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CHANGING ORGANIZATIONAL CULTURE BY PROMOTING VALUES THAT ENCOURAGE TEAMWORK

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Abstract

The purpose of this research is to investigate the effect of underlying culture values on teamwork as one of the most important employee behaviors and as a possible explanatory mechanism (means) through which managers affect their organizational effectiveness, such as job satisfaction and commitment. The main focus of the research is directed to the relations between the organizational culture and teamwork in different aspects: currently dominating organizational cultures in the organizations, preferred organizational cultures by the organizational members, as well as the current and preferred mix of the four CVF's organizational culture types. Macedonian private and state-owned companies and institutions constitute the population of this study. We run a multiple regression and correlation analysis on CVF's culture types on teamwork level in organizations. The results indicate that only clan culture has a positive correlation with the teamwork level. It means that the clan culture promotes values that encourage teamwork in organizations. The analysis of the results provides input for managers, who can adopt, apply, and promote values of a particular organizational culture type that encourages the teamwork level in the organizations.

Keywords: Organizational Culture, Values, Teamwork, Cohesion, Competing Values Framework

1. Introduction

Today's dynamic global environment imposes a need for quick adjustment and acceptance of the challenges, which organizations face in the constant aspiration for growth and development. The organizational values are an important aspect for the adaptation of the organizations in the

internal and external environment (Moorhead and Griffin, 2000). Therefore, the implementation of organizational cultures is an aspect that takes the top scientific and practical interest in developed and developing countries.

There is no defined and permanent form of organizational culture, which will anticipate and implement all the changes needed in the organization. Hence, the organizational culture should be flexible and capable of adapting easily to the most important upcoming internal and external changes to stay competitive on the market and oriented towards sustainable growth. The organizational culture should connect the employees in one coherent and consistent unity through the explicit distribution of the values, which will lead the organization in the right direction.

A significant standpoint that emerged from organizational culture's theoretical development and empirical studies is research on the relationship between culture types and organizational effectiveness. This emphasizes the organizational culture as a crucial factor of organizational effectiveness and a source of sustainable competitive advantage (Hartnell *et al.* 2011). The research in this field confirms the significance of the organizational culture and its impact in different segments of the organizational functioning. Although the relationship between culture and effectiveness is relatively well established in the literature, it is mostly focused on the direct relationships between specific culture domains and specific effectiveness measures. Actually, "how" and "why" this relationship exists has not been adequately addressed (Gregory *et al.* 2009). Hence, it has been suggested a deeper investigation of the relationship between organizational culture and effectiveness, examining direct and indirect effects.

Despite the limited attention mostly focused on the direct relationships between specific culture types and specific effectiveness measures, there is a lack of research on interconnected relations between the main culture components (beliefs, values, behaviors and attitudes). It is also essential for managers to recognize underlying values of their corporate cultures and their effect on employee-related variables such as satisfaction, commitment, cohesion, strategy implementation, performance, among others (Lund, 2003).

This research attempts to fill this gap by pointing the attention on the effect of underlying culture values on teamwork as one of the most important employee behaviors and as a possible explanatory mechanism (means) through which managers affect their organizational effectiveness, such as job satisfaction and commitment. The main focus of the research is directed to the relations between the organizational culture and teamwork in different aspects as: currently dominating organizational culture in the organization, preferred organizational culture by the organizational members, as well as the current and preferred mix of the four CVF's organizational culture types. We have adopted the Competing Values Framework (CVF) as the most applied approach in the literature that focuses on the organizational culture and performance relationship, and its complementary Organizational Culture Assessment Instrument (OCAI), well-known and widely used method for organizational culture assessment.

