ABSTRACT

In times of turbulent global economy, organizational culture is more frequently mentioned as a significant factor in organizational management. In this paper we present empirical research - diagnosing significant organizational culture in the health sector in Bosnia and Herzegovina. Empirical knowledge represents organizational culture with its special market orientation, with emphasized orientation towards the needs of users of health services. The contribution is based on determining the impact of organizational culture on the successful organizational management as well as the establishment models of an organizational culture of healthcare organizations in Bosnia and Herzegovina. When designing the basic organizational values, the model emphasizes the basics of realization and achievement of better work results in organizational management. We believe that the paper and the given model will be assistance in managing the organization to shape a strong and distinctive organizational culture of health organization in Bosnia and Herzegovina.

Keywords: organizational culture, organizational management, healthcare organization.
INTRODUCTION

In a time of globalization on economic and cultural level of civilization, is also important significance of service industry. Orientation of business decisions in this area should be a result of the vision and strategic direction on each area of the organization. This ensures mutual success of economic and human capital, which is the basis for the "survival" of services - also in healthcare. In healthcare employees are mediocre source of business success. Important is also the role of human resource management, which in the "normal understanding" in the Bosnian health is not yet achieved. Profession of management with employees and their "consideration" in organizations has been in health care (so far) left to the general personnel knowledge and actions in this area.

As such, HRM harder faces with problems, that negatively indicate the position of employees in the health sector: lack of skills and knowledge, the value of large fluctuations in employment, weak picture of health care as an employer, non-competitive rewarding and weak working relations for the weak interest in working in health care, also low level of added value, which is among the main features of health as an activity. Broader perspective of consideration of the problems is warning on the integration of management with employees in the organization at all levels of organization, as well functions of its management, including the angle of "knowledge" image - reputation, which realizes the organizational culture. Its importance in the changing business environment are evaluated by many authors, that in the same time supports or brakes on the way to an increase in value added per employee. In the Bosnian business environment particularly emphasizes outdated organizational culture, which is still based on the values and goals of the past socio-political system and certainly the impact of post-war adjustment to normal life. The introduction of new, primary organizational culture is basic objective in the Bosnian-health business environment, which may represent one of the main "weapons" in the fight with the competition.

1 Orientation of organizational culture

Although there has been in recent years a lot of talk about the organizational culture, definitions have lack of unified and have different understandings. Culture is still not uniformly committed to the concept, and therefore allows various reasons. If culture is something that we as individuals record in the environment in which it operates, is even possible to say, that with these subjective perceptions in our minds someone could manage (Gruban, 2003). The problem with it is that the organizational culture is something quite intangible, and that is why it is still a "black magic". How organizational culture across firms differs, as well as activity to activity, we cannot claim to know the exact definition of the same.
**Definition of organizational culture**

The concept of organizational culture is now quite well known. The problem of defining the organizational culture stems from the fact that the performance of itself is ambiguous (Schein, 1990). Sweeney and McFarlin (2002) and Frost (1985) are organizational culture defined in that way that most people know her as a way of life or as a personality or style of organization. Organizational culture, in their opinion, includes beliefs, values and conducts that send messages to people inside and outside organization. The source of these cultural messages is buried deep in the forecasts, which are common for organizational members. Obvious message of organizational culture is "how we do things around here" or "that's how we do it."

Understanding of paradigm of organizational culture is a growing challenge. Manager practice offers many "recipes" of theorists, but (rightly substantially complex concept) there is none, which will assure its "swift and effective preparation." Changing of organizational culture requires commitment, time, knowledge and experience.

