

FROM LOYAL EMPLOYEES TO FUGITIVES ON THE 'WANTED' LIST IN MALAWIAN ORGANIZATIONS: PROPOSING ORGANIZATIONAL CULTURE AS AN EXPLANATORY FRAMEWORK

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In most Malawian organizations, there has been a growing tendency of its employees disappearing after misappropriating funds and other resources. These ex-employees are normally featured in popular local papers under the 'wanted' list with a lucrative reward attached. Apart from the long-term dented image of the organization, this development entails that the said organizations suffer heavy losses due to such malpractices. This paper is based on a study that analyzed the fugitive employees on the 'wanted' list as featured in Malawi's popular daily papers from January 2000 up to December 2008. The study documented the 'wanted' list and conducted interviews with the selected affected organizations. Based on the suggested organizational culture explanatory framework, the study findings show that the sampled organizations have developed a defective organizational culture that negatively effects the recruitment, induction and general work ethics of the said organizations. Precisely, the paper argues that the emergence of fugitive employees is a manifestation of the general malaise in the said organizations' culture.

1. INTRODUCTION

According to Ramachandran *et al.* (2011: 1), the concept of organizational culture 'emerged in the early 1980s as a topic of major concern to administrators and researchers in higher education'. Since then, it has remained as an integral part of business and management studies. Contrary from most

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authors who tend to emphasize the 'value' aspect of organizational culture, van den Berg and Wilderom (2004) argue that it is the 'practice' part that needs attention because the difference between or amongst organizations is reflected mainly in practice rather than values. In other words, in practical terms, organizational culture is one of the most important aspects of organizational life which stimulates 'creativity and innovation' (Martins and Terblance, 2003:11), 'forms the glue that holds the organization together and stimulates employees' (van den Berg and Wilderom, 2004:571), influences business process management (BPM) (vom Brocke and Sinnl, 2011:357) and is 'important for sustainability of every organization' (Saame *et al.*, 2011:1). Despite this importance, 'to date, very few *empirical* resource-based studies focusing on organizational culture have been carried out' (van den Berg and Wilderom, 2004:577). This paper therefore seeks to fill this empirical gap in literature.

As stated, this paper is based on an empirical study and attempts to understand a trend observed in Malawian local popular newspaper advertisements whereby former employees of various organizations were featured with the title 'Wanted'. The study mainly was trying to answer the questions: How were these fugitive employees recruited? Did they undergo any satisfactory orientation program? Are organizations learning from their previous experiences? What mechanisms have been put in place to safeguard recurrence of the problem? It is through an analysis of the findings that the concept of organization culture emerged as a plausible explanation to the trends observed. By using an inductive approach, this study partly answers van den Berg and Wilderom's (2004:579) recommendation that 'more creative approaches to organizational culture are needed...we would thus need more varied research approaches' as opposed to the predominantly quantitative and deductive approaches. This is also the quest of Scott-Findlay and Estabrooks (2006:498) who argue that over reliance on conventional methods 'in organizational culture research cannot yield a complete understanding of the phenomenon'.

However, it is not the purpose of this paper to contribute towards a better understanding of organizational culture on the basis of the organizations that were sampled but to demonstrate how an inductive approach to the understanding of an organizational phenomenon may reinforce the practical value of the concept of organizational culture. The paper also opens up an opportunity for possible future academic research, using comprehensive approaches, exploring further the rarely attempted phenomenon of organizational 'fugitives' within the realm of organizational culture.

