MULTIDIMENSIONAL CONCEPT OF ORGANIZATIONAL CULTURE

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Abstract

We discuss culture as a property of the organization to which its members must adapt, as a multidimensional concept that encompasses many different ways of organizational life and patterns of behavior. All organizations within the framework of macrocultural conditions develop their own specific culture. Changes in society represent a challenge for the culture of an educational institution, related to learning, the student population, organizational management, rapid technological progress, or the changed role of women. Continuous change and co-construction of knowledge are based on the interpretation of organizational culture as a system whose functioning is complex, dynamic, and dependent on many interconnected variables, and culture is a value or way of life, the way we think about and develop a system of values. To provide a better insight into the complexity of the concept of organizational culture for the purposes of this paper, we analyze different definitions of culture, particularly organizational culture and its elements, through a review of the literature. To illustrate these concepts in practice, we have performed a brief analysis of the elements of organizational culture at the company DURAN d.d., Pula, Croatia, according to Schein's three levels. We might call organizational culture a "social glue" that holds the group together with a shared vision, meaning, behavioral patterns, and values.

Keywords: Culture, elements of organizational culture, lifelong learning, organizational culture, organizations.

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1. INTRODUCTION

The structure of culture, cultural dynamics, and the position of man in the cultural environment are problems that have been studied for more than a hundred years by a special science—anthropology. Anthropologist Ogbu (1989) defines culture as the totality of the ways of life of a certain human group, as a network or system of accumulated knowledge, customs, values, and patterns of behavior by which the fundamental question is solved; the question of one's own survival. The way in which the meaning of individual cultural elements is determined and their mutual relations are arranged speaks of the self-awareness of a certain cultural community, by which it differs from every other and by which an individual belongs precisely to that, and not to some other group.

Scientists generally discuss the meaning of "culture" trying to define it as completely as possible. From numerous definitions of culture, we single out the definition of the anthropologist Geertz (according to Moore, 2002) that culture is a historically transferable pattern of meaning. These transferable patterns, and they are transferable because they are a human creation, are expressed both by means of symbols (explicitly) and by means of established beliefs (implicitly). "Cultural imprinting marks people from their birth, first with the stamp of family culture, then school culture, and it continues at the university or in the profession". (...) "Isn't it necessary to become aware of what we possess in order to be able to conduct a dialogue with our ideas, control them as much as they control us, and apply to them tests of truth and delusion?" (Morin, 2002, 34). From Mijatović (2002), we single out the definition of culture as a set of thought, spiritual and value statements and creations that more closely define individual groups of people in their authentic environment. It is the most important and crucial factor in the endeavor of a certain group of people to turn life orientation, behavior, relationships, beliefs, nature and certain periods of life and living spaces into a special world according to their own understanding, their own idea and their own ability to plan development and realize their ideas. Bruner's (2000) central thesis is that culture shapes the mind, provides the tools with which we construct not only our worlds, but also develop self-concept and recognize our own abilities. This means that the acquisition of knowledge and communication are interdependent, and culture provides the tools for organizing and understanding our worlds in communicable ways. In other words, although culture is man's work, it shapes and enables the functioning of the human mind. This means, as the same author points out, that learning and thinking are always located in a certain cultural environment and always depend on the utilization of cultural resources.

Historian of Western high culture Jacques Barzun (according to Katunarić, 2004, 26) notes: "Until recently, (culture) meant two or three interconnected things that are easy to understand and keep separate. Now it's a piece of jargon for all purposes. People talk and write about the culture of almost all segments of society: about counterculture and many subcultures: ethnic cultures, corporate cultures, teenage cultures and popular culture". Culture most often serves the strategies of social actors - elites, states, corporations - who see in it an opportunity to supplement their power with the symbolic power of culture. Depending on which aspect it is given meaning, there are a number of definitions of culture, and they include three components: what people think, what they do and the material products they produce, or mental processes, knowledge and values. In this complexity of the definition of the concept of culture, we adhere to Hargreaves and his definition of culture as: "...lenses through which the world is viewed. It defines reality for members of a social organization, provides them with support and identity, and shapes the framework for learning characteristic of a particular profession" (according to Stoll and Fink, 2000, 118; Stoll, 1999, 33).