Organizational culture still doesn´t exist as a well-defined concept and open to interpretation. It is a type of mental program management, who thinks and feels, which is typical for a group of people who face common problems. Culture can be understood as a social energy that directs the activities of the organization. Chein (Chein, 1987) defines organizational culture as the level of basic assumptions and beliefs that are shared by members of the organization and unconscious functioning and taken for granted the basic way in which we see ourselves and our environment. The concept of culture vividly explains Renner (Renner, 1981), when he says: "the culture of different people interprets differently, for some it is a religion for other families. Simply have a common culture, values and behavior patterns, links to the specific community, rules of the game or invisible connections that are provided to an individual. Every organization has its own culture. "Scholz (Scholz, 1987) argues that the culture is an invisible, inner awareness and informal organization that influences on the behavior of individuals and makes the basis of their behavior. Among the contributing of theorists, from the point of view of understanding the organization and the position of the individual in it, which members of the organization consciously carry in themselves and have an impact on their behavior, as well as on organizational performance quotes Scheins commitment (1997, p. 47), by which is the organizational culture construct with the base of the deepest level of mindless fundamental assumptions and beliefs (with socialization) of common members of organization. On this basis, the structure of organizational culture is set to three different levels, which is different in terms of the level of understanding, recognition and awareness of the components of organizational culture among its actors (Schein, 1986).
Robbins (2005, p. 497) at orientation of the organizational culture does not state only levels, and in the process of its creation results from a "historical value" of the organization, when he highlights the philosophy of its founders and on it established process of socialization of new members.

Despite different approaches to defining the content of organizational culture are the most acceptable definitions of this culture:

- the system of values, beliefs, which are specific to a particular group or organization, and that distinguish them from other groups and organizations.
- unique scheme, which serves members of the group or organization to understand, interpret and explain events in the organization and the environment.
- Specificity of the group or organization, which sets it apart from other groups and organizations.

Health culture is similar to other emerging organizations that in the process of group problem solving, so that solutions are cultural pattern, which shows the way considering the organizational reality of its members.

Culture that has developed the organization to a great extent depends on the initial state with managing behavior often even impose their assumptions about what is good or appropriate. When an organization is developing, becomes increasingly recognized in the environment and on that is culture affected as a result. Culture then affects the strategies, structures, processes, and methods of integration.

Opinions on whether culture can be variable or not, are divided. Culture, may be seen as an external variable, depending on the external environment and cannot be directly influenced by, or as an internal variable that corresponds to our behavior as much as it responds to the impacts on the environment and its changes. From the perspective of strategic management, the key question is whether prevails the culture that supports the strategy chosen to be the organization of long-term competitive advantage in an unpredictable environment. Although the strategy is properly selected, it can not succeed if it is not acceptable for employees, which means that it requires too many changes of
deeply entrenched patterns of behavior, or excessive search for the distribution of power of the organization.

Figure 2: Organizational culture

There is a view that it is possible to change the culture only in cases where the organization is weak, the new strategy, however, requires a different culture, and where changes in the environment by force the organization to implement the proposed strategy. An organization cannot make major changes without a change in organizational culture. Changing the culture means to remove old habits and adapt to new environmental requirements. Concretely, it is difficult to change the culture. It provides an organizational implementation only if it is in accordance with the chosen strategy, but otherwise presents a serious obstacle to the realization of the organization's activities. When the culture does not support the strategy, it is necessary to consider which of these two to change. It is often sensitive, change strategy as a culture change is a long-term process with an undetermined outcome.

2 Influence of organizational culture on the company success

Organizational culture has a great impact on the success and management of the company, and despite that managers still give her too little attention (Prašnikar et al., 2005). Well-designed organization can achieve new operating values, which have a positive effect on the behavior of employees (Belbin, 1996). Employees can help the organization with resolving the problem that leads to greater success. So people and their culture are the foundation of success, and the culture of the organization must train employees, that despite their differences, which is desirable and necessary, 'pull for the same end' (Lipičnik, 2005).

Organizational culture is important for the success of the organization, because (Newstrom, Davis, 1993):
• identifies employees with the organization - employees have a clear vision about who represents the organization;
• are a significant source of stability and construction of the organization, which provides security to employees;
• knowledge of the organizational culture helps new employees to explain what is happening within the organization because it provides them an important link with the events that would otherwise be unclear.

Culture helps more than anything else to support the employees in the biggest challenges for the performance of their duties.

It is not possible to introduce major changes in the organization, if at the same time does not change culture of the organization too. What kind of culture would affect the performance of the organization depends on the relationship, in which the organization operates.