2. ORGANIZATIONAL CULTURE

There are several definitions of the word culture. Kluckhohn and Kroeber (in Carney, 2011) found 150 definitions of the word culture itself. In relation to organizational culture, there are also several definitions. Willcoxson and Millett (2000: 91) point out that there is no universal agreement on:

- what constitutes organizational culture,
- whether the culture of a given organization can ever be adequately described,
- whether culture management can ever be truly effective and, if so,
- which management strategies are most likely to succeed. (Willcoxson and Millett 2000: 91)

More importantly, Willcoxson and Millett (2000: 91) also point out that there is further disagreement on when and how to change organizational culture. Despite the problem of universal agreement on the definition, the one suggested by Cummings and Worley (2005) provides a more practical explanation of the concept. Cummings and Worley (2005:484) define organizational culture as the one which provides shared answers which are often clear on practical issues such as 'what really matters around here', 'how do we do things around here', and 'what we do when a problem arises.' Although organizational culture is complex, it 'operates at several different levels of observability' (Schein, 2010: 5). According to Prajogo and McDermatt (2011:713), the available literature 'focuses on two major aspects of culture: content, which signifies the types of values, and behaviors held by members of a firm.'

As stated earlier on, several studies have confirmed that there is a direct and an indirect nexus between organizational culture and effectiveness (Robbins and Barnwell, 2002; Schein, 2010; Cummings and Worley, 2005; Berrior, 2003). Culture plays a key role to explain why organizational members may continue to make the same mistakes or why they consistently maintain high standards. This is aptly captured by Schein (2010:8) when he states:

We are sometimes amazed at the degree to which individuals and groups in the organization will continue to behave in obviously ineffective ways, often threatening the very survival of the organization. How is it possible that employees in organizations report unsafe conditions yet the organization continues to operate until a major accident happens?

However, the answer emerges 'when we learn to see the world through cultural lenses, all kinds of things begin to make sense that initially were

mysterious, frustrating or seemingly stupid' (Schein, 2010:13). As Martins and Terblance (2003:65) put it, organization culture 'fills the gaps between what is formally announced and what actually takes place'. For example, it has been argued that although organizational members know that sharing information is important, this is not done due to organizational culture and it 'would explain many otherwise unexplained organizational members' behavioral patterns' (Suppiah and Sandhu, 2010:463).

In addition, there is a strong link between organizational culture and the concept of organization learning (OL). In other words, organization learning is an offshoot of organization culture. According to Cummings and Worley (2005:498) OL 'emphasizes the organizational structures and social processes that enable employees and teams to learn and to share knowledge'. They further show the link between organization culture and OL when they point out that learning is organizational if: (1) it is done to achieve organizational purposes; (2) it is shared or distributed among members of the organization; and (3) learning outcomes are embedded in the organization's systems, structures, and culture (Cummings and Worley, 2005:498). Apparently, one of the core elements in assessing OL is the human resource practices such as recruitment, orientation, performance appraisal, training and retention strategies. This is why according to Al-Alawi *et al.* (2007) the most important role of organizational culture is developing knowledge as well as spreading it.

3. MEASURING ORGANIZATIONAL CULTURE

The most widely recognized assessment tool for organizational culture is Cameron and Quinn's 'Organizational Culture Assessment Instrument (OCAI)' (Berrio, 2003). The tool is mainly a questionnaire which asks organizational members to provide their opinion on a set of competing values. Cameron and Quinn identified four dimensions of organizational culture which are: family/clan, adhocracy, hierarchy and market as follows:

- Clan: an organization that focuses on the concern for people, and sensitivity for customers.
- Hierarchy: an organization that focuses on internal maintenance with a need for stability and control.
- Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- Market: an organization that focuses on external maintenance with a need for stability and control (Berrio, 2003:2).

However, Cummings and Worley (2005:119) caution against over dependence on this method 'because every organization has unique problems

and special jargon...almost any standardized instrument will need to have organization-specific additions, modifications, or omissions.' In this regard, apart from the OCAI, Cummings and Worley (2005:486) advocate for two other 'different but complementary perspectives', which are the behavioral and deep assumptions approaches. The behavioral approach 'emphasizes the surface level of organizational culture' and it is 'the more practical approach to culture diagnosis because it assesses key work behaviors that can be observed' (Cummings and Worley, 2005:486). In this case, individual and group interviews are conducted on certain identified key organizational issues. In this case, the study on which this paper is based focused on behavior aspects of the sampled organizations in relation to the recruitment process, training and general induction of staff which might possibly explain the emergence of fugitive patterns amongst employees.