With a short discussion, we wanted to emphasize the general framework of the concept of culture, which forms the basis for understanding the culture of the organization (and the educational institution is one organization) and that culture is, as a rule, an integral element of general culture and the value system as a whole. However, the culture of the organization has not been significantly researched in educational institutions, but in various financial, economic, industrial organizations.

2. METHODOLOGY

The aim of this paper is to provide a literature overview of the multidimensional concept of organizational culture through a systematic qualitative synthesis of existing literature and secondary data, in order to provide an answer to the following research question: What is organizational culture? What are the key elements of organizational culture? How is organizational culture manifested in practice in modern organizations? This study applies the method of qualitative text analysis, as outlined by Kuckartz, which involves a structured and rule-guided approach to categorizing and interpreting textual data. The analysis follows a systematic process of theme development, and category refinement, enabling the identification of key patterns, concepts, and relationships within the selected literature. By combining deductive category development based on theoretical frameworks with inductive insights emerging from the data, the study ensures both conceptual rigor and openness to new interpretations, thus enhancing the reliability and transparency of the research process.

To achieve the research objectives and answer the research questions, the research paper uses a desk research methodology, conducted between June 2025 – September 2025. The research involved a comprehensive search of relevant scientific and professional literature using keywords such as organizational culture, elements of organizational culture, culture, lifelong learning, and organizations. The selection criteria focus on the relevance of the organizational culture, elements of culture and practical case. The review did not impose strict limitations regarding the year of publication, as the intention was to capture the enduring and evolving nature of organizational culture as a multidimensional construct that remains relevant in contemporary organizational practice. The collected literature data were assessed according to the quality criteria of methodological descriptions, transparency and compliance. The data analysis involved categorizing findings into two main analytical domains: organizational culture and elements of organizational culture. In order to complement the theoretical insights with practical evidence, a brief case study analysis was conducted based on Schein's three levels of organizational culture. The case study focuses on two companies:

1. Duran d.d., located in Pula, Croatia,

2. Electrolux Professional Group, whose headquarters are located in Stockholm, Sweden.

The aim of the case study is to illustrate how organizational culture is manifested in practice today. This analysis provides a foundation for further research and discussion, demonstrating that organizational culture remains a significant and active component of modern organizations regardless of temporal context.

Future research could build on these findings by going beyond literature review and including more direct, real-world data. For instance, using methods such as interviews, surveys, or observations would help capture how employees actually experience and understand organizational culture in their daily work. It would also be useful to compare organizations from different industries or cultural environments, as this could reveal important differences between global and local contexts. In addition, studies conducted over a longer period of time could provide valuable insight into how organizational culture changes and develops, especially during times of major transformation or crisis.

Despite its contributions, this study has several limitations that should be acknowledged. First, the research is based primarily on desk research and secondary data, which limits the ability to capture real-time, lived experiences of organizational members. While the literature provides a strong theoretical foundation, it may not fully reflect the complexity of culture as experienced in everyday

organizational life. Second, the case study component is limited to two organizations, which restricts the generalizability of the findings. While Duran d.d. and Electrolux Professional Group offer valuable insights into the practical manifestation of organizational culture, they may not be representative of all organizational types. A broader sample of organizational types of different industries would strengthen the empirical validity of the conclusions.

The original paper was written in Croatian and subsequently translated into English for publication purposes. For translation, grammar, and language refinement, the Grammarly tool (2025) was used, reviewed and approved by the authors.

3. ORGANIZATIONAL CULTURE

Organizational culture is classified among the more important factors in the operation and development of an economic organization. It is also known in the literature as corporate culture or the culture of the company, the culture of work, business, banking and other organizations. It is considered to be one of the most complex concepts of organizational theory. The concept of organizational culture has been present in the professional literature on organization and management for several decades, but only recently has it been given more attention (Fox, 2001; Brčić, 2002; Sušanj, 2005; Žugaj, Šehović et al. 2004 et al.). More intensive work on researching the field of organizational theory and management began in Western Europe and North America during the seventies of the twentieth century, to experience its rise at the end of it. It is considered that two events significantly influenced the increased interest in organizational culture. The first is the great oil crisis of the early seventies. The second event is the rapid and strong penetration of the Japanese economy to the world top and its great competitiveness in many areas (Žugaj, Šehanović, et al. 2004). Citing many authors, Sušanj (2005, 39) states: "by observing the culture of an organization, we are actually describing the organization itself. Namely, culture cannot be separated as a separate variable in the organization because it permeates all its parts. The idea of culture as an executive metaphor rests on emphasizing the assumption of the organization as an expressive form, a manifestation of human consciousness". In other words, culture is a complex construct that is visible or expressed as a system of values, beliefs and behaviors shared by members of the organization.

