# Activities of the Human Resources Department Influenced by the Organizational Culture

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## Abstract

*The importance of organisational culture for the organisation's success is already proven today, and in this situation, COVID-19 for organisations continues to grow. No previous review has focused on the role of organizational culture in the context of human resource management and its activities with a focus on Czech organizations. The article aims to identify human resources (HR) activities primarily influenced by the organisational culture of the examined organisations in the Czech Republic by quantitative and qualitative research. Exploratory factor analysis identified critical factors related to the objective of the paper. The results have shown that the HR activities most affected by the organisational culture in the examined Czech organisations are as follows: internal and external communication, friendly relationships, and HR planning. The results have also revealed that only 40% of the examined organisations deal with organisational culture, and 60% do not view organisational culture as a priority. Organisational culture is influenced by the industry, the sector and the market, the number of employees, and the existence or non-existence of the HR department. This paper encourages other researchers to apply and popularize concepts of organizational culture in the study of human resource management.*

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## Introduction

The organisational culture reflects the organizations' common beliefs and values and controls the behaviour of organisation members (Chang and Lin, 2015; Körner et al., 2015; Shaikh, 2016). The situation with COVID-19 is more critical to setting up thriving organisational culture and HR activities in every organisation (Guan et al., 2020; Spicer, 2020). The research by Kayhan (2016) has shown that where an organisation offers a higher orientation to education innovation, it leads to an overall improvement of the organisation's performance (Tseng, 2010; Al Saifi, 2015; Destler, 2016; Arditi et al., 2017; Paais and Pattiruhu, 2020), which includes reducing costs, increasing the quality (Valmohammadi and Roshanzamir, 2015), supply chain management (Liu et al., 2010; Cao et al., 2015) and confidence in the organisation (Chatman and O'Reilly, 2016).

The organisational culture may be considered the factor affecting the creation of values (beyond those that are part of an organizational culture) through the organisational strategy (Sneyd and Rowley, 2004; Su et al., 2012; Stachova et al., 2015). The close link between the organisation's strategy and its performance is the basis of the prosperity of any organisation (Hitka et al., 2018). Organisational culture reflects internal and external factors of the organisational environment, and it thus plays a crucial role in the implementation of the organisation's strategy literally (Deal and Kennedy, 1983). The importance of the organisational culture analysis is mentioned by Schein (1985), Korsakova et al. (2016), who consider organisational culture a basis for different environments of organisations and, above all, a source of their success and successful functioning of administrative processes.

Even today, during the COVID-19 situation, organisations do not plan to stop investing in innovation; however, the negative development of the case around COVID-19 could slow down their plans. The article aims to identify human resources activities primarily influenced by the organisational culture of the examined organisations in the Czech Republic. To the best of our knowledge, no previous review has focused on the role of organizational culture in the context of human resource management and its activities with a focus on Czech organizations. To fill this gap, we try to identify human resources activities primarily influenced by the organizational culture of the examined organizations in the Czech Republic**.**

## 1. Theoretical Background

The influence of national culture on organisational culture is evident as national culture creates fundamental values that are reflected (Kattman, 2014; Nazarian et al., 2017). Organisational culture is a model of shared basic assumptions based

on group learning on how to resolve one's problems and adapt oneself to external and internal environments. It is created by the organisation's members, becomes a standard, and subsequently guides these members (Chatman and O'Reilly, 2016). Organisational values generate the core of a culture (Dubkēvičs et al., 2015). Just the fact that organisational culture is primarily made up of basic assumptions, attitudes, and values, which are invisible at first glance, is the reason why organizations often underestimate their role.