Different from Cameron and Quinn's dimensions of organizational culture, Tharp (2009), provides other dimensions which are based on an organization's status or developmental stage. In this case, organizations also tend to emphasize some of these dimensions depending on their environment and status. For instance, Tharp (2009) points out that new organizations tend to emphasize adaptation, change, and organic processes, but organizations that are well established emphasize stable, predictable, and mechanistic processes. Although there are different dimensions, Delobbe and Haccoun (2002) argue in their research that generic cultural dimensions are visible in most organizations.

Another caution is provided by Iivari (2005:2) who states that although numerous research projects relating to organization culture and change have been carried out (especially in the information systems field), 'the studies differ greatly in relation to what actually has been studied, and how it has been studied'. This implies that there is no uniform pattern to the study of organization culture even within the same types of organizations. In this context, Janićijević (2011) suggests the use of qualitative and quantitative research methods for an effective analysis of organizational culture.

4. METHODOLOGY: QUEST FOR A CONCEPTUAL FRAMEWORK

The study started off by tracing and documenting advertisements with the 'Wanted' title from January 2000 up to December 2008 in Malawi's popular newspapers which have the widest circulation, namely: *The Nation*, *Daily Times*, *Weekend Nation*, and *Malawi News*. After documenting these adverts, it was noted that within this nine year period, 140 cases had been advertised in the

papers. An in-depth interview with Human Resource Managers or other related officers from the sampled organizations that advertised the cases was conducted. The organizations were identified through a systematic random sampling from the whole list of 140 organizations. About 30% of the organizations per year were sampled from the total list. This sampling approach was undertaken so as to enhance a fair representation of the organizations concerned over the whole period under study. However, the sample selection was not based on other possible critical factors such as the size of the organization, type of service/product, geographical setup and year of establishment. This was mainly due to the difficulties in collecting all the relevant information concerning each organization before the sampling exercise, as most organizations had not fully identified themselves in the advertisement. Most organizations only provided their phone numbers. Based on this 30% sampling per year, the total number of organizations sampled was 42. However, out of these, 35 organizations participated in the study as seven of them refused.

Human Resources Managers or their related officers were interviewed on the basis of the assumed proper understanding of key organizational practices such as recruitment and disciplinary processes. More importantly, taking into consideration that they are custodians of personnel records, they are better placed to provide the relevant information required by the study.

The study on which this paper is based did not necessarily set out to explore and validate a particular theoretical theme, which is a common practice in a deductive approach. However, the study focused on analyzing the commonalities, divergences and trends in these sampled cases regarding fugitive employees. It is on the basis of this approach of using an inductive approach (or grounded theory) that an organizational culture theme emerged. Grounded theory is seemingly an interesting and tempting approach to the study of organizational culture. By citing Goulding's 1999 published research works, Pearse and Kanyangale (2009: 67) mention that grounded theory came about so as to address the gap that existed between 'theoretically uninformed empirical research and empirically uninformed research, [thus] proposing the inducing of theory from data'. In other words, a careful reflection of the tools used to collect data, as well as the issues focused upon led to the conclusion that the study findings fall into the realm of surface level (as opposed to the more complex deep level) organizational culture.

5. CONTEXTUAL BACKGROUND INFORMATION

With a current population of close to 14 million people, Malawi is a former British colony located in the southern African region. It gained independence in 1964 and was immediately under an autocratic rule of Kamuzu Banda until 1994, when a democratically elected government led by Bakili Muluzi took over. The 1994 democratic elections also witnessed an introduction of multiple independent newspapers, which many organizations and individuals rely upon to communicate. By the year 2000, the most popular papers were *The Nation*, *Daily Times*, *Weekend Nation*, and *Malawi News*.

As stated above, the analysis of newspaper adverts showed that between 2000 and 2008, there were 140 'wanted' cases reported in the national newspapers. Out of these 140 cases, only one involved a female fugitive employee while the rest were male. The highest number of reported cases was 34 in 2005 and the lowest was in 2000 when only five cases appeared in the papers. Table 1 below shows the number of 'wanted' cases between 2000 and 2008.