According to the Ramiro d.o.o. web article *"Zašto je organizacijska kultura važnija nego što mislite?"* (2024), organizational culture can be understood as a key, though often invisible, factor that shapes how an organization functions and

performs over time. The article suggests that even companies with a strong vision, high-quality products, and skilled employees may face challenges if their organizational culture begins to weaken, particularly during periods of growth or increased external pressure. In such situations, employees may gradually lose motivation and enthusiasm, which can negatively affect collaboration and make it more difficult to attract and retain talent. Importantly, the article highlights that organizational culture acts as a kind of "glue" that connects shared values, everyday behaviors, and strategic objectives. When this connection is missing or unclear, the organization may struggle to maintain direction and coherence despite having well-defined goals. Therefore, actively nurturing and managing organizational culture is essential, as it directly contributes to employee engagement, organizational stability, and overall business success.

There are numerous definitions of organizational culture; it could be said that there are as many definitions as there are authors who deal with it. Sušanj (2005), Žugaj, Šehanović, (2004) et al. agree that there is no complete and precise definition. They cite a number of definitions by different authors, which we take over and use for a better understanding of the concept of organizational culture. Some authors talk about organizational culture, and others about organizational culture or use both terms depending on which segment they want to emphasize in its definition, and even translation, when it comes to foreign sources. It is often associated with the term "social glue" that holds organizations together (Prosser 1999) or as an umbrella that covers sub-cultures that are in relation. Culture refers to the system of values that dominates the organization. The importance of organizational culture for the success of the organization is in its definition as a type of social glue (Smircich, according to Fox, 2001), which creates a sense of identification among employees, facilitates the performance of work obligations and improves the stability of the social fabric within the organization (Brčić, 2002). Although organizational culture has existed for a long time, it has been used more prominently in science since 1982, with the printing of the famous book by Peters and Waterman In Search of Excellence (Brčić, 2002). And it was these two authors who first drew attention to organizational culture as an important factor in the success of the organization. What represents the way in which business is conducted, what expresses the scale of values in an organization or, in other words, the set of all factors that define the life philosophy and specific style of any organization - can be considered the culture of that organization.

The range of definitions goes from very general to very specific, and to illustrate, we have taken over and adapted some of the definitions used by Žugaj, Šehanović et al. (2004, 542-543):

Definition – organizational culture	Authors
"A system of ideas and concepts, customs, traditions, procedures, and habits for operating within a particular macro-culture."	Harris, Moran, 1981; 103-104;
"A series of values, norms, and beliefs."	Handy, 1986; 187;
"The implicit, invisible, intrinsic, and informal consciousness of the organization that directs individual behavior and is shaped by their behavior."	Scholz, 1987; 80;
"Rules of behavior, beliefs, and values that apply in an organization."	Petz, Šulak, 1991; 97;
"A relatively lasting and specific system of behavior patterns, values, beliefs, norms, and customs that determine organizational behavior, thinking, and guide all activities of the individuals and groups that compose them."	Bahtijarević-Šiber i dr., 1991; 202;
"A set of basic assumptions and beliefs accepted by members of an organization, i.e., organizational culture is the model of basic assumptions that a particular group of people invented, found, and developed in the learning process to solve their adaptation problems to the environment and internal integration."	Vila, 1992; 527;
"A harmony of shared knowledge but also shared insights of organization members that remain at the level of practical insights and control the behavior of organization members."	Kavčić, 1992; 78;
"Expressed through the behavior of employees, the history and tradition of the company, long-standing brand values, corporate identity, a mix of rational and intuitive management techniques, a long-term approach to customers, quality, and product service and maintenance."	Cingula, 1992; 498;
"The way of life and work in a company. (...) A system of values, beliefs, and customs within an organization that interacts with the formal structure, producing norms of behavior. Organizational culture represents the personality or character of the company."	Sikavica, Novak, 1993; 633;
"A general pattern of behavior, shared beliefs, and values of its members. It can be inferred from what people say, do, and think within the organizational environment. It involves learning and transmitting knowledge, beliefs, and behavior patterns over a period of time, meaning organizational culture is quite stable and does not change quickly. It often sets the tone of the company and establishes the implicit rules of people's behavior."	Weihrich, Koontz, 1994; 334;
"The culture of an organization is made up of its members, their customs, forms of behavior, and their relationships toward work and the organization itself."	Bennet, 1994; 101
"Organizational culture can also be interpreted as how everything is done in that place. Culture in an organization involves a set of experiences, philosophies, experiences, expectations and also the values contained therein which will later be reflected in the behavior of members, starting from inner working, interactions with the environment outside the organization, to expectations in the future. organizational culture can also be interpreted as how everything is done in that place."	Mafrudoh, 2023;78
"the concept of organizational culture is closely related to values, norms, traditions, and customary and shared practices that have a direct or indirect influence on how members of a company act."	Vlasenko, 2023;121

