studies by the Central Statistical Office and the Ministry of Sport and Tourism were collected and analysed. These activities allowed to identify all the hotels operating in Opole in 2016 and to specify some of their functional features. Within the diagnostic survey an interview technique was applied, where the research tool was an interview questionnaire. It consisted of a part concerning selected aspects of the hotel's organisational culture and a metric. The research of representatives

Table 1. Classification of the studied hotels on the basis of selected criteria

Description	Number of surveyed hotels	Percentage of surveyed hotels [%]
Organisational and legal form		
Individually owned company	5	42
Joint-stock company	2	17
Limited liability company	4	33
Civil law partnership	1	8
Origin of capital		
Domestic	10	83
Mixed	2	17
Company size		
Small	8	67
Medium	2	17
Large	2	17
Number of residential units		
Up to 50	9	75
Over 50	3	25
Degree of integration		
Independent hotel	9	75
Integrated hotel	3	25
Hotel management model		
Management by the owner	11	92
Managerial contract	1	8
Detailed location		
City centre	9	75
City outskirts	3	25
Hotel standard		
Three-star	10	83
Four-star	2	17
Type of hotel		
Business	10	83
Recreational	2	17

Source: own study based on information from the conducted research.

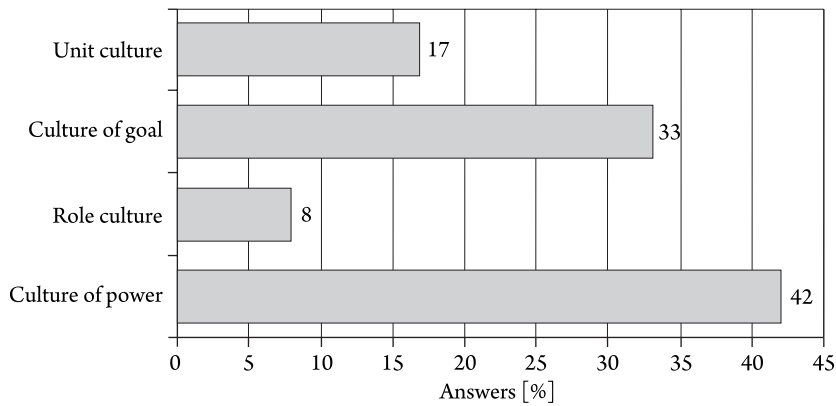
(owners or managers) of 12 hotels was conducted in the period from April to May 2016. The number of hotels in question is about 92% of all hotels located in the city. Therefore, it should be clearly emphasized that the nature of the research sample implies that the conclusions from the research refer only to Opole hotels and in no way to the entire hotel market. Within the methods of analysis and logical construction, the following were used foremost: analysis, synthesis, comparison and generalisation. The results of the survey were subjected to statistical analysis. An analysis of structure was conducted, within which the number and frequency of answers to individual questions were calculated. Potential relations between selected aspects of organizational culture and functional features of hotels were estimated using the independence test χ^2 and the T-Czuprov convergence coefficient. During the inference the level of significance was assumed *ex ante* $\alpha = 0.05$.

Analysing the functional structure of the studied hotels, it was noticed that the most popular legal and organizational forms were individually owned companies – 42% and limited liability companies – 33%. The formula of joint stock companies was used by 17% of the operating hotels, and civil ones – 8% of enterprises included in the survey. The majority of Opole hotels (83%) were financed from the national capital, and only 17% from a mixed capital. The small enterprises accounted for 67%, and 17% of business entities included in the survey were medium and large. Up to 50 residential units were offered to their guests by 75% of Opole facilities, and 50 and more rooms – 25% of them. Three quarters of entities on Opole hotel market are independent hotels, while one quarter are integrated ones. The vast majority of companies (92%) were managed independently, by their owners, and only 8% under a management contract. Hotel facilities located in the central part of the city accounted for 75%, while on the outskirts – 25%. Hotel facilities categorized as three-star amounted to 83%, and four-star to 17%. The vast majority of the surveyed companies (83%) were business hotels, and only 17% of them offered leisure products (Table 1).

