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Dependence of corporate culture type on selected socio-demographic factors

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ABSTRACT

Purpose – In order for companies to be successful, and as prosperous as possible, together with "hard" economic indicators, they must also monitor, and evaluate a corporate culture that significantly impacts the company's performance, operation, success, and competitiveness. At the same time, it is necessary to respect/consider that the values in connection with the corporate culture are gradually forming, and developing.

Aim – The aim of the research is to determine differences in the perception of corporate culture in terms of socio-demographic factors.

Design/methodology/approach – The opinions of owners of micro, and small businesses in Slovakia are examined in terms of their gender, age, education, and seniority. According to the methodology of Cameron, and Quinn through the Organizational Culture Assessment Instrument, the required level of corporate culture is examined, which should be implemented within 5 to 10 years. By the methods of inductive statistics, the significance of the differences is tested at the 5% significance level.

Findings – Based on the results achieved, it can be stated that age as the only one of the socio-demographic characteristics examined is an attribute that affects the values of employees, and thus the type of corporate culture. At the same time, the research results show that the most preferred type of corporate culture, regardless of socio-demographic characteristics, was the clan corporate culture, which emphasises the development of employees.

Limitations of the study – The research should be extended in the future by enlargement of the research sample to medium, and large enterprises, and is examining possible changes in terms of time.

Practical Implications – We recommend implementing a clan corporate culture in micro, and small businesses because only employees contribute to the company's overall success through their innovative ideas, abilities, and skills.

Originality/value – Research expands knowledge in the field of corporate culture by defining differences in the perception of corporate culture in terms of socio-demographic characteristics.

KEY WORDS

corporate culture, gender, age, education, seniority, Tukey HSD test

JEL Code: J21, M14

1 INTRODUCTION

Due to globalisation, and ever-changing conditions, a market is a place where companies seek for a new opportunities to secure the human, material, financial, and information resources necessary to fulfil their operational, and strategic tasks. Along with "hard" economic indicators, it is necessary to monitor, and evaluate the corporate culture, which has a significant impact on its performance, operation, success, and competitiveness. It is necessary to recognise that values, and standards are gradually formed, and evolved in the context of proper corporate culture formation. The research expands knowledge in the field of corporate culture by identifying differences in the perception of corporate culture by owners of micro, and small businesses operating in Slovakia based on their socio-demographic characteristics.

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1.1 THEORETICAL REVIEW

Corporate culture is a system of common values, and standards that have been adopted, and developed in the company, and have a significant influence on the actions, thinking, and performance of employees. It is a continuous, and dynamically evolving phenomenon that reflects human dispositions of thought, and behaviour, and affects human consciousness, and subconsciousness. It gives meaning, and purpose to daily work efforts, and encourages employees to achieve the best possible results (Kachaňáková, 2010). It strengthens the person's relationship to work, and also regulates relations between employees. Guiso et al. (2015) argue that corporate culture is a secret recipe to acquire customers, that revolves around teamwork, integrity, a spirit of humility, and the activity by customer definition. According to research of Flamholtz, and Randle (2012), corporate culture can be understood as company assets. Although the classic notion of property depicts tangible assets such as buildings, machinery, and equipment, corporate culture can be considered intellectual property, especially when the company has a firm, and healthy corporate culture, which benefits the company in terms of increasing efficiency or profitability of the company. If the company has a strong corporate culture, it will positively reflect in regards of more transparent view of the company, in direct, and more explicit communication, faster solutions, and decisions, faster implementation of innovations, lower demands on control, security, and trust of employees, and their required motivation, etc.