Practice shows (Maheshwari and Vohra, 2015; Do et al., 2016; Fareed et al., 2016; Harrison and Bazzy, 2017; Narayana, 2017) that the organisational culture has an extremely close connection not only with individual personnel and social processes but also with the whole concept of personnel management. According to Al-Musadieq et al. (2018), Paais and Pattiruhu (2020), organizational culture has a significant direct influence on work motivation and human resource performance. According to Paais and Pattiruhu (2020), organisational culture includes deeper aspects and becomes the basis for creating an organisational climate, which Destler (2016) perceives primarily in the context of increasing organisational performance. Iljinse et al. (2015) examined the impact of organisational culture on the organisational climate during change. Silla et al. (2017) found that employee communication satisfaction is partly related to the positive relationships between a constructive culture and a safe work environment. Organisational justice (Kim and Chung, 2019) can be seen as part of organisational culture (Paais and Pattiruhu, 2020), as it plays an essential role in increasing employee satisfaction (Imran et al., 2015; Ouyang et al., 2015), which related to performance improvement.

A solid organisational culture sets out the criteria and forms of selecting and hiring new employees, co-creating ways and measures for evaluating managers and ordinary employees (Lapiņa et al., 2015; Narayana, 2017), influences the development of career management principles in the organisation (van Hoorn, 2016), increases the diffusion of innovation through communication and collaboration (Matinaro and Liu, 2017) and provides a framework for formulating rules on redundancies and retention (Chahal and Poonam, 2017). An essential task of HR is to influence the specific form of organisational culture through all personnel processes (Fareed et al., 2016).

Organisational culture in the Czech Republic is examined, for example, by Mohelská and Sokolová (2018), Urbancová and Depoo (2021). It can be summarized that organizations usually do not carry out organizational culture analyses. However, the majority of organizations are only at the beginning of this process. According to the findings of Mohelská and Sokolová (2018), respondents perceive organizational culture as bureaucratic and supportive rather than innovative.

According to Urbancová and Depoo (2021), identifying a suitable type of organizational culture leads to the successful building of the employer's brand and work commitment. The further authors state that focusing on employee engagement is a better predictor of a positive organizational culture than increasing productivity.

The area of organizational culture and its characteristics are well known, but it missing the detailed and contemporary identification of its influence on human resources activity in the organisations. The identification of those activities and relations among them can help to understand, evaluate and develop process setting of these activities.

## 2. Material and Methods

Two questionnaire surveys obtained the quantitative data in the Czech organisations (first survey 06-12/2019 and second survey 06-12/2020, further research is underway). The questionnaires were completed by managers of the HR department or directly by the owners. There was one respondent per one organization. In checking this criterion, IP addresses were checked and those that showed compliance were completely excluded from the research. The first and second surveys were the same questions and identification characteristics. The questionnaire was created by the authors and a preliminary survey ($n = 10$) was carried out before sending to see if the questions were understandable. Based on the feedback from the preliminary research, the questions were reformulated (mostly it was an explanation of concepts, or removal of duplications, shortening of individual questions, etc.). At the same time, we found out whether the questionnaire is too difficult and whether the respondents do not spend a lot of time completing it (within 20 minutes). We do not include the results of the preliminary research in the results of the questionnaire survey, they only served to adjust the questions in the questionnaire.

Surveys have six questions focused on organisational culture, and it's setting up and six identification questions (sector, type, ownership, size, year turnover, and HR department existence). Data from the first quantitative survey comes from 402 Czech organisations ($n = 402$); the second survey consists of 183 Czech organisations from all economic sectors ($n = 183$).

The sample was based on the Albertina database of organisations (essential data of more than 2,700,000 organisations registered in the Czech Republic). In total, 1,600 organisations were contacted (based on random selection, 70% from the tertiary sector, 20% from secondary, and 10% from primarily according to the recommendation of the Czech Statistical Office), and the response rate was 37%. The structure of respondents from both quantitative surveys is shown in Table 1.