Some other authors, such as Brčić (2002), highlight Deal and Kennedy's definition, according to which organizational culture is explained by the statement "This is how things are done here!" As evident from this overview of definitions,

organizational culture refers to several specific elements: shared business philosophy, shared values, specific customs and rituals, and clear, albeit informal, directions of communication.

From the given examples of definitions, it is clear that organizational culture does not have conceptual clarity and precision. Definitions differ concerning the central concept used. It varies from ideology, a coherent set of beliefs, shared opinion, fundamental assumptions, shared beliefs, a set of shared basic values, important understandings, collective desires, to collective programming of consciousness. Furthermore, authors use these terms in different ways and from different perspectives, creating conceptual confusion and ambiguity. Although there are valuable attempts to find common key characteristics of cultural definitions (Sušanj, 2005), it can nonetheless be concluded that, at least at this stage of theoretical development, it is quite unclear which (or which combinations) of the commonly used terms best represent culture. The reasons for the ambiguous definition of organizational culture can also be attributed to the historical development of the concept of culture within different scientific disciplines, primarily anthropology, then sociology and psychology.

Culture is important for an organization because it defines most of what is done and how it is done in that organization. It is intertwined with the organization's guidelines and philosophy of life and is expressed through its slogans that condense its purpose, mission, and business strategy. Sušanj (2005, 67) states that the functions of organizational culture can be categorized as follows:

"1. Organizational culture has a role in determining boundaries, i.e., it signifies the difference between organizations;
2. Provides a sense of identity to its members;
3. Supports the development of collective belonging;
4. Enhances system stability by providing standards of behavior;
5. Serves as a mechanism for determining the meaning of the environment that influences individual attitudes and behaviors."

Furthermore, culture increases order, predictability, and consistency in the behavior of organization members. In this sense, culture can act as a substitute for formalizing operations. In other words, the stronger the culture, the less need there will be to develop formal regulations and written rules to guide behavior. In the broadest sense, organizational culture can be described as a set of established ways of solving organizational problems (Sušanj, 2005; Schein, 2004), and above all, as a set of established behavior patterns of organization members.

Schein (1998), a management professor and founder of organizational psychology, holds that culture surrounds us and we must understand how it is created, developed, managed, changed, and its importance. Understanding culture means understanding your organization. Therefore, we subscribe to Schein's (1998) definition, which provides one of the most comprehensive and frequently cited definitions of culture, emphasizing the manner of its formation: "Culture can be defined as a pattern of basic assumptions, invented, discovered, or developed by a given group as it learns to cope with problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore should be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (ibid, 35).

For a manager, knowing the culture is essential, and the ability to adapt to the organizational culture is a crucial factor for survival within the organization. If the elements of organizational culture are well understood and aligned with the organization's goals, then the main prerequisites for successful operation will be created. Personal values, expressed in employees' attitudes and beliefs, influence all aspects of management and define what distinguishes one organization from another. Therefore, the elements of organizational culture need to be defined more precisely (Žugaj, Šehanović, Cingula, 2004).