Table 1. Number of 'wanted' cases reported in newspapers between 2000 and 2008

Year	Number of cases in the 6-month period		Gender		Total cases
	Jan-June	July-Dec	Female	Male	
2000	3	2	0	5	5
2001	4	4	0	8	8
2002	4	3	0	7	7
2003	1	20	0	21	21
2004	9	9	0	18	18
2005	8	24	1	33	34
2006	6	6	0	12	12
2007	16	2	0	18	18
2008	15	2	0	17	17
Total			1	139	140

From the interviews conducted, it was not clear why the reported cases had tremendously increased in 2005 and suddenly went down to 12 in 2006. Taking into consideration that what is presented are only reported cases in the papers, it is likely that the unreported cases might have actually increased over the years.

Based on the actual adverts in the papers, the highest total amount of reward highlighted was K 1,480,000 (USD 9,736.84) in 2005, while the lowest

was K 125,000.00 (USD 822.37) in 2000 and 2001. This is shown in Table 2 below including the rest of the years. However, it was very difficult to establish the actual amount or the value of goods stolen/misappropriated because most of the organizations refused to disclose it.

Table 2: Average reward per year and amount lost or approximate value of property stolen from sampled organizations

Year	Total actual reward (Malawi Kwacha)	USD equivalent	Average reward (Malawi Kwacha)	USD equivalent
2000	125,000.00	822.37	31,000.00	203.95
2001	255,000.00	1,677.63	26,000.00	171.05
2002	125,000.00	822.37	25,000.00	164.47
2003	345,000.00	2,269.74	19,000.00	125.00
2004	350,000.00	2,302.63	32,000.00	210.53
2005	1,480,000.00	9,736.84	51,000.00	335.53
2006	130,000.00	855.26	33,000.00	217.11
2007	500,000.00	3,289.47	125,000.00	822.37
2008	175,000.00	1,151.32	35,000.00	230.26
Total	3,485,000.00	22,927.63	377,000.00	2,480.26

6. FINDINGS

6.1. Length of service of fugitive employees

The study revealed that fugitive employees had not worked for their respective organizations for a long period of time. All of them had worked between nine months to four years before they committed the crime. In other words, these employees had not fully established themselves in their respective organizations. It is interesting to note that those who had worked for two years or more composed almost half of the fugitives. The implication here is that the longer an employee has worked for an organization, the higher the likelihood that they may not commit a crime.

6.2. Recruitment process in sampled organizations

Almost all the organizations mentioned that they recruited these fugitive employees through a normal recruitment process. Specifically, the job was advertised, the applicants were short listed and then interviews were conducted. In some cases, referees were contacted to verify the candidate's experience and conduct. The human resource managers were quick to point that out despite adherence to these procedures; there were a number of cases whereby

recruitment was based on influence from some individuals within the organization. Only one transport company mentioned that it does not advertise because the prospective employees, who are drivers, are readily available.

6.3. Fugitive-prone jobs

The study revealed that most of the fugitives had worked as salesmen (35%), cashiers (19%) and drivers (16%). As drivers, they were mainly working for international and domestic haulage companies and not necessarily ordinary drivers dealing with passenger vehicles. Other positions were those of guards, debt collectors, ATM operators, messengers and food and beverage managers as indicated in Table 3 below.