T a b l e 1

**Organisations Participated in the Survey – Primary Data**

| Characteristics | Categories – survey 1 | | | Categories – survey 2 | | |
|---|---|---|---|---|---|---|
| Sector of organisation | *Primary* | *Secondary* | *Tertiary* | *Primary* | *Secondary* | *Tertiary* |
| | 19.8% | 20.2% | 60.0% | 4.4% | 41.5% | 54.1% |
| Type of organisation | *Private* | *Public* | *Non-profit* | *Private* | *Public* | *Non-profit* |
| | 85.1% | 14.9% | 0.0% | 85.8% | 11.5% | 2.7% |
| Type of organisation in terms of majority ownership | *Domestic* | *Foreign* | | *Domestic* | *Foreign* | |
| | 50.0% | 50.0% | | 45.4% | 54.6% | |
| The size of the organization (number of employees) | <50 | 51 – 249 | >250 | <50 | 51 – 249 | >250 |
| | 41.0% | 24.9% | 34.1% | 26.2% | 28.4% | 45.4% |
| HR department | Yes | No | | Yes | No | |
| | 48.3% | 51.7% | | 47.2% | 52.8% | |
| Year turnover | <10 mil. EUR | 11 – 50 mil. EUR | >50 mil EUR | <10 mil. EUR | 11 – 50 mil. EUR | >50 mil EUR |
| | 44.0% | 33.7% | 22.3% | 38.3% | 37.7% | 24.0% |

*Source*: Own survey.

The descriptive statistics tools included absolute and relative frequencies, dependence tests ($\chi2$ test), and tests of strength dependence (Cramer's *V*). The dependence strength was computed using the Cramer's *V* measure that is within $0 \le V \le 1$, irrespective of the contingency table volume.

The null hypothesis was rejected if the *p*-value was less than $\alpha = 0.05$. Once the results of the descriptive statistics were obtained, the factor analysis was performed (multivariate statistics) according to Anderson (2013).

Exploratory factor analysis was performed with the ambition to analyze the correlations of a more significant number of measurable (manifest) variables. Based on this analysis, variables with a common factor (latent variable) were determined. The factor analysis (after the correlation analysis and principal component analysis) used the Varimax method, which consists in maximizing the sum of variances of all factors. Several factors were chosen concerning the Kaiser-Guttman rule. To assess the suitability of factor analysis, the Kaiser-Meyer-Olkin (*KMO*) measure of selection adequacy was used, i.e., an index comparing the magnitudes of the observed correlation coefficients and the magnitude of the partial correlation coefficients. The data in the questionnaire survey in question meet the criterion of minimum value of the *KMO* statistics.

The data was processed only if the value of substantial factors was more significant than 1 (Anderson, 2013). Values exceeding 0.3 were considered significant. The IBM SPSS Statistics 24 was used to evaluate the data.

Data from qualitative survey comes from the focus group method, where six human resources managers (*n* = 6; second half of 2019) from organisations met on the set date (2 from large organisations, two from a medium, two from small according to the number of employees. The research authors moderated the focus

group, and the discussion lasted 2.5 hours. According to Anderson (2013), the focus group is often one of the most progressive qualitative data acquisition methods. It is a research tool for obtaining information on a chosen topic from groups characterized by shared characteristics or interests. The focus group focuses on insight into attitudes and beliefs that are the source of behaviour. The focus group method is suitable for supplementing quantitative research in social sciences, HR, and management and is very often used. From the focus group results, practical recommendations for organisations in defining the organisational culture for effective HR activities were determined.

This research was followed by individual interviews ($n = 8$; second half of 2020) with representatives from the ranks of human resources managers from organisations that focus on sustainable development (one from the primary sector, three from secondary, and four from the tertiary sector of organisations). The results of qualitative research help to specify quantitative research (data triangulation). Triangulation is combining multiple methods in the social sciences to eliminate the weaknesses of particular ways, which, if used separately, would not reveal some aspects of the researched subject.

## 3. Results

The results from the first survey have shown that only 40% of the surveyed organisations deal with the organisational culture, its creation, and maintenance; unfortunately, setting the organisational culture is not a priority for the majority of the surveyed organisations (61%). It was no different in the second research. In both surveys, it turned out that about 20% have stated that they regularly conduct analyses and subsequently reset organisational culture if needed. Table 2 presents the stimuli to conduct an organisational culture analysis which the surveyed organisations listed.