Corporate culture exists in every economic entity. In some companies, the culture manifests more distinctly; in others, it does not create enough space for more pronounced enforcement. Corporate culture, and the degree of its development in the company reflect its history, and the history of its management, and the level of responsibility, the system of work, social behaviour, and communication interaction in the company (Urbancová & Depoo, 2021). In the context of shaping the corporate culture, it is necessary to respect that values, and standards are constantly forming, and evolving, not only due to the influences of the external environment, internal processes, and company systems but also in terms of socio-demographic characteristics of employees. In the external environment, these are mainly economic, market, competitive, and innovation trends, but also government, and local authorities interventions through various normative acts. In the company's internal environment, culture is influenced mainly by its goals, strategy, technology, and various turning points, such as major crises, conflict situations, but for instance, also the arrival of a dynamic, and visionary top manager. Values can also change under the influence of various socio-demographic factors such as gender, age, education or seniority. It is confirmed by the research of Arnanía-Kepuladze (2010), Grosch, and Rau (2017), Fernández-Muñoz, and Topa (2018), Block et al. (2018), Ikavalko, and Kohvakka (2021), which point to gender differences in perceptions of priorities. Men long for independence, power, and status, self-employment, popularity, and success (Hofstede, 2001). On the contrary, women prefer to work interactively, seeking help from colleagues working within a group (Peterson, 2004). Different values may be preferred at different stages of one's life (Inceoglu et al., 2012; Vranova et al., 2021). According to research of Kane (2010), position or prestige is important for people over the age of 50. According to Murphy et al. (2010), people over the age of 40 tend to favour a flexible work schedule, a high degree of autonomy, and continuous opportunities for professional growth. Good teamwork is crucial for people over the age of 30 (Murphy et al., 2010). Employees under the age of 30, on the other hand, represent a significant group of people because their worldview differs from that of older people. Even the level of achieved education has an impact on the values perception. According to Nguyen (2014), employees with higher academic achievement are more oriented toward interpersonal relationships at work. For university-educated employees, success is a determining factor (Freund, 2006). As seen in previously mentioned researches, the values are constantly changing. Due to the effective formation of corporate culture, it is necessary to consider that socio-demographic characteristics affect the type of corporate culture.

A number of typologies can be used to study corporate culture (Belias et al., 2015; Parthasarathy & Ramalingam, 2015; Bergman et al., 2017; Coyle, 2018), which map the complex content of the corporate social environment, and allow to distinguish, and understand the basic characteristics that distinguish companies. The vast majority of typologies quite often examine corporate culture from a psychological point of view. However, Cameron, and Quinn (1999, 2006) show a link between perceptions of corporate culture, and corporate outputs, such as corporate efficiency. It is the most complex typology that identifies the content of corporate culture not only in terms of flexibility, and control but also in terms of the internal, and external environment (Quinn & Rohrbaugh, 1983; Cameron & Quinn, 1999; Colyer, 2000; Cameron & Quinn, 2006). By examining core values, shared assumptions, and common approaches to work, this typology can diagnose four types of the corporate culture.

According to Cameron, and Quinn (1999, 2006), the first type is a clan corporate culture, which is named for its similarity to family-type businesses. Members share common views, and see themselves as part of one large family that is active, and engaged. The work environment is similar to an extended family, where people are given equal opportunities, and diversity in the workplace. Management takes the form of mentoring. Leaders play the role of teachers, advisors or parents. The core values are rooted in teamwork, participation, communication, and consensus. Businesses are united by loyalty, and tradition. Commitment to the company is high. Success is understood in terms of the internal environment, and caring for people. According to Cameron, and Quinn (1999, 2006), the second type of corporate culture is adhocracy corporate culture. It represents a dynamic workplace with

a business, and creative environment. Employees are encouraged to take risks, and at the same time accept responsibilities. Leaders are visionaries, innovators, and entrepreneurs, willing to take risks. Success lies in the production of unique, and original products, and services. Another type defined by Cameron, and Quinn (1999, 2006) is a market corporate culture that emphasises goal achievement, and focuses on business productivity, performance, and profit. It focuses on compliance with the external environment. Suppliers, and customers are fundamental. Businesses pay attention to their competitive position by satisfying the needs, and expectations of customers, and constantly providing better services. According to Cameron, and Quinn (1999, 2006), the last type of corporate culture that can prevail in companies is a hierarchy corporate culture characterised by its formalised, and structured work environment emphasising procedures, and regulations. Regulations, and orders are usually the fundamental values of a company. Management is based on organised coordination, and monitoring. Emphasis is placed on the efficiency of smooth running, predictability, and accuracy of management procedures. Formal rules are the unifying element. Effective managers are good coordinators, and organisers for whom it is essential to keep the company running smoothly, stable, and efficient. Success is defined by the reliability of deliveries, smooth fulfilment of schedules, and low costs.

The aim of the research is to determine differences in the perception of corporate culture in terms of socio-demographic factors.

2 METHODOLOGY

The research focused on the study of corporate culture was carried out using the questionnaire method. It is based on the methodology of Cameron, and Quinn, which examines corporate culture not only in terms of processes, i.e. flexibility versus stability, and control but also in terms of focus, whether internal or external. The corporate culture is examined through the required level, which should be implemented within 5 to 10 years. The methods of inductive statistics are used to test the significance of differences in corporate culture in terms of socio-demographic factors. Working hypotheses (WH) for verification assumed that:

- a) WH1: there are differences in the required level of corporate culture depending on gender,
- b) WH2: there are differences in the required level of corporate culture depending on age,
- c) WH3: there are differences in the required level of corporate culture depending on the education,
- d) WH4: there are differences in the required level of corporate culture depending on seniority.