4. Tests results

The analysis of the results of the conducted research indicates that the largest group among the examined hotels (42%) were entities in which the culture of authority functioned. Every third hotel in Opole had a goal culture, every sixth one had individual culture, and every twelfth one had a role culture (Chart 1). According to the surveyed representatives of the Opole hotel market, the main components of the identified organisational cultures were: recognised values – 50%, basic assumptions and beliefs of employees and cultural artefacts – 25%

Chart 1. Type of organisational culture in the surveyed hotels

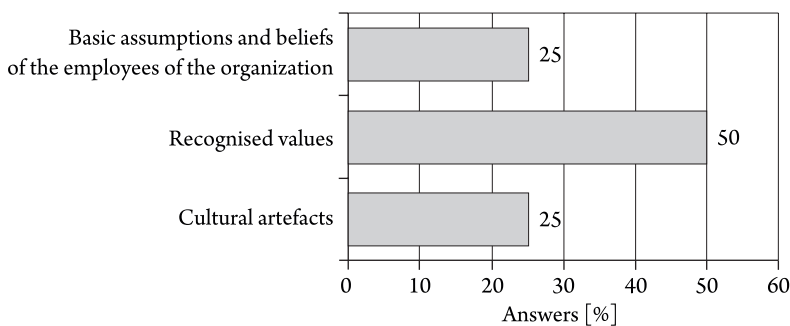


Source: own study based on information from the conducted research.

each (Chart 2). Almost 70% of respondents declared that their business activity is guided by a new set of values, manifested not only by the care for the enterprise, but also by the intellectual, emotional and social development of employees, managers and owners. The respondents assigned a special role to family, other significant persons and the possibility of achieving satisfaction from work. Every third respondent identified himself/herself with traditional organisational values, focusing mainly on professional work and treating it only as a source of support for oneself and one's family (Chart 3).

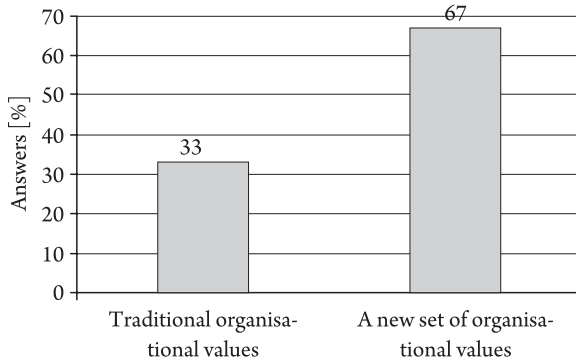
The surveyed representatives of Opole hotels as the most important internal functions of organizational culture considered: offering a common language and conceptual apparatus – 42%, determining the rules of power and determining the criteria of status in the company – 33%, meeting the needs of security and affirma-

Chart 2. Main elements of the organisational culture in the surveyed hotels



Source: own study based on information from the conducted research.

Chart 3. Type of organizational values dominating in the analysed hotels

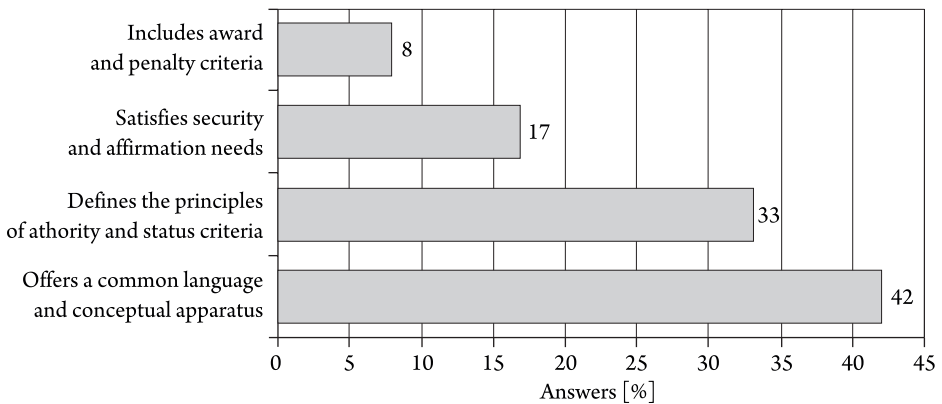


Source: own study based on information from the conducted research.

tion – 17% and determining the criteria of penalties and awards – 8% (Chart 4). Every third respondent stated that the main external functions of organizational cultures in Opole hotels are: the ability to understand the company’s strategy and identify employees with its goals and the ability to integrate members of the organization. Every fourth respondent stated that the organizational culture in their hotels enables uniform perception of the criteria for measuring work effects, and every twelfth respondent stated that it gives the possibility to adjust the means to the tasks and reformulate the objectives (Chart 5).