The results from both surveys show that the most common stimulus to conduct an organisational culture analysis is the organisational transformation from one development level to another, which is associated with the organisational changes and the personnel ones. The most common opponent of change is the employee, and therefore it is necessary to duly discuss all changes with employees and explain any modifications in the organisational culture. The surveyed organisations from both surveys stated that changes in their organisational cultures implemented recently were most frequently in the organisational structure and processes (36%) and people and human resource management (25%). The area of symbols (16%) and top management (16%) placed next. 7% of the organisations mentioned that there had been no change in any area. No significant discrepancies were found in the second study.

T a b l e 2

**Stimuli to Conduct an Organisational Culture Analysis**

| Stimulus | Relative frequencies % (first survey) | Relative frequencies % (second survey) |
|---|---|---|
| The organisational transformation from one development level to another one | 8.0 | 9.0 |
| Substandard or inadequate communication among organisational units | 6.5 | 5.5 |
| Size of the organisation – a significant change | 5.5 | 2.3 |
| Overcoming the character of the current organisational culture by changes in the economy, the social or technical environments of the organisation | 5.2 | 4.2 |
| High employee turnover | 4.7 | 5.0 |
| Ineffective use of working time | 4.0 | 3.0 |
| The market position of organisations – a change (for example, a takeover or a merger) | 4.0 | 2.8 |
| The discrepancy between the current organisational culture and the strategically necessary one | 3.7 | 1.9 |
| Complicated interpersonal relationships in the workplace | 3.2 | 5.1 |
| The decline in labour productivity | 3.0 | 2.3 |
| Other (a regular event) | 0.1 | 0.9 |
| Level of business – a significant change | 0.7 | 0.8 |

*Source*: Own survey.

The surveyed organisations in both surveys obtained information concerning changes in the organisational culture primarily from the literature, training, seminars, and consultants. Table 3 shows the functional areas in which the organisational culture from the first survey facilitates the implementation of HR activities. The impact of the organisational culture is most commonly seen in the processes of communication with employees (11%), labour relations (11%), and HR planning (11%); conversely, it is less commonly seen in outplacement because only approximately 13% of organisations in the Czech Republic ($n = 364$) carry out this activity. Furthermore, the dependencies between selected qualitative features were tested, hypotheses were tested, see Table 3.

1) $H_0$: *Selected HR activities do not depend on the sector.*
2) $H_0$: *Selected HR activities do not depend on the market.*
3) $H_0$: *Selected HR activities do not depend on the fact that organisation is part of a larger organisation.*
4) $H_0$: *Selected HR activities do not depend on the organization's size.*
5) $H_0$: *Selected HR activities do not depend on the organisation has HR department.*
6) $H_0$: *Selected HR activities do not depend on year turnover.*

The results from the first survey show that the implementation of HR activities does not depend on the sector of business, but primarily on the organisation's size (the strength of dependence between 0.180 – low dependence – and 0.331 –

moderate dependence) and the existence of the HR department (the power of dependence from 0.106 to 0.268 – low). Furthermore, the results were verified by multivariate statistics. The importance of the observed factors of HR activity in percentage and their aggregation is shown in Table 4. The calculated values as the factor analysis results express the interaction between the newly created variables and the original variables. The two significant factors meeting the criteria set following the methodology were determined upon evaluating the calculated data (see Table 4).