Tukey's test is used, which enables multiple comparisons, and the 5% level of significance of the test used in practice.

A total of 334 respondents, owners of micro, and small businesses operating in Slovakia, took part in the research. A composition of the research sample is presented in Table 1.

Table 1: Composition of the research sample

Socio-demographic factors		Absolute frequency	Relative frequency
Gender	Male	161	48.20
	Female	173	51.80
Age	Up to 30 years	64	19.16
	31-40 years	95	28.44
	41-50 years	94	28.14
	50 years, and more	81	24.25
Education	Lower secondary	15	4.49
	Upper secondary	147	44.01
	Higher	172	51.50
Seniority	Less than 1 year	9	2.69
	1-3 years	53	15.87
	4-6 years	56	16.77
	7-9 years	59	17.66
	10 years, and more	157	47.01

In terms of gender, the vast majority were women (51.80%). Almost 60% (56.58%) of respondents were between the ages of 31, and 50. In terms of completed education, the largest group consisted of respondents in completed upper secondary education (147; 44.01%). Almost half (47.01%) were respondents who worked in the company for more than 10 years.

3 RESEARCH RESULTS

In the first area, the required level of corporate culture in terms of gender was examined. The results presented in Table 2, and Graph 1 show that the clan corporate culture achieved the highest average rating (male, 35.756; female, 34.706). Both men, and women prefer to use tools typical for a clan corporate culture. According to respondents, employees should share common views, and see themselves as part of one large active, and engaged family within 5 to 10 years. Success should be understood in terms of the internal environment, and caring for people.

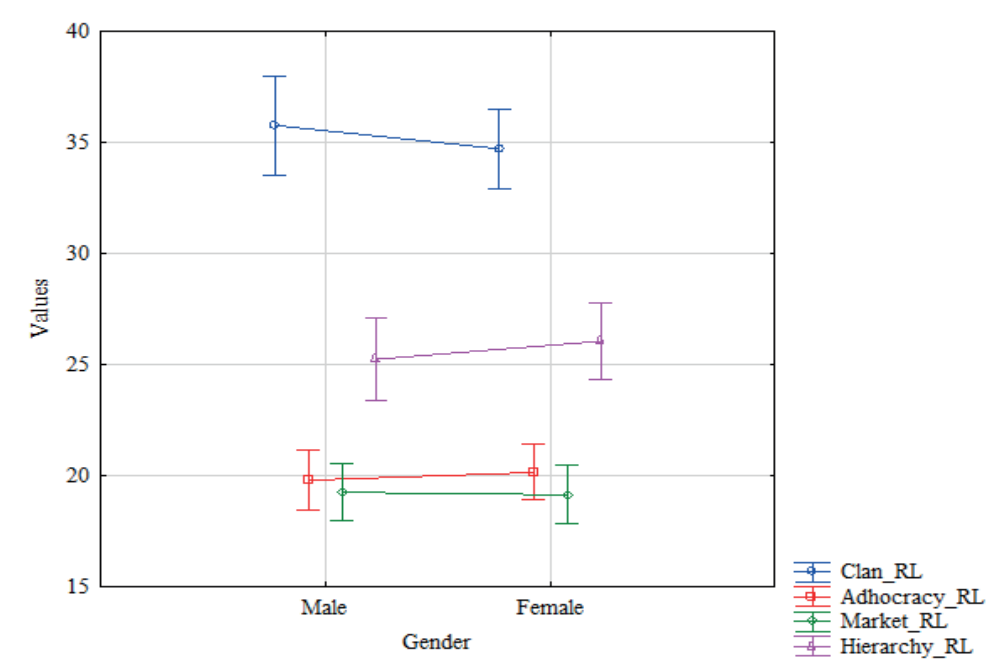
Respondents, both men, and women, rated hierarchy corporate culture as the second most important corporate culture. Respondents consider it essential that the work environment is dynamic, and creative. Leaders should be visionaries, innovators, and entrepreneurs who are willing to take risks. Success should lie in the production of unique, and original products, and services. Men gave the hierarchy corporate culture an average rating of 25.230, while women gave it higher importance, at 26.040.

Respondents placed less emphasis on applying tools typical for adhocracy, and market corporate cultures. As can be seen in Table 2, and Graph 1, respondents assigned the lowest average ratings to these corporate cultures. Based on the achieved results, it can be stated that according to the respondents, the production of unique, and original products, and services together with the focus on productivity, performance, and profit of the company are not decisive in terms of the corporate culture.