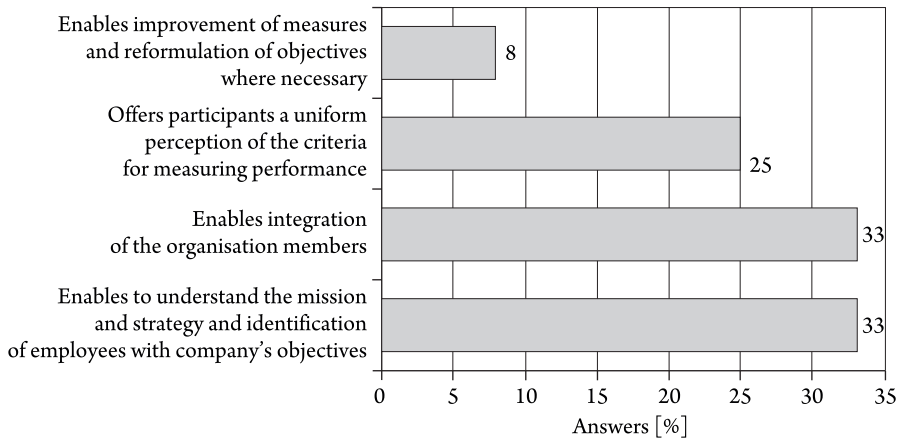
Analysis of the value and probability level of χ^2 independence tests allows us to conclude that the types of organizational cultures functioning in Opole hotels are not significantly related to their functional features. There was a weak cor-

Chart 4. The most important internal functions of organisational cultures



Source: own study based on information from the conducted research.

Chart 5. The most important external functions of organisational cultures



Source: own study based on information from the conducted research.

relation between organizational culture and: size ($T_{xy} = 0.5$), detailed location ($T_{xy} = 0.4$) and degree of hotel integration ($T_{xy} = 0.4$) and a very weak correlation between organizational culture and: organizational and legal form ($T_{xy} = 0.3$), standard ($T_{xy} = 0.2$) and type of hotel ($T_{xy} = 0.2$). Therefore, there are no grounds to reject the zero hypothesis (H_0) that correlation between organisational culture and functional characteristics does not exist (Figure 2).

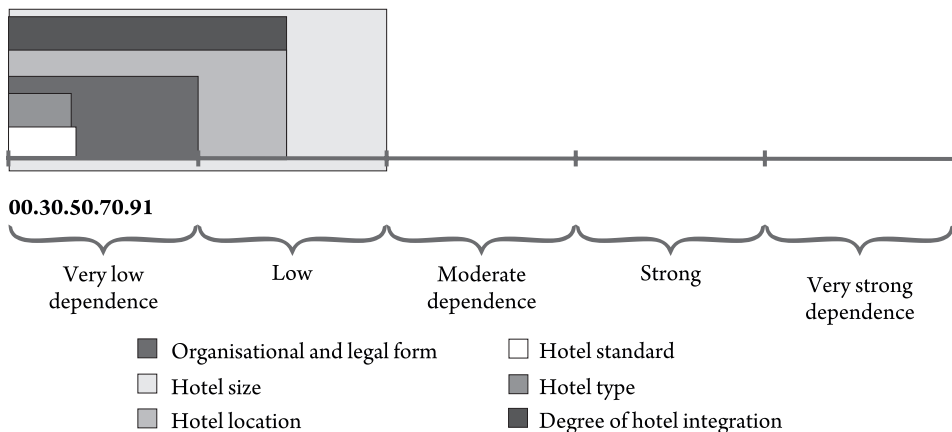


Figure 2. Values of the T-Czuprow Convergence Factor for the variable x – organizational culture and variables y – functional characteristics of hotels in Opole

Source: own study on the basis of the obtained results.

5. Conclusions

Analysis of the conducted research results allows to formulate the following final conclusions:

1. The Opole hotels are dominated by power- and goal-oriented organisational cultures.
2. Recognised values are the most important component of the organizational cultures of the examined hotels.
3. Most managers and owners identified themselves with a modern approach to organizational values, striving to balance work with other areas of life and seeing it as not only a source of income, but also a significant stimulus for development.
4. Offering a common language and conceptual apparatus, determining the principles of power and determining the criteria for obtaining status in a company toned down the most important internal functions of the surveyed organizational cultures. As the key external functions considered were: the ability to understand the company's strategy, identification of employees with goals and the ability to integrate members of the organization.
5. On the Opole market no significant relations between the type of organizational cultures and functional features of hotel enterprises were observed.
6. It is necessary to conduct further, in-depth research on the issues of organizational cultures of modern hotels.