4. ELEMENTS OF ORGANIZATIONAL CULTURE

From the standpoint of organizational theory, Schein (2004) believes that culture can be described even better as 'value in action' encompassing the entire organization, not just a few key individuals. The same author explains that organizational culture can be viewed as the collective mental model of its members, which is why an organization cannot change without exploring cultural assumptions. Therefore, he proposes (1998) a model in which cultural elements are arranged in three levels or layers:

1. The most accessible or surface level consists of behaviors of organization members and various other manifestations, commonly called artifacts. Artifacts are available for observation and visible expressions of organizational culture, such as

anecdotes, ceremonies, customs, heroes, material objects, physical arrangements, rituals, stories, legends, and myths, symbols, specific language or jargon, etc.

2. At the middle level are the values. Values are usually at a so-called preconscious level and require minimal effort to recognize. They represent a tendency toward certain end states or outcomes and act as determinants of behavior. Examples of values include innovativeness, respect for employees, competitiveness, risk-taking, teamwork, etc.

3. Finally, the deepest and least visible level of culture is represented by assumptions. These are fundamental and unquestioned beliefs and values that, due to the long learning process, are no longer on a conscious level. These unquestionable assumptions are actually responsible for how organization members perceive, think, feel, and act.

Led by Schein's model of cultural research, organizations can be classified into three large groups analogous to the abovementioned layers dealing with: 1) studying its external manifestations (behaviors and artifacts), 2) examining values and beliefs, or 3) concluding about fundamental assumptions and beliefs.

The first group includes cultural manifestations that are directly observable, Senge (2003) explains, visible through ritual behaviors of members (ways of greeting or celebrating significant events), storytelling, legends, and myths related to the organization itself (usually from periods of its development), through symbols that convey certain meanings (special names and their material characteristics), through the specificity of language (jargon), which convey messages with certain meanings, even specific gestures or body movements. Very concrete and recognizable examples of artifacts include the company logo, external architecture and interior design, style of documentation, existing technology, typical and expected employee attire, status symbols, and similar. From which we conclude that the culture of an organization can manifest on both visible and invisible levels. The visible levels of organizational culture consist of clear forms that can be observed (e.g., language, use of symbols, rituals, customs, methods of problem-solving, tools, or technology, etc.). The second invisible level of organizational culture comprises supportive values that encompass strategy, goals, and leadership philosophy (Schein, 1998). Organizational values express a preference for certain behaviors, unlike organizational norms, which express behaviors accepted by others.

The layer of culture related to values, beliefs, and expectations forms the primary element in the operationalization of culture by most researchers in this field (Rousseau, Weiner, according to Sušanj, 2005). Culture is most often defined as a system of fundamental values that provide a framework and basic guide for

behavior, offer a sense of shared direction for all employees, and define their everyday behavior.

Schein (1998) divides values into ultimate, undisputed, and unquestionable, for which the term "assumptions" is more appropriate, and contentious, obvious, and public values, for which the term "values" is apt. The same author mentions that what is most frequently covered in studies dealing with the value aspect of culture can be more accurately defined as the expressed, declared, or accepted values of an organization. They relate to the attributions people consciously make regarding the reasons for their and other organization members' behavior. Values reflecting group success gradually become beliefs and fundamental assumptions. However, "many values remain at the conscious level and are explicitly articulated due to their normative or moral guiding function for group members in certain key situations" (Schein, 1998, 41). This level can also differ from the level of unconscious assumptions, which are actually responsible for experiencing, feeling, and thinking about organization members. Other authors, Ashforth and Mael (Schein, 2004), however, attribute much greater importance to this cultural layer, emphasizing that expressed, declared values can play a key role in forming social identity in an organizational environment.

