



SATISFACTION OF EMPLOYEES: SEARCHING LINKS BETWEEN ORGANIZATIONAL CULTURE AND COMMUNICATION

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Abstract. Organizational culture determines what kind of people will be attracted to the organization and the way they will interact within it. Investigations of different authors in this area are reviewed. Organizations' future as well as income depends on managers' values orientation, his ability to communicate and present ideas to the employees. The organizational culture exists to unite people, to create a common conception, to stimulate the prosperity and development of the organization. This is achieved through leadership and personal communication of individuals; then individuals interchange ideas, they set up the identity of their organization through orientation on securities, which exist in the organization. However, organizational culture is often analyzed in the context of internal or external life of organization, but not to describe the role of employee's satisfaction. It is scientific and practical problem, how to create and evaluate organizational culture through communication while researching employees satisfaction. It is important to state that satisfaction of employees can be one of the main engines of organization profitability. The aim of this paper is the investigation on opinions on employee's satisfaction at work place influenced by organizational culture and communication. The research has been done and the results are that employee's satisfaction depends in part from existing organizational culture. The methods that have been used are: the analysis of scientific articles, comparison, systematic analysis of survey with the help of SPSS methodology, logic based conclusions.

Key words: *organizational culture, communication, manager, satisfaction, employee*

JEL code: M14, M12

Introduction

Culture has a crucial role to play in management of organization. An existing management culture helps determine ways of thinking about organization values. Perhaps its most crucial role is determining the way in which people are selected, trained, developed and rewarded. One of the main factors of the modern management is the specific organizational culture. About it a lot of famous scientific monographs have been written, researches have been done (Schein E., 2004; Cameron K.S., Quinn R.E., 1999; Deal T., Kennedy A., 1982, Denison D., 1990, Schneider B., 1990). There are also a lot of books with description and analysis on the influence of leaders on organizational culture (Bennis W., Nanus B., 1998;

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Drucker P.F., 2001; Кэртс Дэ Врэс, 2003). But as usually organizational culture is analyzed in context of internal or external life of organization, but not to describe the role of employee's satisfaction. *It is scientific and practical problem, how to create and evaluate organizational culture through communication while researching employees satisfaction.* Because of this, it is important to state that satisfaction of employees can be one of the main engines of organization profitability. There may be various factors, which cause employees' satisfaction: good work place equipment, salary, good relationship with managers and colleagues, understandable organizational culture. Therefore, if an organization is a group of people striving for the same aims, then the success of its business depends directly on the skills and abilities of the working people as well as their understanding equally correctly what they are doing and aiming for. This is possible only in case of forming the specific organizational culture. Forming of such culture are conscious, purposeful attempts which require big physical and moral force, as well as knowledge based on common to all mankind securities, commonly acknowledged moral norms and the activities of the head of the organization. This gives the employees a possibility to understand what requirements and hopes are related to them and to get any needed support to do the work. The ability to manage the work effectively influences the effectiveness of the organization, has a positive influence on the employees. Well known world organizations remain only due to the highly specific culture. *The aim of this paper* is the investigation on opinions on employee's satisfaction at work place influenced by organizational culture and communication. *Object of research* is the relationship of organizational culture and communication. *The tasks of the article are:* to analyze the concepts of organizational culture and its influence on communication; to make research to identify opinions on organizational culture and communication for searching employee's satisfaction in organizations. *The used methods are:* the analysis of scientific articles, comparison, statistical, systematic analysis of survey with the help of SPSS methodology, logic based conclusions. Organizational culture, being based on the values acknowledged by the most of the employees, is performing employees' loyalty to the organization through in-between understanding and engagement in the organization duty, as well as is pursuing object, which benefits all. Organizational culture becomes easy to use, convenient and moral tool of people management. This tool is to be used by the managers with the help of like-minded colleagues.