By analyzing the results of this research, many conclusions can be drawn in terms of culture, teamwork level, and their interdependence. First, results discover what types of organizational culture dominate in the organizations in North Macedonia. Second, how each type of organizational culture is related to the teamwork level. And third, what is the level of teamwork in the organizations in North Macedonia. The analysis of the results provides input for managers, who can adopt, apply, and promote values of a particular organizational culture type that encourages the teamwork level of the organizations. Managers would be able to choose which kind of culture they want to create in their organizations based on congruence between the organizational culture and their organizational goals (Büschgens *et al.* 2013).

The structure of the paper is organized as follows. In Section 2, we present brief theoretical background with emphasis on organizational culture, the Competing Values Framework and the impact on organizational effectiveness. At the end of this section, we elaborate the conceptual framework of the empirical research and develop our hypotheses. In Section 3, we describe analytical approach, sample, data collection and variable's operationalization. In Section 4, the empirical results and analysis are reported. In Section 5, we discuss the results, theoretical contributions and practical implications. In section 6, we conclude the paper with limitations and future research directions.

2. Literature review
2.1. Theoretical background

Organizational culture is a complex phenomenon, which covers elements from several social sciences such as sociology, psychology, anthropology and philosophy. It presents "complex set of values, beliefs, assumptions and symbols that define the way in which a firm conducts its business" (Barney, 1986, p. 657). These underlying components of the culture are shared by members of an organization and influence the behavior of organizational members (Schein, 1985). The internalization of organizational values should connect employees of the organization and lead to a congruence of the goals of management and individual employees, serving as a vestige for differentiation one from other organizations (Büschgens *et al.* 2013; Nelson and Quick, 2006).

The 1980s witnessed a rise in popularity to examine the organizational culture resulting in numerous articles as managers became increasingly aware of the ways an organizational culture can affect organizations (Lund, 2003). One prominent perspective that emerged from organizational culture's conceptual development is research on culture types (Hartnell *et al.* 2011). Nevertheless, organizational literature acknowledges the problem related to the identification of the organizational culture types, since that shared assumptions and understandings lie beneath the conscious level for individuals. Based on the previous research, Lund (2003) summarized that early researchers identified culture types through stories, special language, artifacts and norms that emerge from individual and organizational behavior.

Probably the most frequently applied framework for assessing culture, applied in a variety of companies in their culture change process and managerial leadership improvement, is the Competing Values Framework. This concept was developed initially from research conducted on 39 indicators of effective organizations (Campbell *et al.* 1974). Later, Quinn and Rohrbaugh (1983) analyzed that list to determine if patterns or clusters could be identified. As a result, three underlying value dimensions that were referred to as focus, structure, and means–ends were proposed to represent competing core values related to the organization's performance (Cameron and Quinn, 1999). The first dimension distinguishes effectiveness indicators that highlight flexibility, discretion, and dynamism from stability, order, and control. The second dimension distinguishes effectiveness indicators that highlight internal orientation, integration, and unity from external orientation, differentiation, and rivalry. These two dimensions create four quadrants, each represents a unique set of organizational effectiveness indicators what people consider as valuable in their organizations. The core values in each quadrant represent opposite or competing assumptions, such as flexibility versus stability, internal versus external focus. This gives rise to the name for the model, the Competing Values Framework (Cameron and Quinn, 2011). The CVF's third value dimension, means-ends is the theoretical dimension that explains the behaviors emanate from values and beliefs and act as means through which culture types are related with desired effectiveness indicators (ends). Ultimately, behaviors affect employees' attitudes and tangible work output. Hence, culture types are expected to relate to different organizational effectiveness indicators as a function of their basic assumptions, values, and structures (Hartnell *et al.* 2011). Additionally, each culture type is described by four sets of attributes: the dominant characteristics or values; the dominant style of leadership; the bases for bonding or coupling; and the strategic emphasis present in the organization.

An important assumption of CVF is that each type of culture is an ideal type, which means that any specific organizational culture is a combination of different cultural orientations, although one type is more dominant than the others (Skerlavaj *et al.* 2007). Managers who analyze their organizational culture and underling beliefs and values could assess to what extent they are congruent with their organizational goals, so they should decide which kind of culture they want to create and to maintain in their organizations (Büschgens *et al.* 2013).