Table 3. Positions formerly held by fugitive employee against nature of crime, type of sampled organization and percentage of the fugitive employees

	Position formerly held by fugitive employee	Nature of crime	Type of product/service of the organization	Percentage of fugitive employees
1	Driver	Theft of property/goods in transition	International and domestic haulage	16%
2	Guard	Theft of organizational property and customer money	Security	10%
3	Debt Collector	Theft of money	Hospital	10%
4	ATM operator	Fraud	Bank	3%
5	Food and Beverage Manager	Fraud	Hotel	3%
6	Salesman	Theft of money	Agricultural produce, plastic products, fuel, vehicles/garage, printers	35%
7	Messenger	Theft of property	Storage	3%
8	Cashier	Theft of money and fraud	Storage, supermarket, hotel, food processing	19%

When asked to explain which jobs were particularly prone to the problem, it was strange to note that some Human Resource Officers felt that any position is prone to the problem because as one pointed out, 'anyone can make a mistake'. Another one added that 'because the behavior originates from the mind and conscious that is bad, it is very difficult to determine a specific job position that is prone'. Others mentioned that the strong desire to get rich very fast contributes to the problem including the travel and experiences they encounter at different places.

Based on the above statistics, salesmen and drivers (excluding cashiers) top the list due to the nature of their job which allows them to be independent and, at the same time, they handle a lot of valuable property and money. This makes them highly vulnerable to criminal activities. As one officer explained concerning one fugitive salesman, 'he could deliver company property to various customers and agents. He was also allowed to collect money from our depots. No wonder it was easy for him to run away with the money'. More importantly, in relation to frequency, the study showed that transport related job positions are the ones which had been most frequented by these incidents. One manager specifically mentioned that at his organization, 'in the past it was almost monthly'. In this organization, the manager underscored that the reason is due to the fact that 'drivers are not easy to control as they go out alone in the field'. The seriousness of the problem was further revealed when most organizational representatives interviewed also said that a majority of similar cases in the past were never concluded or the fugitives went unpunished.

6.4. Nature of job orientation provided

Taking into consideration that the sampled organizations are different in their operations and goals, it was difficult to establish commonalities in relation to the orientation provided to the new employees, especially the now fugitive employees. However, for drivers, the trend was similar as explained by one officer who mentioned that 'we expose them to somebody who has a strong experience in transactions related to our business, mostly honest, oldest (long-serving) drivers to travel with them to various customers and orient them on documentation related to our business'. More importantly, orientation on traveling abroad is what is mostly emphasized. The driver who is experienced exposes the newly employed member to the international trips.

Unlike other positions, for drivers and salesmen, the orientation was normally ranging from one to three weeks. This is quite a short period of time

taking into consideration that such a person is later left with valuables when he has not been fully established in the position.

6.5. Mechanism to curb the problem

When asked about whether they had put up special mechanisms to curb the problem, it was surprising to note that in most organizations, none were put in place. For instance, one officer mentioned that things have continued normally and sometimes they provide the 'normal advice like don't steal; keep the money for the company safe; if you steal, you will be imprisoned and the like, but as for the special mechanisms, nothing is put in place'. One officer even mentioned that 'the company is silent since bad motives originate from the mind'.

Only two organizations mentioned that they have now intensified the screening process so that they get the right staff. However, they added that their efforts are limited due to weaknesses in the wider national security policies. For instance, it is not compulsory that Malawians should have birth certificates and national identity cards. This entails that it is very easy for anybody to work as an impostor or provide false information. Despite this suggestion, it was clear from the interviews that there was no evidence that one of the fugitives had used false personal details in order to get employed.

6.6. Publishing fugitives in local papers: Sign of desperation?

A move towards publishing names of fugitives in the papers was seen as a desperate measure. Organizations felt that publishing names in the papers partly exposes the weakness of the organization; hence, its public image is weakened. Most cases are not published in the papers when the amounts stolen are not substantial or when there are indications that the fugitive is likely to be caught. The newspaper however is the last and less impressive approach adopted. As one human resource manager stated, and this was echoed by many:

We tried to exhaust all the mechanisms and procedures and the only way of catching him was through publishing for the public to assist. You feature both a name and a photo of a wanted person to avoid chaos. It is so effective and reliable. We thought that was the best way of taking hold of the wanted person. Once a person knows that s/he has been featured in the papers, it becomes the question of life or death, so the only way of saving one's life is to be available to the company. It

was like to say where are you my friend, please come back, you are wanted. So it worked.