Table 2: Corporate culture based on gender

Gender	Clan corporate culture			Adhocracy corporate culture			Market corporate culture			Hierarchy corporate culture		
	X	N	σ		N	σ		N	σ		N	σ
Male	35.756	161	14.264	19.781	161	8.540	19.234	161	8.287	25.230	161	12.118
Female	34.706	173	11.856	20.128	173	8.333	19.126	173	8.765	26.040	173	11.333

Graph 1: Corporate culture based on gender



The results obtained were subjected to further analysis by the methods of inductive statistics. Tukey's HSD test verifies the existence of differences in the required level of a corporate culture based on gender. The results are presented in Table 3.

Table 3: Testing the existence of differences in corporate culture depending on gender

Type of corporate culture	Gender	Male	Female
Clan corporate culture	Male		0.463
	Female	0.463	
Adhocracy corporate culture	Male		0.707
	Female	0.707	
Market corporate culture	Male		0.908
	Female	0.908	
Hierarchy corporate culture	Male		0.528
	Female	0.528	

Based on the achieved results of statistical testing presented in Table 3, it can be argued that there are no statistically significant differences in terms of gender. Thus, gender does not affect the perception of the required level of the corporate culture. WH1 was rejected.

In the next step, it was examined whether there were statistical differences in the perception of the required level of corporate culture in terms of age because it was assumed that age impacts the perception of the corporate culture. The opinions of respondents in the age categories, up to 30 years, 31-40 years, 41-50 years, and over 50 years, were examined. The achieved results are presented in Table 4, and Graph 2.

Table 4: Corporate culture based on age

Age	Clan corporate culture			Adhocracy corporate culture			Market corporate culture			Hierarchy corporate culture		
	X	N	σ		N	σ		N	σ		N	σ
Up to 30 years	36.018	64	11.802	21.240	64	6.918	21.708	64	7.169	21.034	64	8.393
31-40 years	33.379	95	12.231	19.858	95	8.155	20.712	95	9.773	26.051	95	11.121
41-50 years	36.574	94	14.435	19.408	94	8.255	18.805	94	7.812	25.213	94	12.441
50 years, and more	35.144	81	13.261	19.712	81	9.924	15.813	81	7.705	29.331	81	12.595

Graph 2: Corporate culture based on age

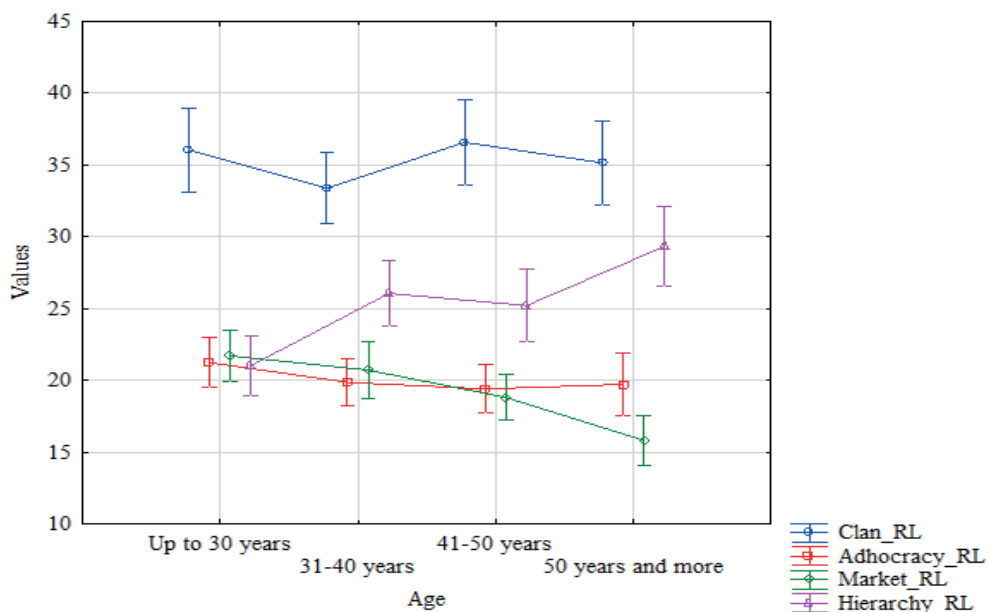


Table 4, and Graph 2 present that respondents of all ages attributed the highest average rating to a clan corporate culture. It follows from the above that in the horizon of 5 to 10 years, respondents expect to apply the central values typical of the clan corporate culture, i.e. teamwork, participation, communication, and consensus. According to the statistics above, respondents expect the application of the key values typical for clan corporate culture, namely teamwork, participation, communication, and consensus, in the next 5 to 10 years. Commitment

to the company should be high, and success should be understood in terms of the internal environment, and caring for people.