The organizational model for understanding the culture of the organization are for the first time presented Pascale and Athos (1981), in the work "The Art of Japanese Management." They explored seven factors, which have been divided into:
• Hard factors: strategy, structure and sytem and
• soft factors abilities, syllable, associates and group values (Pascale, Athos, 1981).

Sketch 1 is used around the world as a useful direction for thinking about the organization (Peters, Waterman, 1982), and for understanding organizational culture. This model (http://www.valuebasedmanagement.net/methods_7s.html) describes how we can comprehensively and effectively organize the organization, and how these changes totally determine the way of the activity of the organization. In this paper, we will orient precisely on the 7s model for understanding organizational culture in the organization.

![Figure 3: Model 7s (R. Wateman, 1984)](http://example.com/figure3.png)
3 Process of forming organizational culture in organization

The process of forming the organization is shown in Figure 1, where we can determine, that this process is really time-consuming and intricate. As we have already established, organizational culture significantly affects the performance of the organization, so it is very important how we shape the culture of the company.

The process of forming the appropriate culture begins with an analysis of the current, if it is present, and finally with the introduction of a new culture of the organization. Culture is formed in three phases, namely: analysis, evaluation and design of the organization's culture.

The formation of organizational culture

Culture is constantly creating and evolving. It is the formation of culture that is very interesting. Reuttineger (1986) wrote that culture creates under the influence of economic and social environment and is shown in values and attitudes, which establish standards and rules of behaviors, which affect the behavior of the members, and that in the other way affects the culture of the organization (Figure 2). Culture of the company includes the company prevailing values, patterns, practices and characteristics of informal relations between associates (Tavcar, 1999).

The most important factors for development of organizational culture by Schein (1987) are:
- Group dynamics,
- Management,
- Learning.

Cernetic (1997) believes that organizational culture is created in the process of joint problem-solving. First, we have a number of individuals with common goals, which through joint cooperation, communication, problem solving and common sense leads to the gradual formation of a new group. When such group or organization is there long enough, will have enough common critical events to shape certain number of standards and norms. Norm is formed, stable and becomes confident, when members of the group agree with her. The strength and complex of the culture of some group can be assessed in terms of the number of standards, the degree of stability and interconnectedness. And for this they need a common experience and time. Analysis of group dynamics is important to the process of group formation and with because of that, better understanding of organizational culture (Mesner, Anadolšek, 1995).

To understand the organizational culture is important also the relationship between leaders and groups. Employees, their skills, knowledge and motivation are an integral
part of every activity in the organization and they enable its success. With that it is important to connect various skills and abilities of individuals to solve the group tasks (Možina et al., 2002).

Culture is a product of learning. Group learning is a complex process, because in it members of the organization or group might have similar ways of perception, feelings and behaviors. We know the two types of learning, in the situation of a positive problem-solving and in a situation to avoid tension (Mesner, Anadolšek, 1995). Learning organization is the real answer to the challenges of rapidly changing environment (Dimovski, Škerlavaj, 2004), because it is based on improving the organization's ability through continuous personal development and continuous learning of individuals (Češnovar, 2001) and groups. In order to company manage to do the right things in the right way, they have to develop the right knowledge at the right time, and use it successfully in practice (Rant, 2001), in a joint problem-solving.

Measuring and analyzing organizational culture

The methodology of the study of organizational culture is based on qualitative methods, because the symptoms of organizational culture can be:

- Environmental factors (technological and economic, social and cultural determinants of the environment)
- management factors (strategies and objectives, structures and processes, system management)
- key-factors of culture (personal characteristics of managers, customs and symbols, and communication).