1. The Organizational Culture – One of the Main Engines of Satisfaction of Employees

Organizational culture determines the kind of people who will be attracted to a firm and the way they will interact within the firm (Dobson P., Starkey K., Richards J., 2004). The culture can be defined as (Lee K.S., Carter S., 2005): patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts; the essential case of culture consists of traditional ideas and especially their attached values. Culture can be defined as the set of key values, beliefs, understandings, and norms shared by members of an organization. Grundey D. (2008) wrote that “organizational culture is a system of essential values, which are perceived and accepted by all organization's employees, allowing the organization to steady reach for its goals and solve problems; it is supported by the organization's history and myths, and is demonstrated via traditions, ceremonies, and rituals; as well as uniting the organization into one entity and which helps the organization to be distinguished amongst other ones”. The concept of culture helps managers to understand the hidden, complex aspects of organizational life (Daft R.L., 2003). Culture is a pattern of shared values and assumptions about how things are done within the organization. This pattern is learned by the members as they cope with external and internal problems and is taught to the new members as the correct way to perceive, think and feel. Basic assumptions in an organizations' culture often begin with strongly held values espoused by a founder or early leader. Interesting and more



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different point of view to this problem has been written by Dibachi, F., Dibachi, R.L.(2003). They wrote that there were myths: if you assembled a critical mass of very smart people, gave them resources, and just left them alone, great things would happen. The truth is that a room full of smart people will not necessarily have a clue how to organize and manage themselves to succeed. In fact, the smarter they are, the more time they may spend fighting for dominance, back-biting, competing for attention and ignoring directives from those they perceive as inferior. So authors decided that “great companies are built on systems that allow average people to deliver.” We can summarize that this means, that a strong and clearly understandable system of organizational culture should be created. Many researchers, particularly those oriented towards consulting, prescribed the widespread use of cultural artifacts as if these could be designed at random or imported from other organizations and as if organizational cultures could be categorized according to a universal, generalizable scheme and compared cross-nationally (Tsoukas, H., Knudsen, C. 2003). Interpretive-oriented researchers saw cultural artifacts as rooted in their organizational settings, growing out of their specific values, beliefs, and/or feelings - that is, out of whatever was meaningful to members situated in those contexts, emerging from the lived experience within those settings (Tsoukas, H., Knudsen, C. 2003). To achieve continuous development and prosperity of an organization under market conditions any organization should work profitably. Thus the organization should be managed purposefully. One of the main factors of the modern management is the specific organizational culture. As any organization is a group of people striving for the same aims, the success of its business depends directly on the skill and abilities of the working people to understand equally correctly what they are doing and what they are aiming for. This is possible only in case of forming the specific organizational culture (Šimanskienė L., 2002, Šimanskienė L., Tarsevičius T., 2010).



Source: created by authors

Fig. 1. Relationship between organizational culture, communication and employee satisfaction

Interesting research has been done by Duffy, M.K., Scott K.L., Shaw J.D., Tepper B.J., Aquino K. (2012) where authors have found out that the mediated effect of envy on social undermining behavior through moral disengagement is stronger if employees have low social identification with co-workers. So we can add that in these organizations, there cooperation culture through communication is not strong, the possibility, that people will start fighting or envying each other, grows. Long Ch., Bendersky C., Morrill C. (2011) research indicates that there are positive effects on job satisfaction when managers supplement their efforts to promote managerial control with fairness promotion activities that relate directly to their subordinates' opportunities to succeed in their job. Nag R., Gioia D.A. (2012) describe how top manager's belief about knowledge as a resource has correlation with the ways that executives search or scan for