Other types of corporate culture (adhocracy, market, hierarchy) achieved a lower average rating. Respondents did not place as much emphasis on them as they did on clan corporate culture. The results also show that based on the age of the respondents, the importance of hierarchy corporate culture grows, which emphasises maintaining the smooth running of the company, its stability, and efficiency through strict adherence to procedures, and regulations. At the same time, it can be stated that with increasing age, the importance of adhocracy, and market corporate culture decreases. The tools typical for adhocracy, and market corporate culture are not so important for respondents aged 31 and over. The Tukey HSD test confirmed the existence of differences in the required level of corporate culture depending on age. The results achieved are presented in Table 5.

Table 5: Testing the existence of differences in corporate culture depending on age

Type of corporate culture	Age	Up to 30 years	31-40 years	41-50 years	50 years, and more
Clan corporate culture	Up to 30 years		0.595	0.994	0.978
	31-40 years	0.595		0.333	0.808
	41-50 years	0.994	0.333		0.888
	50 years, and more	0.978	0.808	0.888	
Adhocracy corporate culture	Up to 30 years		0.742	0.537	0.700
	31-40 years	0.742		0.983	0.999
	41-50 years	0.537	0.983		0.995
	50 years, and more	0.700	0.999	0.995	
Market corporate culture	Up to 30 years		0.879	0.134	0.000
	31-40 years	0.879		0.388	0.001
	41-50 years	0.134	0.388		0.080
	50 years, and more	0.000	0.001	0.080	
Hierarchy corporate culture	Up to 30 years		0.034	0.109	0.000
	31-40 years	0.034		0.958	0.229
	41-50 years	0.109	0.958		0.082
	50 years, and more	0.000	0.229	0.082	

Based on the results presented in Table 5, it can be stated that there exist differences in the perception of market corporate culture between respondents aged up to 30, and over 50 years ($p = 0.000$). Other differences occur between respondents aged 31-40 years, and over 50 years ($p = 0.001$). The Tukey test confirmed the existence of other differences in the perception of hierarchy corporate culture when comparing the views of respondents under the age of 30 with respondents aged 31-40, and 50 over. Hypothesis WH2 was confirmed.

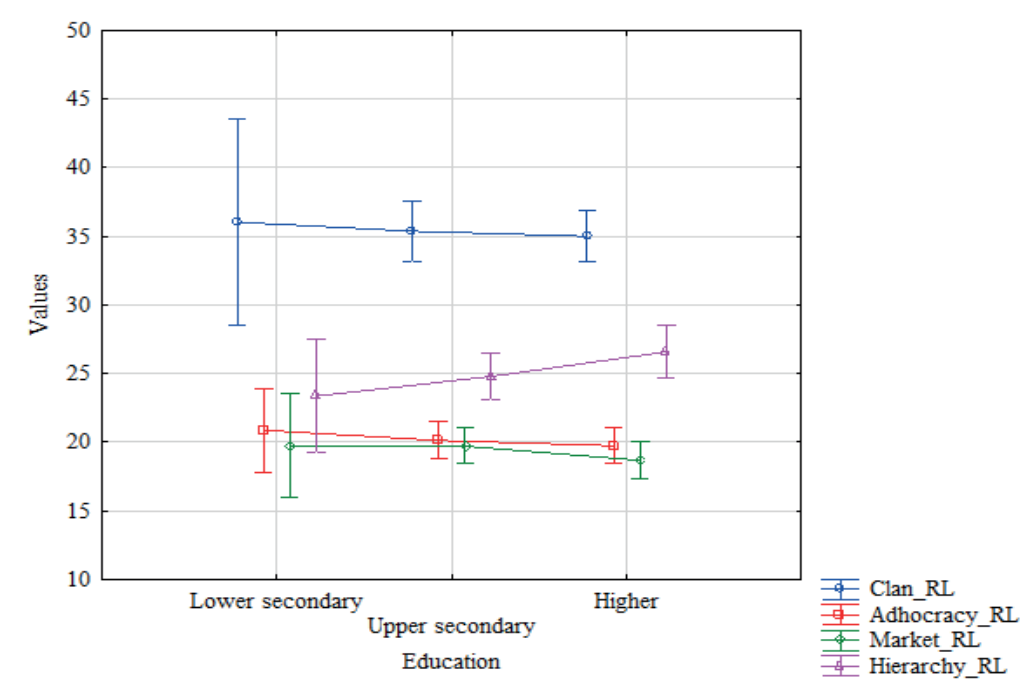
In the third area, the opinions of respondents were examined in terms of their education. We examined respondents' opinions with lower secondary education, upper secondary education, and higher education. The results are presented in Table 6, and Graph 3.