References

- Bugdol M., 2006, *Wartości organizacyjne. Szkice z teorii organizacji i zarządzania*, Kraków: Wydawnictwo Uniwersytetu Jagiellońskiego.
- Harrison R., 1972, Understanding your organization's character, *Harvard Business Review*, 3: 122-126.
- Nazarian A., Atkinson P., Foroudi P., 2017, Influence of national culture and balanced organizational culture on the hotel industry's performance, *International Journal of Hospitality Management*, 63: 22-32.
- Nicely A., Palakurthi R., 2018, Organizational culture requirements for high levels of knowledge usage from learning activities among hotel managers, *International Journal of Hospitality and Tourism Administration*, 19(1): 1-25.
- Puciato D., 2011, Selected aspects of the body culture in hotel enterprises, *Zeszyty Naukowe Małopolskiej Wyższej Szkoły Ekonomicznej w Tarnowie*, 17: 193-202.
- Puciato D., 2016, *Przedsiębiorstwo hotelowe. Aspekty ekonomiczne, finansowe i organizacyjne*, Warszawa: Difin.
- Rahimi R., 2017, Customer relationship management (people, process and technology) and organisational culture in hotels. Which traits matter? *International Journal of Contemporary Hospitality Management*, 29(5): 1380-1402.

- Reyes-Santiago M., Sánchez-Medina P., Díaz-Pichardo R., 2017, Eco-innovation and organizational culture in the hotel industry, *International Journal of Hospitality Management*, 65: 71-80.
- Schein E., 2010, *Organizational Culture and Leadership*, San Francisco: Jossey Bass.
- Scholz P., Voracek J., 2016, Organizational culture and green management: innovative way ahead in hotel industry, *Measuring Business Excellence*, 20(1): 41-52.
- Sikorski C., 1995, *Profesjonalizm. Filozofia zarządzania nowoczesnym przedsiębiorstwem*, Warszawa: PWN.
- Sikorski C., 2006, *Kultura organizacyjna*, Warszawa: C.H. Beck.
- Sikorski C., 2009, *Kształtowanie kultury organizacyjnej*, Łódź: Wydawnictwo Uniwersytetu Łódzkiego.
- Sułkowski Ł., 2002, *Kulturowa zmienność organizacji*, Warszawa: PWE.
- Tadeusisak E., 2018, Organisational culture as a mediator on the relationship between leadership style and organisational effectiveness: Polish hotel industry, *Journal of Organisational Studies and Innovation*, 5(2): 14-25.
- Ubeda-Garcia M., Claver-Cortes E., Marco-Lajara B., Garcia-Lillo F., Zaragoza-Saez P., 2018, Continuous innovation in the hotel industry. The development of organizational ambidexterity through human capital and organizational culture in Spanish hotels, *International Journal of Contemporary Hospitality Management*, 30(12): 3609-3631.
- Zbiegień-Maciąg Ł., 2008, *Kultura w organizacji. Identyfikacja kultur znanych firm*, Warszawa: Wydawnictwo Naukowe PWN.

Kultura organizacyjna opolskich hoteli

Streszczenie. Celem artykułu jest identyfikacja kultur organizacyjnych występujących w opolskich hotelach. W pracy wykorzystano analizę dokumentów, sondaż diagnostyczny, metody analizy i konstrukcji logicznej. Zebrany materiał poddano analizie statystycznej. Badania przeprowadzono wśród przedstawicieli 12 hoteli zlokalizowanych w Opolu. W opolskich hotelach dominują kultury organizacyjne zorientowane na władzę i cele, a ich głównym składnikiem są wartości. Oferowanie wspólnego języka i aparatu pojęciowego, wyznaczenie zasad władzy i określenie kryteriów uzyskiwania statusu w przedsiębiorstwie to najważniejsze funkcje wewnętrzne badanych kultur organizacyjnych. Za kluczowe funkcje zewnętrzne uznano: możliwość zrozumienia strategii firmy, identyfikacja pracowników z celami oraz możliwość integracji członków organizacji. Na opolskim rynku nie odnotowano istotnych związków między rodzajem kultur organizacyjnych a cechami funkcjonalnymi przedsiębiorstw hotelowych.

Słowa kluczowe: kultura, organizacja, hotele, Opole