T a b l e  3

**Functional Areas Where the Organisational Culture Facilitates HR Activities (First Survey)**

| HR activities | Characteristics according to *p*-value and Cramer's *V* | | | | | |
|---|---|---|---|---|---|---|
| | Sector 1) $H_0$ | Market 2) $H_0$ | Part of a larger organisation 3) $H_0$ | Size 4) $H_0$ | HR department 5) $H_0$ | Year turnover 6) $H_0$ |
| HR planning | 0.414 | 0.000/0.220 | 0.086 | 0.000/0.331 | 0.000/0.251 | 0.233 |
| Analysis of work | 0.072 | 0.039/0.145 | 0.863 | 0.356 | 0.034/0.106 | 0.665 |
| Employee acquisition | 0.589 | 0.083 | 0.067 | 0.000/0.236 | 0.000/0.204 | 0.874 |
| Employee selection | 0.950 | 0.394 | 0.207 | 0.002/0.190 | 0.001/0.168 | 0.123 |
| Employee adaptation | 0.497 | 0.337 | 0.033/0.106 | 0.000/0.275 | 0.000/0.268 | 0.478 |
| Employee education and training | 0.683 | 0.138 | 0.042/0.101 | 0.000/0.255 | 0.000/0.238 | 0.545 |
| Employee evaluation | 0.616 | 0.236 | 0.380 | 0.001/0.207 | 0.000/0.199 | 0.114 |
| Employee compensation | 0.462 | 0.484 | 0.896 | 0.005/0.180 | 0.000/0.179 | 0.222 |
| Labour relations | 0.741 | 0.010/0.168 | 0.186 | 0.003/0.188 | 0.000/0.216 | 0.441 |
| Employee communication | 0.744 | 0.015/0.161 | 0.283 | 0.000/0.219 | 0.000/0.215 | 0.221 |
| Labour conditions | 0.024/0.137 | 0.064/0.134 | 0.131 | 0.000/0.255 | 0.000/0.214 | 0.165 |

*Source*: Own survey.

T a b l e  4

**Calculated Values Based on the Factor Analysis (First Survey)**

| Factor | Total variance | Total % of variance | Cumulative % of variance |
|---|---|---|---|
| **1** | 5.608 | 46.730 | 46.730 |
| **2** | 1.058 | 8.818 | 55.548 |

*Source*: Own survey.

The variance in factor 1 may be considered the most important one (47%). In total, the two identified factors explain 56% of the sample's behaviour or the possibility of the resultant characteristics. The results of the factor analysis of the questionnaire survey are in Table 5.

T a b l e 5

**Resultant Factors by the Varimax Method (the First Survey)**

| Variable | Factor 1 | Factor 2 |
|---|---|---|
| HR planning | **0.659** | 0.301 |
| Work analysis | **0.687** | –0.080 |
| Employee acquisition | 0.463 | **0.476** |
| Employee selection | **0.632** | 0.422 |
| Employee adaptation | 0.481 | **0.590** |
| Outplacement | –0.210 | **0.660** |
| Employee education and training | **0.569** | 0.504 |
| Employee evaluation | **0.714** | 0.290 |
| Employee compensation | **0.728** | 0.268 |
| Labour relations | 0.377 | **0.700** |
| Employee communication | 0.431 | **0.661** |
| Labour conditions | 0.375 | **0.646** |
| **Total % of variance** | 46.730 | 8.818 |
| **Name of the factor** | **Standard HR processes** | **Socially responsible human resource management** |

*Source*: Own survey.

The first factor groups primarily the HR activities that must be carried out in all organisations regardless of any differences in size, sector, etc. These organisations from the first survey emphasized promoting the effectiveness of the basic HR activities without which an organisation may not function when having some employees. The first factor consists of HR planning, work analysis, employee selection, education and training, evaluation, and compensation (between 0.569 and 0.728 – relatively high quality of the coefficients). Therefore, the first factor may be the "Standard HR processes". The second factor involves six values associated with the socially responsible human resource management. The high quality of the coefficient is shown by labour relations (0.700), which have to be constantly analysed in the current practice. A positive environment has to be created if an organisation retains its current employees. These organisations seek to create a friendly atmosphere among employees, provide regular feedback, or create suitable pay conditions, which results in greater employee loyalty.