Table 6: Corporate culture based on education

Education	Clan corporate culture			Adhocracy corporate culture			Market corporate culture			Hierarchy corporate culture		
	\bar{X}	N	σ		N	σ		N	σ		N	σ
Lower secondary	36.033	15	13.484	20.867	15	5.468	19.733	15	6.844	23.367	15	7.488
Upper secondary	35.374	147	13.633	20.125	147	8.397	19.711	147	8.008	24.790	147	10.455
Higher	35.002	172	12.593	19.741	172	8.681	18.674	172	9.080	26.582	172	12.924

Regardless of the education, all respondents assigned the highest average rating to the clan corporate culture. Based on the results achieved, it can be stated that in the horizon of 5 to 10 years, the respondents expect that the work environment should resemble an extended family. Leaders should play the role of teachers, advisors, supposedly, parents. Businesses should be united by loyalty, and tradition.

Graph 3: Corporate culture based on education



Other types of corporate culture (adhocracy, market, hierarchy) were not as highly ranked as clan corporate culture. At the same time, the results also show that as the level of education grows, so does the significance of a hierarchy corporate culture. Respondents with higher education placed more emphasis on the reliability of supply, smooth fulfilment of schedules, and low costs. At the same time, it can be stated that as the level of education increases, the importance of adhocracy, and market corporate culture decreases. The emphasis on experimentation, innovative approaches to producing unique, and original products, and services, achieving goals, productivity, performance, and profit of the company are decreasing.

Based on the results of testing the existence of differences in corporate culture depending on the education obtained, presented in Table 7, it can be stated that there are no statistically significant differences. It can be concluded that the education achieved does not affect the perception of the corporate culture. WH3 thesis was rejected.

Table 7: Testing the existence of differences in corporate culture depending on education

Type of corporate culture	Education	Lower secondary	Upper secondary	Higher
Clan corporate culture	Lower secondary		0.981	0.954
	Upper secondary	0.981		0.965
	Higher	0.954	0.965	
Adhocracy corporate culture	Lower secondary		0.944	0.874
	Upper secondary	0.944		0.914
	Higher	0.874	0.914	
Market corporate culture	Lower secondary		1.000	0.890
	Upper secondary	1.000		0.526
	Higher	0.890	0.526	
Hierarchy corporate culture	Lower secondary		0.895	0.564
	Upper secondary	0.895		0.360
	Higher	0.564	0.360	

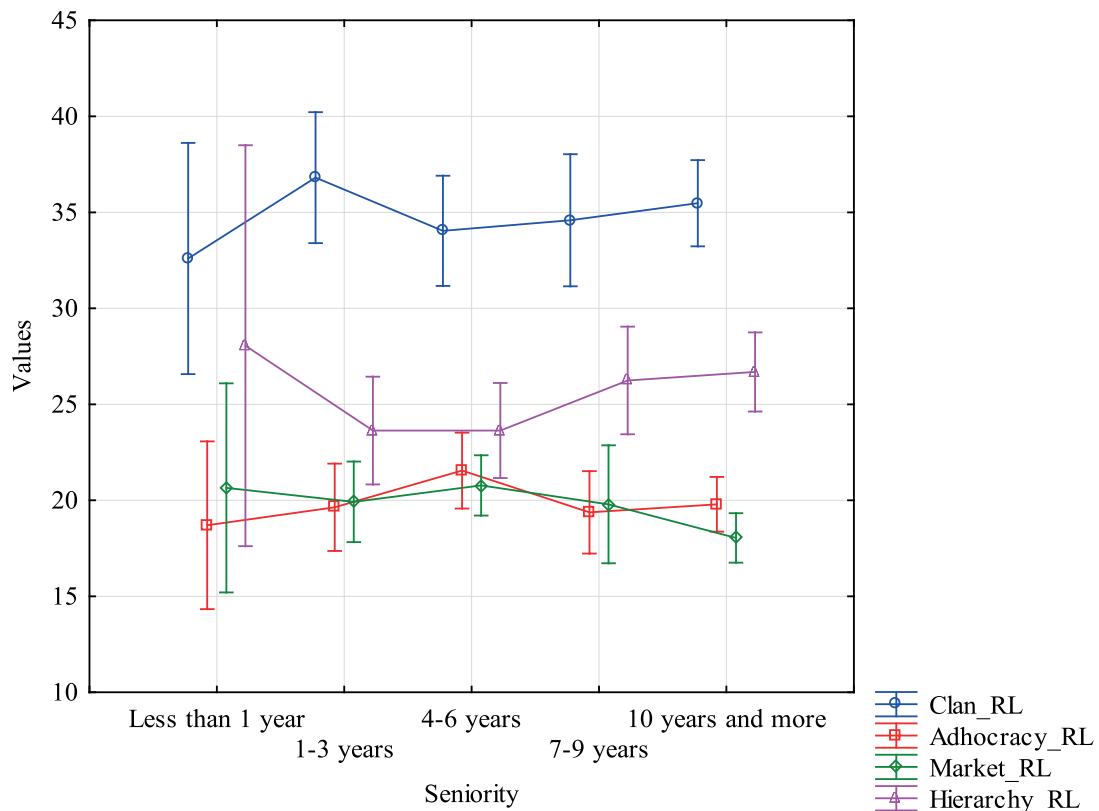
Seniority was the last socio-demographic factor examined. It is assumed that as the seniority increases, so will the differences in required level of the corporate culture. The subject of the reserach is the opinions of employees working in the company less than 1 year, 1-3 years, 4-6 years, 7-9 years, 10 years, and more. The results presented in Table 8, and Graph 4 show that all respondents, regardless of the seniority, prefer applying tools typical for