The researchers use a variety of approaches to measure organizational culture (Newstrom, Davis, 1993):

- interview and questionnaire with open and closed questions,
- direct observation of employees and seeking their opinions on the organizational culture,
- explore common philosophy of the organization,
- research becomes a member of an organization and cooperates with the observation of employees.
Table 1: Analysis of the culture and its design

<table>
<thead>
<tr>
<th>Established state of culture</th>
<th>Way of shaping culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>strategy and culture are in harmony</td>
<td>preservation of culture</td>
</tr>
<tr>
<td>strategy and culture are not harmonized</td>
<td>culture change</td>
</tr>
<tr>
<td>no distinct culture</td>
<td>development of culture</td>
</tr>
</tbody>
</table>


4 Organizational culture in health care

Providing high-value intangible organizational capital, high-value service quality in health care from the standpoint of the way of business and organizations, is more-stage process. It refers specially to the relationship of management and the organization, particularly to its employees - as the fundamental carrier of “strategy”, offers (new) services and achieving their quality. From this point of view an organizational culture in health care has exceptional importance - as a determinant of the working environment, enthusiasm, in which takes place offer or performs services for patients.

It is expressed in the exterior and interior appearance of the hospital, its employees, their relationship to the patient, with managerial approach and in its relation to the employees, and in the information and communication channels and business - organizational management system of complete quality of services offered.

The health care system in BiH

In Bosnia and Herzegovina, the Federation of Bosnia and Herzegovina, the Serbian Republic and Brcko District, until the adoption of the Health Insurance Act were applied the regulations that were valid in the Republic of Bosnia and Herzegovina in the former Yugoslavia. The adoption Health Insurance Act in Bosnia and Herzegovina, as follows Health Insurance Act in the Serbian Republic was passed on the day 15. 7th 1999., in the Brcko District on 14. 12th 2001., and in the Federation of Bosnia and Herzegovina on 1. 10th 1997. After the adoption of Health Insurance Act in FBiH in the same area all the cantons are in accordance with the Federal Health Insurance Act adopted Cantonal Health Insurance Act applicable to the cantons in which they were issued and adopted.

The extent and type of health services that are defined as mandatory health insurance, will become the property of the general public interest and social values. Performs of healthcare organizations in the network of health services, under the conditions and in the manner agreed upon by the partners. As for this part of the activities of the entities and their presence in the work of public health institutions that provide an agreed program of compulsory health insurance. Entities-BD have control over planning and deciding on an agreed standard of care for the wider community organization of public
health services, the implementation of health care, monitoring and evaluation of results, and operating costs. Planning and evaluation of public health services are also signs of success.

In accordance with the legal possibilities, state can authorize private contractors to carry out mandatory health. By interfering in the work of a private institution, the state controls the agreed perimeter and quality of mandatory health care and public spending management.

Performing mandatory health monitors legislation, agreements and contracts between providers and payers of health care services.

The characteristic of this part of health care is lower efficiency and lower operational work implementation. The marketing in the true sense of the word, it is possible to speak in the performance of health services outside the public health care services.

According to research data regarding to public sector health care of a number of doctor of medicine in the F BiH is 173/100,000 inhabitants and almost by a half lower than the average of the European region.

Compared with the average of the European region of dentists that in F BiH is 21/100,000 and lower by more than twice to the average of the European region, while the number of pharmacists is less by almost four times, a number of health technicians, who in F BiH is 520 / 100,000 is lower by almost a third.

The average number of hospital admissions per 100 inhabitants in the Federation is 9.6 and is equal to half of the average in the European region.

Research on organizational culture in the health sector in Bosnia and Herzegovina

From the research we have found our thesis that in the global economic environment, the key to ensuring the survival and continued long-term development of the organization in health is its powerful and planned designed organizational culture.

Sample

Geographically frame of the sample is Bosnia and Herzegovina and both public and private organizations. When designing the sample we had in mind the presumption of different roles or shaping the organizational culture in health care organizations, so in the end we came to 74 healthcare organizations. In the individual health care organizations as surveyed we have chosen representatives of top management.
**Methods of data collection and analysis**

As the primary method of data collection we used the survey questionnaire. It is composed from five questions, each of them containing five statements. The highest number of gathered points indicates on the current most expressive types of organizational culture.

**Results**

The questionnaire was sent to 115 healthcare organizations in Bosnia and Herzegovina. 74 of them have responded - directors (12 hospitals, 45 health centers and 17 private health organizations).