Below each culture type is presented as described by Cameron and Quinn (2011):

- *The hierarchy (control) culture* is described as a formalized and structured workplace, governed by procedures. Effective leaders are good coordinators and organizers. The organization is long-term oriented towards stability, predictability, and efficiency.

- *The market (compete) culture* is described as a results-oriented place to work. Leaders are tough and demanding with focus on winning and success. The organization is long-term oriented towards achieving stretch goals and targets related to market share, penetration and outperforming the competition.
- *The clan (collaborate) culture* is described as a friendly workplace where people are held together by loyalty and tradition. Leaders are considered as mentors and even as parent figures. The organization is long-term oriented towards individual development, cohesion and morale, promoting teamwork, participation, and consensus.
- *The adhocracy (create) culture* is described as a dynamic, entrepreneurial, and creative place to work. Effective leaders are considered as visionary, innovative, and risk oriented. The organization is long-term oriented towards rapid growth, acquiring new resources and commitment to experimentation and innovation.

2.2. CVF culture types and organizational effectiveness

One prominent perspective that emerged from organizational culture's conceptual development is research on culture types, with emphasis on association with organizational effectiveness criteria (Hartnell *et al.* 2011). Although the culture type perspective generated much empirical research, there is a need for more empirical evidence of the proposition that organizational culture is associated with organizational effectiveness (Gregory *et al.* 2009; Hartnell *et al.* 2011). Also, there has been extensive research in this field using the CVF to investigate the influence of organizational culture on organizational performance (Yu and Wu, 2009). Cameron and Quinn (2011) noted that the review of scholarly publications in just the past ten years has explored the relationship between organizational culture and organizational outcomes in a variety of industry sectors in developed and developing countries using the Organizational Culture Assessment Instrument (OCAI).

Sousa-Poza *et al.* (2001) found cross-cultural differences in the relationship between the culture dimensions of the CVF and the implementation of TQM. Al-Khalifa and Aspinwall (2001) also investigated the relationship between organizational culture and TQM implementation, highlighting the changes needed for supporting a TQM. Prajogo and McDermott (2005) studied the relationships between culture types and TQM practices and found that different culture types are more adequate for specific TQM practices. They also found that an organization can implement different, even opposite culture types to support business process change.

Lund (2003) examined the impact of organizational culture types on job satisfaction in a survey of marketing professionals in a cross-section of firms in the USA. Their results indicate that job satisfaction levels varied across corporate cultural typology and it is positively related to clan and adhocracy cultures and negatively related to market and hierarchy cultures. According to Igo and Skitmore (2006) for organizational culture's assessment in a large Australian engineering consulting enterprise, the most dominant culture is the market culture and the most desirable culture is the clan culture. This research identifies the negative effects of the market culture and supports the role of the clan culture in achieving high-quality performance. Gregory *et al.* (2009) investigated the mediating effect of employee satisfaction on the culture–effectiveness relationship, concluding that culture impacts employee attitudes and those attitudes have an influence on organizational outcomes such as controllable expenses and patient satisfaction.

Hartnell *et al.* (2011) conducted a meta-analysis test to examine the relationship between three culture types and three major indices of organizational effectiveness (employee attitudes, operational performance and financial performance). Their results fully support clan cultures' association with employee attitudes, market cultures' association with financial effectiveness criteria and limited support to the association between culture and innovation and between culture and products and services quality. According to Suderman (2012), the use of the OCAI for measuring the compatibility of a new leader and his team provides considerable benefits from early identification of the culture they are stepping into. Additionally, they can then determine whether they will be encountering alignment or misalignment and be prepared for

suitable actions. The tool is effective in coaching situations and can assist consultants to help an organization achieve changes.