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information and how they use that knowledge in practice. Stigliani I., Ravasi D. (2012) pay attention to sense making process from the individual level to the group level, with some ideas how to do this in a better way. It is very important if we are willing to do work and want to involve people in this process. In other words, new methods to communicate with employees were shown. Another interesting research about possible ways to interact to employees is to communicate with them while paying attention to the voice. Burris E.R. (2012) has done research and found out results that leaders who engage in supportive forms of voice get better results. Calm voice and not punishment at the first part of day can influence better results (Rothbard, Wilk, 2011). Authors have done research and have found alike results, so this can be one of recommendations for managers how to communicate with employees. Schaubroeck J.M., Hannah S.T., Avolio B.J., Kozlowski S.W.J., Lord R.G., Trevino L.K., Dimotakis N., Peng A.C. (2012) found that the influences of ethical leadership occur not only directly, but also indirectly, across hierarchical levels, through the cascading of ethical culture. This research one more time shows the direct influence from leaders and organizational culture. If there are ethical values in organization, we can also expect ethical behavior from leaders. If not, the situation would be opposite. Similar research results have been found by Mayer D.M., Aquino K., Greenbaum R.L., Kuenzi M. (2012). There has been found positive correlation between ethical leadership and leader moral identity symbolization and internalization. Some author's (Owens B.P., Hekman D.R. 2012) research shows that leaders increasingly must be able to humbly show their followers how to grow by admitting what they do not know, and acknowledging the unique skills or knowledge. We can also add that in some organizations humbling is one of the ways how to involve people in action. Researches results show that person usually make decision depending on organizational culture (Gunia B.C., Wang L., Huang L., Wang L., Murnighan J.K., 2012). Organizations full of economically oriented employees who laud and reward the pursuit of individual economic gain are likely to produce and reproduce norms of self-interest. In contrast, organizations that not only laud but integrate moral values into everyday procedures may foster moral norms. So we see how it is important what kinds of values are used by organizational culture in organizations.

2. The research results and discussion

For carrying out the research, the questionnaire was prepared with the list of questions. In the formation of questions both positive and negative alternatives for the answers were given. While planning the research it is necessary to choose the minimum number of respondents in order to make statistically trustful conclusions. Selective methods are based on the theory of chances, though in selection it is impossible to avoid mistakes, unless all the population took part in the research. In scientific research 95% is trustworthy (Kardelis K., 2007). In order to get the false answer of 5% it is necessary to inquire 400 respondents from 5,000 people. Such numbers are provided by Ch. Nachmias, D. Nachmias (1985). They note that it is enough to inquire 385 respondents from 10,000 employees to get 5% of false answers. The data of the questionnaire was processed by SPSS (Special Package for Social Science) program with the one-factorial dispersal analysis (ANOVA) because variables are measured by the rating scale. The data of the questionnaire was processed by SPSS (Special Package for Social Science) program with the one-factorial dispersal analysis because variables are measured by the rating scale. Researches were done in 2011. So we have inquired 1034 respondents and we might state that it is the right number to get reliable answers. There were asked 378 men and 656 women. By positions: top level managers – 1.81 percent, middle level managers – 11.87 percent, lower level managers – 7.24 percent, and 79.08 percent – employees, i.e. persons that have no subordinates. Even 54, 67 percent of the respondents have higher education. The most part of the organizations were private (Lithuanian) capital companies – 40.08 percent, whereas private (foreign) capital companies accounted for 16.39 percent, private joint ventures (foreign and Lithuanian capital) – 9.86 percent, jointly owned by the state and private capital – 1.54



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percent, state institutions – 31.5 percent. As it was mentioned before, the questionnaire was given to employees. One of the questions was formulated about satisfaction at work with two relationships: communication and financial security at work.

Table 1

Respondents answers about satisfaction at work

Possible answers	Percentage
Yes, everything satisfies me	25.15
Yes, communication satisfies me, but the salary is low	33.20
Yes, salary is good, but the communication is not	9.05
A bit, but I am not searching for another job	22.33
No, salary is unsatisfying	6.04
No, communication is unsatisfying, too high requirements and too big competition	2.62
No, I am already searching for another job	1.61