clan corporate culture. The work environment should resemble an extended family, where equal opportunities are created for people, and at the same time include diversity in the workplace.

Table 8: Corporate culture based on seniority

Type of corporate culture	Education	Lower secondary	Upper secondary	Higher
Clan corporate culture	Lower secondary		0.981	0.954
	Upper secondary	0.981		0.965
	Higher	0.954	0.965	
Adhocracy corporate culture	Lower secondary		0.944	0.874
	Upper secondary	0.944		0.914
	Higher	0.874	0.914	
Market corporate culture	Lower secondary		1.000	0.890
	Upper secondary	1.000		0.526
	Higher	0.890	0.526	
Hierarchy corporate culture	Lower secondary		0.895	0.564
	Upper secondary	0.895		0.360
	Higher	0.564	0.360	

Graph 4: Corporate culture based on seniority



The other types of corporate culture (adhocracy, market, hierarchy) were again given a lower average rating; therefore, it can be argued that respondents place greater importance on achieving success in terms of the internal environment, and caring for people. In the long run, the production of unique, and original products, and services, the satisfaction of customer needs, and expectations by providing better services, and low costs are not as important for respondents as investing in human resources.

Table 9: Testing the existence of differences in corporate culture depending on seniority

Type of corporate culture	Seniority	Less than 1 year	1-3 years	4-6 years	7-9 years	10 years and more
Clan corporate culture	Less than 1 year		0.900	0.998	0.993	0.968
	1-3 years	0.900		0.805	0.899	0.969
	4-6 years	0.998	0.805		0.999	0.955
	7-9 years	0.993	0.899	0.999		0.992
	10 years, and more	0.968	0.969	0.955	0.992	
Adhocracy corporate culture	Less than 1 year		0.998	0.882	0.999	0.996
	1-3 years	0.998		0.762	1.000	1.000
	4-6 years	0.882	0.762		0.640	0.668
	7-9 years	0.999	1.000	0.640		0.998
	10 years, and more	0.996	1.000	0.668	0.998	
Market corporate culture	Less than 1 year		0.999	1.000	0.999	0.899
	1-3 years	0.999		0.985	1.000	0.633
	4-6 years	1.000	0.985		0.972	0.235
	7-9 years	0.999	1.000	0.972		0.660
	10 years, and more	0.899	0.633	0.235	0.660	
Hierarchy corporate culture	Less than 1 year		0.832	0.831	0.993	0.997
	1-3 years	0.832		1.000	0.763	0.469
	4-6 years	0.831	1.000		0.754	0.449
	7-9 years	0.993	0.763	0.754		0.999
	10 years, and more	0.997	0.469	0.449	0.999	

Based on the results of statistical testing using the Tukey HSD test presented in Table 9, it can be stated that there are no statistically significant differences in the required level of corporate culture depending on seniority. Therefore, the hypothesis WH4 was rejected.