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number</th>
<th>Part (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital</td>
<td>12</td>
<td>16,2</td>
</tr>
<tr>
<td>Health center</td>
<td>45</td>
<td>60,8</td>
</tr>
<tr>
<td>Private clinics</td>
<td>17</td>
<td>23,0</td>
</tr>
<tr>
<td>No response</td>
<td>0</td>
<td>0,0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>74</td>
<td>100,0</td>
</tr>
</tbody>
</table>

![Figure 4: Graphical representation of the place of data collection with concrete participation](image)

Of the total number of respondents (74) is 18 women and 54 men, and 2 did not respond (Table 3).

<table>
<thead>
<tr>
<th>Sex</th>
<th>No response</th>
<th>Health center</th>
<th>Hospitals</th>
<th>Privates</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>No response</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Women</td>
<td>11</td>
<td>2</td>
<td>5</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Men</td>
<td>33</td>
<td>9</td>
<td>12</td>
<td>17</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>45</td>
<td>12</td>
<td>17</td>
<td>74</td>
<td></td>
</tr>
</tbody>
</table>
Table 4: Assessment of the mission in health care organizations

<table>
<thead>
<tr>
<th>Mission</th>
<th>I agree (%)</th>
<th>I totally agree (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional development of employees</td>
<td>8,2</td>
<td>91,0</td>
</tr>
<tr>
<td>Providing quality services to a wider range of patients</td>
<td>11,1</td>
<td>87,8</td>
</tr>
<tr>
<td>Increasing satisfaction of the employees</td>
<td>15,3</td>
<td>83,4</td>
</tr>
<tr>
<td>Improving working conditions</td>
<td>13,3</td>
<td>80,5</td>
</tr>
<tr>
<td>Achieving economic success</td>
<td>12,1</td>
<td>78,4</td>
</tr>
<tr>
<td>Increasing market share</td>
<td>30,3</td>
<td>59,5</td>
</tr>
</tbody>
</table>

Table 5: The vision of Health Organization

<table>
<thead>
<tr>
<th>The vision of health organization</th>
<th>Not at all (%)</th>
<th>Not particularly (%)</th>
<th>Yes, always (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees cooperate in forming a vision</td>
<td>3,4</td>
<td>37,1</td>
<td>59,5</td>
<td>100,0</td>
</tr>
</tbody>
</table>
Culture and set of values of health organizations have direct or indirect influence on how employees of that organizations act and what kind of attitude to the work they do have, to the working organization and provided services by employees and organizations. Authors Flamholz and Rendle identified five different areas in which the culture of work organization is most clearly reflected, and they are as follows:

1. the way in which health organization perceives and treats their employees;
2. the way in which the organization and its employees perceive and treat users of its services;
3. set standards of work implementation;
4. characteristics of teamwork;
5. the way in which is health organization involved in community life.

Studies of the organizational culture shows that in the long term it has a significant impact on the profit of a labor organization. Studies of performance of individual organizations show that successful organizations have some elements in their organizational culture which have good influence on the implementation of tasks. These elements relate to the ways in which an organization "draws" and "reserves" quality staff, to what extent and in what way employees of certain healthcare organization treat their culture and value and how big is the openness of communication in a healthcare organization.

Research results of Denison and Mishr (1995.) and Denison (2004) shows that the best implementation of work is achieved in those organizations that show strength in the area of clearly defined ideas and philosophy of work, commitment and stability. Successful organizations have clearly defined current and future tasks, employees have clearly defined goals and are fully involved in their work. Furthermore, they have a very elaborate rules, internal norms and culture, and the administration quickly resolves problems that occur, regardless of differences of opinion. Successful organizations quickly identify the needs and requirements of the users of their services or products.
In any case, successful healthcare organizations have developed the operational culture and communication which allows them to reconcile and resolve the paradox requirements set by the internal and external environment.