Another officer stated that 'TV has no wide audience as compared to newspapers' and as compared to the radio. He said that 'words from the air can temporarily stay in the mind, but a printed picture and name can stay longer as long as the readers go through the pages'. However, as stated earlier, the publication of the fugitives in the local papers was not taken as the best approach because it tarnishes the image of the organization as well. Consequently, some organizations had opted to putting up adverts that do not mention their organization and logo but only provide contact phone numbers.

6.7. Possible explanatory indications from organizational culture

Based on the interviews conducted with the Human Resource Managers, it was obvious that the would-be-fugitives had been employed after they presented authentic personal details and there was no proof that they had previous criminal records. Despite the wider national problem of improper registration of Malawian nationals, this was not necessarily the main cause of the problem of emerging fugitives; however, it could be a secondary source of the problem as employees may feel that it will be difficult to trace them once they have committed a crime. In other words, based on the available information, the fugitive employees under study joined their respective organizations without any observable problem. It may also be argued that there is no evidence that they deliberately joined the organization with the intention to defraud it. In this case, the idea to commit a crime emerged when they were already employed. Whether it was spontaneous or a deliberate calculation, it is difficult to determine as the study did not interview the fugitives themselves. The most probable likelihood is that they noted flaws in the systems which were apparent to them and they capitalized on them. More interesting to note is that, with a few exceptions, these fugitives were not the first to commit an almost exact type of crime in the same organization. This entails that they were merely following a pattern that was previously set by their colleagues whose management of the organization has systematically failed to notice or take drastic measures to rectify.

This systematic failure of the organization to rectify the obvious recurring problem may only be explained by understanding the effect of organization culture – and by extension, organization learning. In this case, the failure of the organizations to take meaningful steps towards addressing the problem exemplifies a problem in its culture. This defective culture could also be in

managerial laxity and not only systems per se. In other words, two critical lessons can be deduced from these findings in relation to organizational culture and organizational learning. Firstly, it is very easy for an insider not to be aware of the systematic problems related to culture in an organization. Secondly, even if the problem is identified, the seriousness of the said problem may not be dealt with the urgency it deserves.

Based on the findings from various organization culture studies, Iivari (2005) points out that the position of the framework of the analysis used were three: optimist, pessimist and relativist. The problem with the optimist position is that it relies on 'naïve notions of culture and change'; the pessimist lacks 'relevance to practice'; and unlike the other approaches, the relativist position is regarded 'the most realistic position for the prospective IS research on organizational culture and change' (Iivari 2005:1). The relativist position argues that the nature of change taking place in an organization relates to the context of its culture or vice versa. The argument in this paper is in line with the relativist position that the required changes in the organization were not implemented due to the culture prevailing in the organizations which overlooked such anomalies.

This is why Schein (2010:8) mentioned that as external observers, we may be surprised why organizations are making the same mistakes all the time even if they have the opportunity to address the identified problem. The explanation according to Schein (2010:8) rests in understanding the organization's culture. In their study of the culture of Small and Medium Enterprises (SMEs) in Pakistan, Zaheer *et al.* (2006:155) found that 'SME culture lacks creativity, innovation, freedom and risk taking. SMEs are not looking to change in the future, preferring the status quo'. Despite the advantages presented in SMEs adopting new methods, culture provided the explanation why they opted for the status quo.

In the case of Malawian organizations sampled in this study, they were not fully aware of the problem and went on to do their everyday duties as usual. However, the pattern of would-be fugitives capitalizing on the weakness of the system has also been going on unabated. This clearly shows how destructive the negative effect of organization culture is: it can be looked at but not seen and even 'threatening the very survival of the organization' (Schein 2010:8). The threat is obvious from these study findings. As a sign of desperation, organizations were willing to tarnish their images whilst publishing the names of fugitives and also huge rewards were almost always available.