Finally, the deepest element of culture related to fundamental assumptions can "color" all others, even though members themselves are often unaware of it: "The term culture should be reserved for the deeper level of basic assumptions and beliefs shared by organization members. They function unconsciously and in an unquestioned way explain the organization's view of itself and the environment" (Schein, 1998, 43). The way Schein defines basic assumptions aligns with Argyris's (Schein, 1998; Senge, 2003) understanding of implicit assumptions or theories in action, as the author calls them, which truly guide the behavior, experience, and thinking of group members. Here, the implicit and subconscious action of culture is particularly emphasized. Schein (1998) explains that "basic assumptions as theories in action do not end with confrontation in discussion. Understanding elements of 'theory in action' means reviving, renewing, re-examining, and perhaps modifying basic assumptions – is a process Argyris and others call 'double-loop learning,' which means training people in reflection and questioning skills to surface hidden assumptions; basic assumptions never stop, never end, they are constantly compared in discussions" (Ibid, 43). The same author believes that the essence of any organization's culture – what it truly is – lies precisely in its deepest layers, while values and artifacts are mere manifestations of its essence. This reflects the need for a clinical approach in cultural research that this author explicitly advocates (Schein, 2004) or, as we would say, a qualitative approach.

4.1. SCHEIN's THREE LEVELS OF ORGANIZATIONAL CULTURE: Short analysis of DURAN d.d. Pula, Croatia

Edgar Schein's model, which divides organizational culture into three levels—artifacts, values, and assumptions—is used in this chapter to analyze the organizational culture of the corporation DURAN d.d. Pula, Croatia. The company website is used to examine Schein's model and it serves as a brief overview of how it appears in real life. The analysis of the company was conducted from August to September 2025.

According to the company website, DURAN d.d. Pula, Croatia as a part of DWK Life Science is a manufacturer and worldwide supplier of custom-made technical glass products with 240 employees working in a multi-shift operation. The Pula manufacturing plant includes a tank operation and provides glass melting and hot forming capabilities. There is also a special production line for blowing big volume items with capacities of up to 500 liters.

DURAN d.d. Pula, Croatia adheres to all DWK Life Sciences corporate policy.

1. Artifacts: Traditional know-how experienced glass makers with unique technologies for manufacturing tailored items made from DURAN borosilicate glass 3.3. Using DURAN logo and trademark as visual identity. Code of Conduct serves as a guiding principle for individual employees and for all collectively. Corruption protection, anti-discrimination and protection of information strategy. To be present in every laboratory and production environment around the world.

2. Values: ISO certification: Quality management System 9001:2015 / Energy Management System ISO 50001:2018 / Environmental ISO 14001:2015. Company values: Passion, Precision, Creativity and Trust - Code of Conduct serves as a guiding principle for the business conduct of company individual employees and for all collectively. Company strives to conserve natural resources and avoid any environmental impacts. Dedicated to a safe and healthy work environment in which employees may be proud. Educating and training employees and through rigorous monitoring of activities. Customer stories and experiences using DURAN glass. Human Rights Policy with zero tolerance strategy.

3. Assumptions: Long-term manufacturing ensures trust and loyalty. Meeting international standards and global alignment as working with leading companies in laboratory and industrial business. Through different company policies belief that work ethic and expertise are built up. Striving for excellence in everything increases company growth and people experience.

A limitation of this chapter's analysis is using only one reference, company web-page. For future direction, it would be better to conduct a survey among the

employees of a particular location and devote further analysis to additional web-page resources. This will point out employee's awareness of organizational culture in practice. By conducting more in-depth analyses and gathering data we could make further research to see if organizational performance improves if employees identify with the organizational culture and share its core values and vice versa.

4.2. SCHEIN's THREE LEVELS OF ORGANIZATIONAL CULTURE: Short analysis of Electrolux Professional Group, Sweden

The analysis is based primarily on information available on the company's official website and publicly available corporate materials, providing an illustrative overview of how organizational culture is manifested in practice. The analysis was conducted between August and September 2025. Electrolux Professional Group is a global provider of professional foodservice, beverage, and laundry solutions, operating in multiple markets worldwide. The company emphasizes sustainability, innovation, and customer focus as key drivers of its business operations. The company has approximately 4,300 employees, in 31 countries and 15 manufacturing sites including R&D centers. The biggest countries in terms of number of employees are in Italy, Sweden and the US.

1. Artifacts: At the visible level, Electrolux Professional Group demonstrates its organizational culture through clearly communicated corporate identity elements such as its global brand presence, sustainability reports, and structured organizational framework. As stated, Electrolux Professional Group is the sustainable leader among global providers of food service, beverage, and laundry solutions for professional users. We serve a wide range of customers worldwide, from restaurants and hotels to healthcare, educational and other service facilities.