Büschgens *et al.* (2013), in their research on the effect of CVF culture types on organizational innovation, found that managers of innovative organizations create a developmental culture with an external focus and flexibility. Also, they found that group and rational cultures to a certain extent could contribute to the goals of an innovative organization, while hierarchical cultures with an internal orientation and focus on control are not consistent with innovative organizations. Valencia *et al.* (2010) revealed that organizational culture is one of the key factors for promoting or discouraging innovations. The results of this research demonstrate the relationship between culture and innovations. According to this study, adhocracy promotes the development of new products or services, while hierarchy decreases product innovations.

2.3. Conceptual development

Undoubtedly, all these research studies confirm the significance of the organizational culture and its impact on different segments of the organizational functioning. Gregory *et al.* (2009) state that although the relationship between culture and effectiveness is relatively well established in the literature, it is mostly focused on the direct relationships between specific domains and measures. Hence it is very important to explore more thoroughly this relationship, examining the direct and indirect effects, emphasizing the mediating effect of employee satisfaction on the culture–effectiveness relationship. In other words, Martin and Siehl (1990) state that underlying values of culture affect employee attitudes and those attitudes impact organizational effectiveness.

These mechanisms of a direct influence of underlying culture values on employee behavior and attitudes and indirect effect on organizational effectiveness criteria are well established and explained with the third dimension of CVF. Namely, the CVF's third dimension, means–ends, refers to behaviors that originate from values and beliefs, through which culture types are related to desired effectiveness criteria. Practically, behaviors such as participating, taking risks, being aggressive, adhering to rules, as a mediating variable affect employees' attitudes and tangible work output (Hartnell *et al.* 2011).

Despite the limited attention mostly focused on the direct relationships between specific culture types and specific effectiveness measures (Gregory *et al.* 2009), there is a lack of research on interconnected relations between the main culture components (beliefs, values, behaviors and attitudes), explained with the CVF's third dimension, means–ends. Besides the mediating effect of employee satisfaction and other employee attitudes on organizational performance, it is also very important for the managers to recognize underlying values of their corporate cultures and their impact on employee-related variables such as satisfaction, commitment, cohesion, strategy implementation, performance, among others (Lund, 2003). However, besides the influence of corporate culture on employee attitudes and behaviors, there are many other factors that can affect employee actions and performance, such as employees' perceptions of organizational politics and the leader's integrity, which can be essential factors of employees' commitment, innovativeness and performance (Fatima *et al.* 2020).

This research attempts to fill this gap by pointing the attention on the effect of underlying culture values on teamwork as one of the most important employee behaviors and as a possible explanatory mechanism (means) through which managers affect their organizational effectiveness, such as job satisfaction and commitment.

CVF theory suggests that culture types are related to different effectiveness criteria as a function of their basic assumptions, values, and structures (Hartnell *et al.* 2011). Shared values and goals, cohesion, participativeness, individuality, and a sense of "we-ness" are representative culture structures for clan–type organizations. Typical artifacts and behaviors of employees in clan-type organizations are teamwork, employee involvement programs, and corporate commitment to employees. The major task of managers is to empower employees and facilitate their participation and commitment (Cameron and Quinn, 2011). Clan values influence employees to involve themselves in teamwork, participate in decision making, and

engage in open communication, which in turn leads to desirable collective employee attitudes (Denison and Mishra, 1995). The findings of a positive relationship between group culture and customers satisfaction provide empirical support that organizations that value teamwork, cohesion, and employee involvement will tend to outperform organizations that do not focus on these values (Gregory *et al.* 2009).

On the other hand, besides the indirect relationship between autonomy and employee work attitudes, the relationship between adhocracy cultures and employee attitudes is weaker than that between clan cultures and employee attitudes, because an adhocracy culture does not directly affect collective employee attitudes. On the other hand, market cultures create positive employee attitudes when companies achieve goals, but competition and aggressiveness can distract employee relations by sacrificing collaboration at the expense of pursuing self-interests, which negatively affects employees' collective attitudes (Kirkman and Shapiro, 2001).