We have also surveyed what orientation the current organisational culture of the organisation supports. The results show that the organisational culture of the surveyed organisations in the Czech Republic is most focused on the quality of products and services (30%), followed by customer orientation (28%). Of course, the customer needs change over time, and requirements are the result of several factors, such as biological (gender, age), social (education, employment…), demographic (location, climate…), or social (advertising, public opinion, etc.). The customer should be anticipated, understood, and meet his requirements. The final evaluator of the quality of products and services is the customer. Quality is a term that refers to services and products but also the activities and processes performed. The third most common orientation of organisational culture is the result

orientation (24%). The organisations whose culture focuses on innovation, adaptability, and flexibility (17%) ranked fourth in the survey. Any organisation whose employees voluntarily undergo a process of constantly expanding their knowledge and skills to improve their work and improve the company's results can be considered a learning organisation, 2% of organisations focus their culture on corporate social responsibility. Responsible business is a concept in which companies voluntarily incorporate social and environmental aspects into their business operations and stakeholder relationships. The importance of responsible business lies in reflecting the company's fundamental values. It is essential for individual businesses, large or small, to improve their economic, environmental, and social characteristics in the short and long term through innovative products and services, new capabilities, and stakeholder involvement.

It is necessary to distinguish between having a quality system or having a competitive advantage in the form of a customer-oriented strategic quality system, which consists of continuous improvement to achieve the best possible results, including return on investment. The success of the company's operation is associated with sufficient financial resources, technology, trained staff, and unifying management. The organisation should take remedial and preventive action (referring to the results of audits and reviews by management) to ensure continuous improvement. The primary first survey has shown that only 0.2% of organisations do not focus on organisational culture, indicating that it is not clearly defined and sufficiently substantial. The survey from the second questionnaire reveals which of the above orientations is supported by the organisational culture of the selected organisations ($n = 183$).

T a b l e  6

**Setting Up an Organisational Culture in Selected Organisations in the Czech Republic (the Second Survey)**

| The primary setting of organisational culture | Relative frequency % |
|---|---|
| Quality orientation (products and services) | 74.3 |
| Customer orientation (i.e. market value) | 62.8 |
| Results orientation | 47.0 |
| Innovation orientation (adaptability and flexibility) | 47.0 |

*Source*: Own survey.

It is pretty clear why organisations focus on quality (74%). First, it is to satisfy the customer with a quality product or service. One of the most important aspects of a quality management system (QMS) is a strong focus on the requirements and needs of the customer and other stakeholders. Quality management according to the standard ČSN EN ISO 9001: 2016 also works on certain principles or principles, which include customer focus, leadership principle (leadership,

leadership), people involvement, process approach, continuous improvement in quality management (e.g., plan-do-check-act PDCA cycle), the principle of fact-based decision-making and, finally, relationship management (partnership development). The basic concepts of excellence provide the necessary basis for achieving sustainable excellence in any organisation and are an imaginary link between everything an organisation does to meet and exceed the requirements of all stakeholders reliably. The basic concepts of excellence also include creating creativity and innovation (47%). Furthermore, the dependencies (second survey) between selected qualitative features were tested, hypotheses were tested, see Table 7.

1) $H_0$: *Orientation of organisational culture does not depend on the sector.*
2) $H_0$: *Orientation of organisational culture does not depend on the market.*
3) $H_0$: *Orientation of organisational culture does not depend on the fact that organisation is part of a larger organisation.*
4) $H_0$: *Orientation of organisational culture does not depend on the size.*
5) $H_0$: *Selected HR activities do not depend on the organisation has HR department.*
6) $H_0$: *Orientation of organisational culture does not depend on the yearly turnover.*

T a b l e 7

**Orientation of Organisational Culture and Identification Characteristics (the Second Survey)**

| Variable | Characteristics according to *p*-value and Cramer's *V* | | | | | |
|---|---|---|---|---|---|---|
| | Sector 1) $H_0$ | Market 2) $H_0$ | Part of a larger organisation 3) $H_0$ | Size 4) $H_0$ | HR department 5) $H_0$ | Yearly turnover 6) $H_0$ |
| Results orientation Customer orientation (i.e. market value) | 0.003/0.248 | 0.001/0.320 | 0.086 | 0.114/– | 0.181/– | 0.260/– |
| Quality orientation (products and services) | 0.781/– | 0.119 | 0.863 | 0.647/– | 0.064/– | 0.609/– |
| Innovation orientation (adaptability and flexibility) | 0.981/– | 0.283 | 0.167 | 0.354/– | 0.017/0.207 | 0.172/– |
| | 0.647/– | 0.394 | 0.257 | 0.042/0.183 | 0.593/– | 0.268/– |

*Source*: Own survey.