Respondents were presented with several principles (appendix), which are important for the culture of the successful organization. When asked which of the following can be found in their organization responded as follows (Figure 8). The principle that people are the source of success, which occupies the first place among the values and even 97.9% of the respondents, and it is not surprising, because it totally fits in the findings of the mission and of the relative importance that people attach to health care organizations. In times when is more or less exhausted the financial capacity of our economy by increasing the share of funds for health care, people and their resources becomes one of the most reliable ways out of the crisis. Pretty strong response was achieved with the statement that in the health prevails principle velocity with respect to the challenges of the environment. Among the challenges of environment, health workers understand medical challenges in overcoming successful as well as winning other external challenges (health policies, funding, etc.). Even a quarter of respondents said that the important value of health workers is also loyalty to the organization.

![Figure 8: Graphic answer to the question of organizational culture in health care organizations](image)

Consent on the other principles, which compiled the culture of successful organizations in our healthcare organizations is lower. Especially critical are the issues to the principle that the health care is an opportunity for creativity and entrepreneurship, which is one more fact which confirms the assumption about the crisis in health care.
Table 6: Characteristics of control with people in health care organizations

<table>
<thead>
<tr>
<th>Characteristics of control with people</th>
<th>Yes, a bit (%)</th>
<th>Yes, certainly (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization tries to ensure the professional development of employees</td>
<td>50.2</td>
<td>48.7</td>
</tr>
<tr>
<td>Leadership strives for better pays for associates</td>
<td>39.3</td>
<td>59.3</td>
</tr>
<tr>
<td>The organization is known for the quality of medicals</td>
<td>53.1</td>
<td>42.9</td>
</tr>
<tr>
<td>The job is interesting, but under paid</td>
<td>22.9</td>
<td>69.9</td>
</tr>
<tr>
<td>Teamwork requires coordination of interests</td>
<td>33.5</td>
<td>40.8</td>
</tr>
<tr>
<td>Employees cooperate with making important decisions</td>
<td>49.1</td>
<td>19.2</td>
</tr>
<tr>
<td>Jobs are described in detail</td>
<td>39.3</td>
<td>22.9</td>
</tr>
<tr>
<td>Better and more capable workers are better rewarded</td>
<td>41.3</td>
<td>19.0</td>
</tr>
<tr>
<td>With rewarding is determined individual performance</td>
<td>30.0</td>
<td>28.0</td>
</tr>
<tr>
<td>The leadership of the organization is trained for management positions</td>
<td>24.5</td>
<td>8.4</td>
</tr>
<tr>
<td>For leading positions comes outside associates</td>
<td>4.7</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Figure 9: Graphical representation of the question regarding management characteristics with people in health care organizations

Almost all respondents (98.9%) say that the fundamental importance of staff management is to provide opportunities for professional development of staff. Given the importance of professional development in the health, information is not necessary to
comment. Many respondents also claim that management of institutions seek to increase wages. Management of organization usually have not big impact on employees' salaries, because the same are set administratively together with the results of the work, but their efforts are focused on continuous alert on competent authorities (HI; ministries, etc.) about the inadequacy of regulation of wages and benefits to health workers. Solutions often require a completely unsuitable alternatives, when are rewarded to extras working conditions.

Among the possible ways of managing presented (Appendix), the responses that indicate the selected method of management in the health care organization are shown in Table 8.

Double role of a doctor - manager, who in her basis reveals her conflict, comes to expression also in our health. Doctor - the manager, his management role brings usually in low settings, because the current state of our health care system allows like that. In comparison, when the quality and diligently perform the work one of the core values of our health care workers, and when professional work flows in a steady direction, the management applies particularly on coordination of professional work.