The main research question that arises from the above discussion is: Whether the assumptions of the CVF's culture types and the underlying values for collaboration, trust, and attachment correspondent with the actual teamwork behavior in the organizations? In this context, we would like to know whether clan culture can lead to teamwork as a mean through which managers can affect effectiveness criteria such as job satisfaction and commitment. Are other CVF's cultures related to teamwork behavior more than clan culture?

According to the CVF and the basic assumption related to each of the culture types, we have formulated the following hypotheses:

- *H_1: An organizational focus on teamwork is positively related to the presence of a clan culture.*
- *H_2: An organizational focus on teamwork is positively related to the presence of clan culture, with the relationship being stronger than those of the other CVF's culture types.*

3. Methodology
3.1. Analytical approach

In order to answer the research question and to test the hypothesis, the data were analyzed using multiple regression analysis. This method was used to examine the relationship between CVF's culture types as an independent variable and the level of teamwork in the organization as a dependent variable. Also, we added three variables to statistically control for the effects of some basic firm's characteristics such as firm's size, form of ownership and business sector. After testing the effect of CVF's culture type as a categorical variable on teamwork level, a correlation analysis was used to measure the linear correlation between each type of organizational culture and the teamwork level in the organization.

3.2. Data collection

The research data were collected through a questionnaire distributed to randomly selected participants in the survey, conducted in the period from January to March 2018. The participants were contacted personally, by phone, e-mail and social media – LinkedIn. They are employees or managers from organizations with different demographic characteristics in North Macedonia.

3.3. Sample

The research sample includes 120 regularly fulfilled questionnaires, which were recorded for data processing and results analysis. In terms of the sector, the sample includes 17.5% production enterprises, 9.5% trade enterprises, 70% service enterprises and 3% construction enterprises. In terms of ownership, the sample includes respondents from the following categories: 44.17% enterprises with domestic ownership, 22.50% enterprises with foreign ownership and 33.33% state-owned enterprises or public institutions. Concerning the size of the enterprise according to the number of employees, the sample includes 7.50% respondents from micro-enterprises, 27.5% respondents from small enterprises, 26.7% respondents from medium

enterprises and 38.33% respondents from large enterprises. The collected data in the sample implicates some characteristics of the population, except for company size. Namely, the sample includes higher proportion of medium and large companies, having in mind that companies with higher number of employees are more suitable for investigating the specific organizational culture dimensions and effectiveness relations. Also, a higher proportion of medium and large companies in North Macedonia operate in the sector of services.

3.4. Variable's operationalization

The first part of the questionnaire was used to identify the demographic characteristics of the organization in terms of size, ownership and sector. Organization size – the respondents choose the size of their organization between the following alternatives: micro, small, medium and large. Organization ownership – the respondents choose the ownership of their organization from three categories: an enterprise with domestic ownership, the enterprise with foreign ownership or a state-owned enterprise or public institution. Sector – the respondents choose the sector their organization operates in: production, trade, service and construction.

The second part is based on Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn (1999). It is a valid method for evaluation of the organizational culture and its need for change. This instrument has been used for different purposes and it has been applied in more than 10.000 organizations throughout the world. The respondents assess six key characteristics of their organizational culture: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success.

The participant in the survey has to split 100 points between four descriptions and the result matches one of the four examined organizational types. This result determines the mix of the four organizational types (percentage of each type of organizational culture in the organization) and it indicates the current organizational culture.

Then the participant answers the questionnaire for the second time, also dividing 100 points between four descriptions in regards to what he/she would like to see in the organization in the future. The second result represents the preferred organizational culture (percentage of each type of organizational culture desired by the participants) and it enables the organizational desire for change to be measured.