2. Values: the organization promotes a strong commitment to sustainability, innovation, and customer relationships. The company's mission—to make customers' work-life easier, more profitable, and sustainable—reflects its strategic orientation toward long-term value creation. Core values such as "be customer obsessed," "build trust," "be bold," and "act sustainably" guide both individual and collective behavior within the organization. Company policies for people, workplace, anti-corruption, environment and tax fall under the umbrella of the Code of Conduct, being more operational in nature.

3. Assumptions: Long-term business ensures trust and loyalty. Another fundamental assumption is that sustainable practices are not only socially responsible but also essential for long-term competitiveness. The organization operates on the assumption that strong alignment between strategy, culture, and behavior is

necessary to achieve global business success. These underlying alignments influence how decisions are made on a daily basis and help maintain a shared sense of identity across different parts of the organization, regardless of location or business unit.

A key limitation of this analysis is that it relies primarily on secondary data, specifically information available on the company's official website and public corporate materials. As such, it reflects the organization's intended and communicated culture rather than the lived experiences of employees. For future research, it would be beneficial to incorporate primary data collection methods, such as employee surveys or interviews, to gain deeper insights into how organizational culture is perceived and enacted in everyday practice.

5. CONCLUSION

Organizational culture, as one of the key aspects of management in the 1980s and 1990s, denotes the general pattern of behavior in an organization accepted by each new generation of employees. It encompasses beliefs, values, meanings, and attitudes, determines behavior and social rituals, influences the realization of managerial functions, defines acceptable/unacceptable, and represents the lenses through which the organization sees its environment. Culture is also a key element of the public perception of an organization (Schein, 1998; Fox, 2001). It implies a wide range of social phenomena such as typical dress modes in the organization, language, behavior, beliefs, values, assumptions, status symbols of authority, myths, rituals and ceremonies, ways of considering and other beliefs. Senge (2002) believes that every organization, at its core, is a product of the thinking and interactions of its members. At the social level, culture is a system of beliefs, norms, and ideology that exist beyond the context boundaries, beyond the organization, how people give meanings to the world around them, how they live within it, and make those meanings useful. These cultural settings provide meaning to daily events for people within the group, make life predictable, and alleviate some anxiety about the unknown and unexpected. They are transmitted to new members of the culture, so changing the organization's culture means changing fundamental attitudes that members have developed over the years in the lifelong learning process.

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MULTIDIMENZIONALNI KONCEPT ORGANIZACIJSKE KULTURE

Sažetak

U radu se organizacijska kultura razmatra kao svojstvo organizacije kojemu se njezini članovi moraju prilagoditi te kao multidimenzionalni koncept koji obuhvaća različite oblike organizacijskoga života i obrasce ponašanja. Svaka organizacija, unutar šireg makrokulturnoga okružja, razvija vlastitu, specifičnu organizacijsku kulturu. Promjene u društvu predstavljaju izazov kulturi obrazovne ustanove, osobito u području učenja, studentske populacije, organizacijskoga upravljanja, ubrzanoga tehnološkog razvoja te promijenjene uloge žena u društvu. Kontinuirane promjene i zajednička izgradnja znanja temelje se na shvaćanju organizacijske kulture kao sustava čije je funkcioniranje složeno, dinamično i ovisi o brojnim međusobno povezanim varijablama, pri čemu se kultura promatra kao vrijednost i način života, odnosno kao način na koji promišljamo i razvijamo sustav vrijednosti. Radi boljega razumijevanja složenosti samoga pojma organizacijske kulture u radu se, analizom relevantne znanstvene literature, razmatraju različita određenja kulture, s posebnim naglaskom na organizacijsku kulturu i njezine sastavnice. Kao prikaz praktične primjene provedena je kratka analiza elemenata organizacijske kulture u poduzeću DURAN d.d. iz Pule prema Scheinovu modelu triju razina organizacijske kulture.

Organizacijsku kulturu možemo opisati kao svojevrsno „društveno ljepilo" koje članove organizacije povezuje zajedničkom vizijom, značenjima, obrascima ponašanja i vrijednostima.

Ključne riječi: kultura, elementi organizacijske kulture, cjeloživotno učenje, organizacijska kultura; organizacije.