4 DISCUSSION

Constantly changing economic as well as market conditions encourage business owners to look for new ways to streamline business processes (Jadudová et al., 2018; Palus et al., 2019). Businesses are looking for new ways to provide the human, material, financial, and information resources necessary to fulfil the operational, and strategic tasks (Stachová et al., 2018; Kohnová et al., 2019; Khan et al., 2021; Neykov et al. 2021). In addition to tough economic indicators, corporate culture must be considered because it affects the company's performance, operation, success, and competitiveness (Matraeva et al., 2018; Sánchez-Sellero et al., 2018). The research aimed to define differences in the perception of the corporate culture. Emphasis was placed on examining socio-demographic characteristics. The opinions of owners of micro, and small businesses operating in Slovakia were examined in terms of their gender, age, education, and seniority due to the fact that according to previous research (Armania-Kepuladze, 2010; Grosch & Rau, 2017; Fernández-Muñoz & Topa, 2018; Vraňová et al., 2021) there exist differences in human values in terms of socio-demographic characteristics. Research of Grosch, and Rau (2017), Fernández-Muñoz, and Topa (2018), and Ikavalko, and Kohvakka (2021), and others point to gender differences. The difference in terms of the human life stages was confirmed in the research Kane (2010), and Murphy et al. (2010), Inceoglu et al. (2012), Vraňáková et al. (2021). Research of Freund (2006), and Nguyen (2014), confirmed that there exist also differences in terms of the level of education.

A closer examination of the results of our research shows that there are no statistically significant differences in terms of gender. In this respect, our research has not confirmed the results of the previous studies (Hofstede,

2001; Peterson, 2004; Arnania-Kepuladze, 2010; Grosch & Rau, 2017; Block et al., 2018; Fernández-Muñoz & Topa, 2018; Ikavalko & Kohvakka, 2021), which points to gender differences. Additionally, the results of our research show that there are no statistically significant differences in the perception of the required level of corporate culture in terms of the education achieved. In this respect, our research results do not match the research of Freund (2006), and Nguyen (2014), according to which there exist differences in people's value direction depending on the education achieved. Furthermore, there are also no statistically significant differences in corporate culture in terms of seniority. On the other hand, statistically significant differences were confirmed when examining the views of micro, and small business owners in terms of age as one of the socio-demographic characteristics. Testing confirmed the existence of differences when comparing the views of respondents under the age of 40, and with respondents over the age of 50. Our findings support previous research findings (Kane, 2010; Murphy et al., 2010; Inceoglu et al., 2012; Vraňová et al., 2021) that different values are preferred at different stages of life.

Furthermore, the results of the research, in which we examined the views of more than 300 owners of micro, and small businesses operating in Slovakia, show that a clan corporate culture should be implemented within 5 to 10 years in micro, and small enterprises, which is associated with long-term investment in human resources. We identify with the results achieved. We see clan corporate culture as the most suitable type of corporate culture for micro, and small enterprises because of its focus on employees, who contribute to increasing the performance, and competitiveness of the whole enterprise, as they are carriers of new knowledge, ideas, experiences, and skills (Lizbetinova et al., 2020; Kucharčíková & Mičiak, 2018). Employee development should be prioritised in this type of corporate culture. Emphasis should be placed on teamwork, and communication. Staff management should be collaborative. Employees should share the same values, and they should often interact with each other. Members should see themselves as part of one large family that is active, and engaged. The work environment should resemble an extended family, where equal opportunities are created for people, and at the same time, there is diversity in the workplace. Leadership should take the form of mentoring. Leaders should play the role of advisers or mentors. The business should be united by loyalty, and traditions. Devotion to the business should be significant. Attention should be paid to the long-term benefit of each person's development. The emphasis should be put on cohesion, morality, and the working environment. Success should be understood in the context of the internal environment, employee care, and long-term investment in human resources. The core values should be rooted in teamwork, participation, communication, and consensus, as confirmed by research of Cameron, and Quinn (1999, 2006), Demski et al. (2016), and Jaeger et al. (2017).

6 CONCLUSION

The driving force of any business is to operate effectively in a competitive environment. Values, beliefs, opinions, expectations, and attitudes shared in the enterprise, i.e. corporate culture, play an important role in achieving the success of a business. In the context of its effective formation, it must be respected that values are gradually being shaped, and developed, not only under the influence of the external, and internal environment of the enterprise. Another attribute that influences employees' values and, thus, the type of corporate culture is the socio-demographic characteristics of employees. Gender, age, education or seniority are shaping employees' values. The results of our research, which was carried out on a sample of micro, and small business owners, show that age was the only socio-demographic characteristic that influenced employees' values and, subsequently, the type of corporate culture. At the same time, the most preferred type of corporate culture, regardless of socio-demographic factors, was clan corporate culture. We identify with the achieved results. We see clan corporate culture as the most suitable type of corporate culture for micro, and small enterprises because it underlines the importance of employees. After all, it is primarily employees who contribute to achieving the overall success of the enterprise, to achieving a competitive advantage, thanks to their innovative ideas, abilities, and skills. The future direction of research lies in extending the research sample to medium, and large enterprises, and in examining possible changes in terms of time.

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