Source: own research

How we see from Table 1 results, the biggest part of respondents are satisfied with communication, but salary is low (33.20). The second and the biggest result in percent is 25.15 percent. That means that the big part of respondents said that everything satisfied them. On one hand this percent is not big, but on the other hand the result is not bad, because as usual people are not satisfied with life in organization. For some of them it is the lack of friendly atmosphere (organizational culture can be included), lack of salary and lack of communication with colleagues and managers. The third result is 22.33 percent and it is a result from people who are not so satisfied at work but who did not search for a new job, so in fact they are satisfied at this work place. Or maybe they don't feel strong emotional ties with the organization. It is interesting to mention that there are 9 percent of respondents, who are satisfied with their salary, but not with the communication. In general we can state that these respondents work in organizations with created organizational culture and good communication. Some similar ideas can be found in Hallen B.I., Eisenhardt K.M. (2012) research.

Table 2

Financially interested in the organization

Possible answers	Percentage
I owner of the organization	0.40
I own some organizations' shares	2.21
I get some of the production with the discount	8.25
I am hired, I get only my salary	89.13

Source: own research

Results show in Table 2, that the biggest part of respondents do not have any financial ties with organization ownership, they only get salary (89.13 percent). But there are some of them, who get production with discount, have some organizations shares and 0.4 percent of respondents are owners of organization.

The results show in Table 3, that some parts of owners of organization are not satisfied with their salary. It is interesting to see that, though it can be explained that owners of organization do not succeed in business nowadays, because of economic crisis or perhaps of low experience of manager of the organization.



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Table 3

Correlation between financial ties and satisfaction at work

Possible answers	I own of the organization %	I own some organizations' shares %	I get some of the production with the discount %	I am hired, I get only my salary %
Yes, everything satisfies me	0.80	5.60	12.80	80.80
Yes, communication satisfies me, but the salary is low	–	1.21	7.88	90.91
Yes, salary is good, but the communication is not	–	2.22	15.56	82.22
A bit, but I am not searching for another job	–	0.90	3.60	95.50
No, salary is unsatisfying	3.33	–	–	96.67
No, communication is unsatisfying, too high requirements and too big competition	–	–	–	100.00
No, I am already searching for another job	–	–	12.50	87.50

Source: own research

We see from results that these employees who have more financial ties with organization are more satisfied with their job in general. All respondents who are not satisfied with communication are hired and do not get any more financial ties. But we can see that some individuals, who get organizational shares or some production with discount, have mentioned that salary is good but communication is not, they feel big competition in organization. This means that there is no clear organizational culture in these organizations, value system is stressful and non-understandable.

Table 4

Correlation between satisfactions at work with communication with manager

Possible answers	Yes, during celebrations %	Yes, sometimes we drink coffee %	No, because manager does not let %	No, because I do not want to %
Yes, everything satisfies me	60.80	29.60	5.60	4.00
Yes, communication satisfies me, but the salary is low	46.67	27.27	11.52	14.55
Yes, salary is good, but the communication is not	48.89	17.78	20.00	13.33
A bit, but I am not searching for another job	53.15	22.52	10.81	13.51
No, salary is unsatisfying	30.00	13.33	43.33	13.33
No, communication is unsatisfying, too high requirements and too big competition	53.85	23.08	7.69	15.38
No, I am already searching for another job	25.00	12.50	12.50	50.00

Source: own research.