As shown in Table 7, at the 0.05 significance level, the null hypothesis of independence of results orientation in the sector and market in which the organisation operates is rejected. Cramer's *V* coefficients for selected variables indicate

a somewhat lower dependence. At the same time, the null hypothesis about the independence of the orientation on quality and type of organisation is rejected. Other null hypotheses cannot be dismissed.

From the results of qualitative research (in the form of a focus group at the end of 2019 and individual interviews at the end of 2020), it can be summarised that organisational culture and its setting is an essential internal factor influencing the functioning of HR activities. Not only in their settings but also in the quality of application, acceptance of employees (their identification with the organisational culture), their subsequent loyalty to the organisation, and their willingness to participate in the organization's functioning.

Respondents within the focus group agreed that in each organisation, regardless of sector or size, it is necessary to focus on human resource planning, all the more so in the period of Covid-19, as well as analysis of work related to setting up possible home-offices and elimination of workplace contacts at COVID-19. Furthermore, the areas of continuous evaluation and development of employees and subsequent fair remuneration. These standard HR processes prefer more conservative, smaller organisations, while larger organisations are moving towards socially responsible human resource management related to labor market developments (the importance of outplacement in the COVID-19 period is all the greater) and employer brand building, which is also associated with communication within even outside the organisation. The results of the qualitative research at the end of 2019 (focus group) and the end of 2020 (individual interviews) confirmed results from the quantitative survey. They helped to create a new way of research possibilities in 2021. Future research will focus on the influence of the organisational culture on employees' loyalty and level of motivation and commitment.

## 4. Discussion

The competitiveness of individual organizations in a market economy is currently strongly influenced by organizational culture, which helps to effectively set up processes, primarily personnel, work with people and communication with employees, as confirmed by research Stachová et al. (2015), Geradts and Bocken (2019), Blštáková et al. (2020), Lorincová et al. (2020) or Urbancová and Depoo (2021). The success of any drive for change depends on whether and how leaders engage their organisational culture (Jones et al., 2005; Schramm, 2017; Chou et al., 2021), all the more so in the COVID-19 situation (Spicer, 2020; Suprapti et al., 2020). However, it differs from other business topics: it is more implicit than explicit, more emotional than rational (Tee, 2015), that is why it is hard to

work with, but that is why it is so essential to design it and set up HR activities, which influenced (Harrison and Bazzy, 2017; Narayana, 2017). Analysis of a practical approach to sustainable development mentions Pacana et al. (2020) and Harrison and Bazzy (2017). Chang and Lin (2015) state that the organisational culture affects the transfer of knowledge within the organisation. It may be considered an explicit guarantee of an optimal transfer of knowledge and experience between incoming and leaving employees.

The goal of any organisation should therefore be an effort to create a sufficiently strong and positive organisational culture that will follow the content of the organisational strategy (Su et al., 2012), because in such cases, the organisational culture has a positive influence on the creation of values (Laforet, 2016), in particular on the return on equity, for which a statistically significant dependence has been established. The results show that a stable, albeit strong, organizational culture can be a factor hindering the development of employees of all ages and the use of their potential in the organization, if the organizational culture does not change, its continuous analysis and previously established and functioning standards do not take place, customs, rituals, procedures, rules, processes, measures, etc. are not adapted to changes (organizational and social). These results extend the studies carried out e.g., Stachová et al. (2015), Geradts and Bocken (2019) or Urbancová and Depoo (2021).