Also, we created a categorical variable for an organizational culture that presents one dominant type of organizasional culture among the four organizational culture types included in the research: clan, adhocracy, market and hierarchy, instead of a mix of four culture types as it is proposed in Organizational Culture Assessment Instrument (OCAI).

The third part of the questionnaire includes questions related to teamwork level according to the perception of the respondents, which are formulated on the Likert Scale choosing one of the following options: strongly disagree, disagree, neither agree or disagree, agree and strongly agree.

4. Results and analysis

Results demonstrate that the most dominant organizational culture in the researched sample in North Macedonian is the hierarchy. According to the answers of the respondents, the representation of all organizational culture types is as follow: clan culture 24.17%, adhocracy culture 5.83%; market culture 32.50%; and hierarchy culture 37.50% of the total researched organizations. The most dominant desirable culture in the researched sample in North Macedonian is clan culture. The representation of all organizational culture types is as follow: clan culture 53.33%; Adhocracy 14.17%; Market culture 13.33%; Hierarchy 19.17% of the total researched organizations. The average score of the results of the 120 respondents in the survey reflects that the teamwork level in North Macedonian enterprises is 3.42 in scale from 1 to 5.

After analysis of data with descriptive statistics, regression and correlation analysis were proceeded in order to examine the influence of the organizational culture on the teamwork level in the organizations in North Macedonia.

The method of multiple regression analysis includes three phases in the data elaboration: determination if the model of multiple regression analysis is applicable and appropriate for the collected data, analysis of the coefficients of the regression model and prediction of the dependent variable according to the values of the independent variables. The model of multiple regression analysis includes four independent variables: sector, size, ownership and type of organizational culture. Type of organizational current culture type is a categorical variable and represents the most dominant type of organizational culture in the organizations, among the four organizational culture types included in the research: clan, adhocracy, market and hierarchy. Teamwork level – is measured on a Likert scale, according to specifically designed questions that describe the teamwork level in the organization, based on the attitudes of respondents.

The assumptions of linearity, independence of errors, homoscedasticity, unusual points and normality of residuals were met. In order to satisfy the assumption of non-existence of unusual points, some of the cases that had larger than desired leverage value were deleted. The assumption of non-existence of multicollinearity is also met. Table 1 presents the value of the Durbin-Watson coefficient. This coefficient represents statistical test of the independence of the observations of the model and it demonstrates if there is automatic correlations of the errors, i.e. if the errors are dependent or independent. In this analytical model Durbin-Watson is 2.188, which means that there is no correlation between errors and the model confirms this assumption.

Table 1. Summary of research model

Indicators	B Coefficient		t - Statistics		Sig	
Business sector	0.075		0.905		0.367	
Ownership	-0.078		-0.935		0.352	
Size	-0.030		-0.456		0.650	
Culture (now)	-0.141		-2.454		0.016	
Model	Sum of Squares	df	Mean Square	F	Sig.	
	5.620	4	1.405	3.103	0.018[b]	
R^2	0.097					
Adjusted R^2	0.066					
Standard Error	0.672					
Durbin-Watson	2.188					

Note: a. Dependent variable: Teamwork, b. Indicators: Business sector, Ownership, Size, Culture (now)

The result of the Table 1 is expressed with the formula $F(4,115) = 3.103$, $p < 0.05$, where: F means the comparison with the F distribution, 4 means regression, level of autonomy of the model, df, 115 is the residual, i.e. level of error independence, df, 3.103 is the obtained value of the F statistics, and 0.018 is the value of Sig equals.

The results reveal that from all the determinants of the model, only the change in the present culture has statistical significance in the dependent variable, i.e. teamwork (B=-0.141, p=0.016). This variable has negative and statistically significant relation with the dependent variable which means that if the type of culture changes by one, the level of the teamwork decreases by 0.0141. The value of R^2 is 0.097 means that the independent variables in the regression model explain 9.7% of the variability of the dependent variable, i.e. teamwork level.