7. CONCLUSION

This paper is a product of the author's quest to systematically examine the trend in Malawian local papers which had been featuring the 'Wanted' advertisements concerning former employees of some organizations. Using an inductive approach, the study focused on popular Malawian local papers during an almost nine year period (January 2000 to December 2008). The sampled organization's Human Resource Management officers were interviewed guided by, among others, the following questions: How were these fugitive employees recruited? Did they undergo any satisfactory orientation program? Are organizations learning from their previous experiences? In this case, what mechanisms have been put in place to safeguard recurrence of the problem? The results show that the recurring problem can be explained by a defective organizational culture and organizational learning.

The paper further argues that two critical lessons can be deduced from these findings in relation to organizational culture and organizational learning. Firstly, it is very easy for an insider not to be aware of the systematic problems related to culture in an organization. Secondly, even if the problem is identified, the seriousness of the said problem may not be dealt with the urgency it deserves.

However, due to methodological limitations, the study from which this paper is drawn did not comprehensively analyze the other core elements of the concept of organization culture which could have been handy in providing more answers. The limitations include the fact that it did not analyze the immediate organizational environment. Members of the organizations are drawn from the local population, so it is not surprising that organizations reflect the culture and values of the population from which their members are drawn (Robbins and Worley 2002:381). Related to this point, an analysis of these organizations' marketing concept could have shed more light on their perception of the external image as well as what they value. As Deshpande and Webster Jr. (1989) demonstrate, an organization's marketing concept is defined by the organizational culture. Consequently, they call upon marketing research that thoroughly incorporates an analysis of organizational culture. In other words, the organizations' marketing approach would also help us understand why certain behaviors are tolerated. This is why Reiman and Oedewald (2002) argue that understanding the existing culture in an organization needs a critical analysis and systematic comparison of the organization's values, practices as well as the important tasks as defined by its employees.

Secondly, the focus was on the social process and not the structural aspects of the said organizations. The structural elements approach could also have unearthed some critical aspects that this paper has not managed to identify and discuss. Thirdly, organizational leadership which is critical in providing reform and direction was also not covered. As Saame *et al.* (2011:4) put it, organizational culture 'is interconnected to the politics, structure, systems, people and priorities of the organization'.

All in all, the major purpose of this paper has been achieved: that the emergence of fugitives in the sampled organizations is a result of a defective organizational culture. Future research may adopt a deductive approach with more comprehensive organization culture methodologies so as to further explore and discuss the dynamics identified or to be identified with such a method. This is why Iivari (2005) points out that the issue of organization culture is complex hence still needs further empirical research to fully comprehend this dynamic concept in contemporary organizations.

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**OD LOJALNIH ZAPOSLENIKA DO TRAŽENIH OSOBA U
ORGANIZACIJAMA U MALAWIJU: PRIJEDLOG
ORGANIZACIJSKE KULTURE KAO TEORIJSKOG
OKVIRA ZA OBJAŠNJENJE POJAVE**

Sažetak

U većini organizaciji na Malawiju, postoji sve izraženija tendencija nestajanja zaposlenika nakon pronevjere novca i drugih resursa. Ovi se bivši zaposlenici već uobičajeno traže u popularnim lokalnim novinama, uz ponudu obilnih nagrada. Osim kvarenja dugoročnog imidža u ovakvim organizacijama, javljaju se i značajni gubici zbog nezakonitih radnji. Ovaj se rad temelji na empirijskom istraživanju, u kojem su analizirani „traženi“ zaposlenici, kako je objavljeno u popularnim dnevnim novinama u Malawiju, od siječnja 2000., pa do prosinca 2008. godine. Lista „traženih“ je dokumentirana te su provedeni intervjui s izabranim oštećenim organizacijama. Na temelju predloženog teorijskog okvira, zasnovanog na pojmu organizacijske kulture, rezultati istraživanja pokazuju da su organizacije iz uzorka razvile defektnu organizacijsku kulturu. Ona je negativno djelovala na regrutiranje i uhodavanje zaposlenika, kao i opću radnu etiku. Preciznije – u radu se argumentira da je pojava odbjeglih zaposlenika manifestacija općeg nezadovoljstva, koje proizlazi iz organizacijske kulture.