Table 7: The method of managing in health care organizations

<table>
<thead>
<tr>
<th>The way of management</th>
<th>Yes (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leader is authoritative</td>
<td>4,6</td>
</tr>
<tr>
<td>Feel free to perform tasks within the prescribed limits</td>
<td>49,0</td>
</tr>
<tr>
<td>Leader consult with subordinates, who themselves decide how they will work</td>
<td>39,7</td>
</tr>
<tr>
<td>Goals set subordinates, group decision</td>
<td>4,0</td>
</tr>
<tr>
<td>No response</td>
<td>2,7</td>
</tr>
<tr>
<td>Total</td>
<td>100,0</td>
</tr>
</tbody>
</table>

Figure 10: Graphical representation responses to questions regarding the management of the health care organizations
Most respondents (49.0%) decided for the leadership, in which subordinates can comment leaders commands and freely perform tasks within agreed limits, and less than half of respondents (39.7%) seek for leadership, when the leader gives tasks after consultations with subordinates and subordinates decide on how will they work. Responses also showed that authoritative guidance and decision-making from the bottom up are not characteristics of healthcare organizations. Respondents agree with the findings of the professional and work autonomy of doctors. Doctor - manager focuses specifically on the harmonization of business. Managerial duties are grazed. Doctor - manager has, without looking at what level of management are, his working hours arranged so that, for managerial jobs spends only a minimal part-time. The majority of directors of healthcare organization remains true to its vocation, which is performed at a lesser extent, but still performs, not looking at the new position.

Managing in the middle level is with the loss of economic independence of individual organizational units only professional leading. Besides that they have too little power, to be able to prove their ability to successful leaders. Jurisdiction and responsibility of managing on the highest level are not clearly committed. As the director is not personally responsible for the success of the business, his managerial role even more fades.

In the past, the leaders of healthcare organizations were selected from the ranks of political figures. Exactly such conduct and such leaders lead to chaotic conditions within the health care. During the period when is from the highest leader expected capability of managing process of whole control in health care organizations, as a head of health care organizations comes doctors.

To the question, to what extent the success of the organization depends on management (attachment), the respondents think that leadership significantly contributes to the success of the organization (Table 8). Most respondents (83.0%) decided, that the success of the organization depends especially of leadership.

Table 8: The success of the organization as a function of leadership

<table>
<thead>
<tr>
<th>The success of the organization</th>
<th>Not at all (%)</th>
<th>Not especially (%)</th>
<th>Yes (%)</th>
<th>Total (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>The success of an organization depends only of the leadership</td>
<td>1,8</td>
<td>15,2</td>
<td>83,0</td>
<td>100,0</td>
</tr>
</tbody>
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The success of an organization is certainly pertinent criterion for assessing the performance of management and motivation, and is closely related to the values of the leader. Because we understand the ways of managing individually, commitment to the way of understanding and problem solving, on this basis can be planned success or failure of cooperation among employees. If success can be judged with the level of
satisfaction at work too, belonging to the organization, motivation to work, even with stress, absence from work, sickness etc.

![The success of an organization depends only of the leadership](image)

Figure 11: Graphical representation of the question regarding the success of organization depending on the management of health care organizations

In difficult conditions, in all health care organizations can be registered the presence of the central decision-making, which already exceeds the scope of professional work. Most leadership also justifies the need for savings because of underestimating calculated fundings. But if we take into account that the majority of healthcare organizations is in financial problems and has unhappy employees, leadership its role does not execute successfully.

### CONCLUSION

Organizational culture is intangible concept, which can be explained in different ways. Nevertheless, nowadays no one doubts that there is a strong organizational culture impact on the employees in the organization, as well as the organization as a whole and its success. Management cannot successfully lead if it does not know and does not understand the culture of its organization, that’s why it is important that with the appropriate analysis we clarify, what is the organizational culture in organization, before we accept its changes.

With the understanding of the health sector, we should also take over thinking about organizational culture in health care, with a special view to the employees as a capital, which they develope. Starting from a basic knowledge of research in the health sector, which is based on inclusion of employees, mutual support and respect. That is how is in the organizational level shown recognizable, clear and strong organizational culture and on its basis was realized unique relationship with patients.

Adequate internal climate in health care organization is of crucial importance for the satisfaction of employees and the relationship between them. In the health sector we have to pursue such relationships, from which would management and employees go out as winners, which would reinforce the motivation and satisfaction of employees, and
in this way the very productivity and business performance. This employee satisfaction is an important factor in the impact on organizational culture.

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