The second method used in this research is correlation analysis. Bearing in mind the obtained results from the first model of regression analysis, where statistically significant relation between the culture and the teamwork was found, more detailed analysis was conducted, analyzing each of the four types of culture and the dependent variable, i.e. teamwork level. In

Table 2, the correlation between each of the four different types of organizational culture and the level of teamwork is presented.

Table 2. Correlations between the four types of organizational culture and teamwork

		Clan	Adhocracy	Market	Hierarchy	Teamwork
Clan	Pearson correlations	1	0.031	-0.664**	-0.380**	0.313**
	Significance (2 variables)		0.733	0.000	0.000	0.000
	N	120	120	120	120	120
Adhocracy	Pearson correlations	0.031	1	-0.102	-0.545**	0.087
	Significance (2 variables)	0.733		0.267	0.000	0.343
	N	120	120	120	120	120
Market	Pearson correlations	-0.664**	-0.102	1	-0.249**	-0.208*
	Significance (2 variables)	0.000	0.267		0.006	0.022
	N	120	120	120	120	120
Hierarchy	Pearson correlations	-0.380**	-0.545**	-0.249**	1	-0.180*
	Significance (2 variables)	0.000	0.000	0.006		0.049
	N	120	120	120	120	120
Teamwork	Pearson correlations	0.313**	0.087	-0.208*	-0.180*	1
	Significance (2 variables)	0.000	0.343	0.022	0.049	
	N	120	120	120	120	120

Note: **. Correlation is significant on the level 0.01 (2-variables). *. Correlation is significant on the level 0.05 (2-variables).

In relation to Table 2, there is a statistical significance between the clan culture and the level of teamwork, $p < 0.05$. The value of Pearson Correlation Coefficient equals 0.313, which indicates middle correlation between clan culture and teamwork level. This means that clan culture is positively related to teamwork level in organizations. The Pearson Correlation Coefficient between adhocracy and teamwork equals 0.087. This means that there is no correlation between these two variables. According to Table 2, Pearson Correlation Coefficient between market culture and teamwork is -0.208, and the Pearson Correlation Coefficient between hierarchy and teamwork is -0.180, indicating that market culture and hierarchy are negatively related with the teamwork level in the organization, though this relationship is not statistically significant. This result supports the Hypothesis 1, states that an organizational focus on teamwork is positively related to the presence of a clan culture and the Hypothesis 2 states that an organizational focus on teamwork is positively related to the presence of clan culture, with the relationship being stronger than those of the other CVF's culture types.

5. Discussion

Building on CVF (Competing Values Framework) theory (Quinn and Rohrbaugh, 1983), this research examines the effect of underlying culture values on teamwork as a possible explanatory mechanism (means) through which managers affect their organizational effectiveness such as job satisfaction and commitment.

The most dominant organizational culture in the organizations in North Macedonia is a hierarchy. This result is expected, given that organizations still apply traditional autocratic leadership and downward organizational communication. Concerning the desirable culture, the most dominant culture that organizations in North Macedonia seek for is clan culture. This is because employees in clan organizations feel more comfortable with higher level of commitment and support.

The research includes organizations with different demographic characteristics. By, comparing organizations from different demographic categories, we found that demographic characteristics such as the business sector, size and ownership of organizations do not affect the teamwork level. The regression analysis revealed that from all the determinants of the model, only the change in the present culture has a statistically significant effect on the dependent variable, i.e. teamwork level in organizations.

The results from the correlations analysis indicate that only clan culture has a positive correlation with the teamwork level. It means that the clan culture promotes values that encourage teamwork and stronger clan raises teamwork level. Adhocracy has no significant effect on the teamwork level, which means that this organizational type is not related to the teamwork level of the organization. Market culture and hierarchy have a negative correlation with the teamwork level of the organization, even though this correlation is pretty weak, i.e. it is not statistically significant.