In the context of the results of the factor analysis, the agreement can be found with similar research, especially Mičík and Mičudová (2018), Bilan et al. (2020). Concerning the research results (Elvira and Dávila, 2005; Gómez and Manzanares, 2006; Zheng et al., 2010; Abrahamson and Goodman-Delahunty, 2013; Sudarmo, 2013) focused on organisational culture and HR activities in foreign countries and the current situation in the Czech Republic, this paper deals with the knowledge gap in this area and focuses on identifying the HR activities that are primarily influenced by the organisational culture and on identifying factors to implement changes in the organisational culture.

Based on the research outcomes (from quantitative and qualitative surveys) and the comparison with foreign studies and theoretical findings, we may formulate recommendations that will contribute to the better set-up of organisational culture and various HR activities:

• to regularly analyse organisational culture and use the results to set the organisational culture effectively;

• to promote sharing information between the management and employees and vice versa and among employees regarding the organisational culture analysis and its importance for a smooth operation of the organisation;

• to ensure interconnectedness of all processes and activities in the organisation;

• to continuously strengthen the organisational culture, also through extra-organisational activities;

• to improve the significance of human resource management in the organisation and to make sure the organisational culture is developed;

• to develop various HR activities and monitor their interconnectedness. Furthermore, to strengthen the strategic aspect of human resource management and ensure close linkage of human resource management to the organisational goals and strategy.

No previous review has focused on the role of organizational culture in human resource management and its activities with a focus on Czech organizations. Urbancová and Depoo (2021) identified two types of Czech organizational cultures: strategically and socially oriented. In the context of Czech organizational culture and industry 4.0, Mohelská and Sokolová (2018) emphasize the need to change managerial approaches to support innovative solutions. With regard to the results, it can be summarized that the organizational culture is specific in each of the organizations, however, using factor analysis, organizations can be categorized according to the purpose of using organizational culture in setting HR processes and causes that led to its management.

## Conclusion

The results have shown dependence between the organisation size, existence of the HR department, and performance of HR activities, which are influenced by the set-up of the organisational culture. The performed factor analysis has identified two groups of factors within the results referred to as "1. Standard HR processes" and "2. Socially responsible human resource management". The first group of factors includes HR activities that must be carried out in both small and large organisations. It does not depend on the sector in which the organisation operates and its employees. These are personnel activities that are necessary to ensure the effectiveness and functioning of the organisation. The first group of factors includes employee compensation, employee evaluation, analysis of work, human resource planning, employee selection, and employee training and development. As already mentioned, this group of personnel activities is called "Standard HR processes". The second group of factors is called "Socially responsible human resource management". It includes the following areas of personnel work: labour relations, employee communication, outplacement, working conditions, employee adaptation, and employee acquisition. Suppose organisations pay attention to areas that are part of socially responsible human resource management. In that case, it has a positive impact on the atmosphere in the organisation,

commitment, engagement, and loyalty of its employees. It can be stated that the areas of personnel work were included in the identified second group.

Most of the organisations surveyed in the second research have a quality-oriented (products and services) organisational culture. The vast majority of respondents are focused on quality relationships with the customer, which is the primary key to the company's prosperity, as follows from quantitative and qualitative research. Respondents agree that the starting point of all activities is the continuous improvement of products and activities to meet customer needs and strategies for the company's long-term success. The issue of customer satisfaction with a product or service is binary: satisfaction yes, no. Customer dissatisfaction can be defined as the dependence of revenue loss on quality. 47% of the monitored organisations are focused on results and innovations. The innovative orientation of the company creates fundamental preconditions for the success of even the most demanding business activities, whether it is strengthening the company's position in the market, increasing its performance, or other demanding goals.

Based on the current research, the paper's contribution is processing the information related to the significance of the organisational culture, the necessity of its analysis, and its linkage to the HR activities. The theoretical background became a basis for the preparation of the practical part, which is based on the results of the conducted primary research. The practical benefits of this paper consist in the formulation of the recommendations, which will contribute to a better set-up of the organisational culture and various HR activities in Czech organisations. The authors' future research will further focus on the influence of the organisational culture on employees' loyalty and level of motivation and commitment.

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