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Interesting results can be seen in Table 4. When we look to part there respondents are satisfied about everything, they usually communicate with manager during celebrations and communicate with them when they find time to talk in time of drinking coffee in informal atmosphere. And only 4 percent of this type of respondents do not want to communicate or 5.6 percent state that manager does not want to communicate. So we see that for satisfaction at work communication between colleagues and manager is very important, because on this time they can discuss problems and they can solve them in friendly non-formal atmosphere. When we look to the answers of respondents who are searching for a new job, 50 percent of them do not want to communicate with manager. It is seen that work satisfaction depends on how people understand organizational culture, how they are involved in it. If the person feels alone, he becomes unhappy at his workplace, feels lonely and starts to search for a new job. So it is very important to adapt new employee for new values, to find ways how to attract person and find ways how to communicate with him. Results show that there is also a correlation between dissatisfaction of salary and no communication with manager. Results show that the biggest percent of managers (43, 33 percent), who do not communicate with people, are not satisfied with salary. It means, if manager communicates more, he can explain to employee why he cannot get bigger salary. It is possible, that after conversations and explanation about possibility to get bonus from this work people become friendlier, so they may get more involved in job emotionally and understand requirements of job and values of culture better. Salary take in the essence not only accountable value but also and emotional value. We can look to some similarities in another research. He J., Huang Z. (2011) research results demonstrate a relationship between firm financial performance and a seemingly unimportant proxy variable- the inequality of director's board membership. Directors seem to be attentive to the informal hierarchical order among them and that such attention affects their effectiveness in playing their strategic roles. So if there is more informal relationship- this can influence more positive results for organization. Wang H., Qian C. (2011) research show that the positive philanthropy- performance relationship is stronger for firms with greater public visibility and for those with better past performance, as philanthropy by these firms gains more positive stakeholders responses. In another words if there are in firms created organizational culture with philanthropy values, it is seen for publicity and get better results for organization.

Table 5

Correlation between traditions and satisfaction at work

Possible answers	Yes, I am proud of it, we are unique %	Yes, but they are the same as in other organizations %	I do not know %	No, there are not %
Yes, everything satisfies me	22.40	60.00	10.40	7.20
Yes, communication satisfies me, but the salary is low	9.09	60.61	18.79	11.52
Yes, salary is good, but the communication is not	15.56	66.67	8.89	8.89
A bit, but I am not searching for another job	9.01	55.86	16.22	18.92
No, salary is unsatisfying	6.67	40.00	30.00	23.33
No, communication is unsatisfying, too high requirements and too big competition	30.77	38.46	7.69	23.08
No, I am already searching for another job	–	50.00	12.50	37.50

Source: own research



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When we analyze data from Table 5, we can say that these results one more time confirm the main idea – if people do not understand organizational culture and they are not involved in this process, they do not know traditions and so on. Employees who wanted to change job, 37.5 percent state that there are no traditions in organizations. It is the biggest percent of all respondents group. People also do not know about traditions in organizations if they are unsatisfied by salary or communication (23.33 and 23.08 percent). We can see that for employees who are satisfied about everything, only 7 percent state that there are no traditions in organization or they do not know about existing of these traditions (10.4 percent). In general, we can state that employee's satisfaction has strong connections with organizational culture. Organizational culture should teach employees through managers and colleagues. If employees do not know traditions or do not feel that there are some different traditions – it is a big problem in organization and even in top level management. Managers should understand influence of organizational culture on employee satisfaction.

Conclusions

The organizational culture exists to unite employees, to create a common conception, to stimulate the prosperity and development of the organization. This is achieved through personal communication of individuals, when the individuals interchange ideas, set up the identity of their organization through orientation on securities which exist in the organization. Culture is a pattern of shared values and assumptions about how things are done within the organization. This pattern is learned by members as they cope with external and internal problems and taught to new members as the correct way to perceive, think, and feel. Basic assumptions in an organization's culture often begin with strongly held values espoused by a founder or early leader.

The research results show that in general respondents are satisfied at their work place. And we find that there are strong correlation between satisfaction of employee and knowing organizational culture. People who are satisfied with everything, are usually communicating with managers, know organizations' traditions. Results show that the biggest part of employees who are searching for a new job, do not have financial ties with organization – they are only getting salary and do not want to communicate with managers. These results show that it is very important to involve people in organizations' life, to use different motivation forms.

After some analysis of research results, we can recommend to managers: try to understand employees' wishes (employee wants more financial support or communication, participation in decision making process); create understandable organizational culture; do questionnaires and ask people about their wishes; create traditions where employees would like to participate; try understand what kind of communication form is useful for some individuals (not everybody wants a collective communication form).

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