Regarding the first hypotheses, the results have led to the following inferences: An organizational focus on teamwork is positively related to the presence of a clan culture. (Hypothesis 1 has been accepted), since we found that the clan culture has a positive correlation with the teamwork level. Regarding the second hypotheses, the results have led to the following inferences: An organizational focus on teamwork is positively related to the presence of a clan culture, with the relationship being stronger than those of the other CVF's culture types (Hypothesis 2 has been accepted), since we found that adhocracy culture has no significant correlation with the teamwork level, and market culture and hierarchy cultures have negative correlation with the teamwork level of the organization, even though this correlation is not statistically significant.

The organizations in North Macedonia are characterized with middle level of teamwork according to the perceptions of the participants included in the research. Most of the participants who have higher level of teamwork belong to the clan culture. Most of the participants who have lower level of teamwork belong to the market culture and hierarchy. These results suggest that it is important for managers and leaders firstly to understand the importance of consistency and complementarity between organizational strategy and culture and then to adopt and reward the values and behaviors suitable with the desired culture (Ford *et al.* 2008). Thus, managers can assess inherent strengths and limitations of their strategies, based on their knowledge and deeper understandings for the organization's dominant culture(s) and their attributes. Since in most organizations, underlying attributes of several cultures are present with opposing values (i.e. values of a market and a clan may exist in the same organization), they should be very sensitive in their effort for developing effective strategies (Lund, 2003).

The Competing Values Framework is the most frequently applied framework for assessing culture, applied in a variety of companies in their culture change process and managerial leadership improvement. The processes and instruments based on the Competing Values Framework can be valuable tools for managers for diagnosing organizational culture and a systematic strategy for changing organizational culture and personal behavior (Cameron and Quinn, 2011).

The research on CVF's culture types suggests that clan and adhocracy cultures are encouraging for employee job satisfaction and tangible work outcomes. Therefore, managers in organizations should focus on building consensus, cohesion and teamwork, while encouraging innovation and entrepreneurship. On the other hand, the focus of market culture on performance, individualism, and short-term, as well as the bureaucratic orientation of hierarchy culture may not encourage the job satisfaction as a means for achieving loyalty and long-term commitment of the employees (Lund, 2003).

6. Conclusion

In order to answer the research question, we conducted multiple regression analysis of CVF's culture types on the level of teamwork in the organization as dependent variable as well as a correlation analysis to examine the association between each type of organizational culture and the teamwork level in organizations. Concerning the two specific research questions (whether the clan culture can lead to teamwork as means through which managers affect effectiveness criteria such as job satisfaction and commitment? and are other cultures related to teamwork behavior more than the clan culture?) the results revealed that clan culture has a positive correlation with the teamwork level, while adhocracy, market and hierarchy cultures have no significant correlation with the teamwork level.

Although theoretical models have expanded on the relationship between organizational culture and effectiveness, the mediating and moderating factors should be furthermore examined for exploring additional effects on variance. Future research is needed to extent our understanding of "how" and "why" an organization's culture affects organizational effectiveness. This could lead to a more informed approach to constructive cultures. The mediating variables can provide valuable feedback for corrections of cultures that should be identified as desirable with positive impact on organizational effectiveness (Gregory *et al.* 2009). These findings should highlight the effects of the environmental context such as industry and national culture on culture-effectiveness relationship (Hartnell *et al.* 2011). Furthermore, among the other mediating variables that can affect the organizational culture and organizational effectiveness relationship, organizational attractiveness can be imposed as a determinant that can moderate this relationship. Managers can use organizational attractiveness as a tool to ensure that employees are identified with the organization (Cinar, 2019), as one of the means through which they can ultimately affect their organizational effectiveness.

The research in this field has been conducted in individual cases, which means that it cannot be easily transferred from one organization to another. Generalization and comparison of research results is very difficult (Rukh and Qadeer, 2018), therefore many contextual factors and contingencies should be taken in the conceptual development of future studies.

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