SECTION 19. Management. Marketing. Public administration.

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ORGANIZATIONAL AND NATIONAL CULTURE OF MONTENEGRIN COMPANIES IN THE CONTEXT OF GLOBALIZATION PROCESS

Abstract: *Global economic trends have brought together national and local markets into the world market by erasing national borders and thus imposing new rules of conduct. Companies in Montenegro are faced with globalization process. In such a situation, to be competitive, Montenegrin companies must overcome old models and ways of doing business and find new ones. Namely, they need to adapt their own organization (organizational culture) to new conditions. So, in the battle for competitiveness, organizational culture emerges as an important factor of company's success.*

In the theoretical part of the paper the author first explains the relationship between organizational and national culture. Since this relationship can best be seen in the case of multinational companies, the author dedicated next presentation to organizational culture of multinational companies. However, the aim of this paper is to examine, through the practical part, i.e. characteristics of organizational culture of Montenegrin companies, the relationship between organizational and national culture as well as their influence on corporate performance, and all of it through the prism of complex and contradictory globalization process. The survey was conducted on the sample of 16 companies in Montenegro, i.e. 324 respondents.

Key words: *organizational culture, national culture, company, globalization, Montenegro.*

Citation: Nikčević G (2014) ORGANIZATIONAL AND NATIONAL CULTURE OF MONTENEGRIN COMPANIES IN THE CONTEXT OF GLOBALIZATION PROCESS. ISJ Theoretical & Applied Science 8 (16): 58-68.

Introduction

The success of a company in the market depends on large number of factors such as: planning, organization, management, control, motivation, etc. Organizational culture also plays an important role in it. Even though organizational culture is not the only factor that affects business operations of a company (in some cases it may even have a negative influence on business operations), it is assumed that all organizations that achieve good results in the market have developed a system of norms, values and beliefs by which they act. In the recent literature, mainly economic, more attention has been given to organizational culture and its influence on corporate performance. The authors who deal with this issue mostly agree with the fact that it is about a concept that is difficult to be precisely defined. It is believed that there are as many definitions of organizational culture, as the authors who define it. In order to provide a more comprehensive conceptual definition of organizational culture in this study, we opted for the

definition of Janićijević who defines organizational culture as a system of assumptions, beliefs, values and norms of behavior that members of one company have developed and adopted through common experience, which are manifested through symbols that guide their thinking and behavior [9]. When talking about national culture, according to Hofstede "Culture is the collective programming of the mind distinguishing the members of one group or category of people from others" [6]. In other words, national cultures are, according to Hofstede, "part of the mental software we acquire during the first ten years of our lives in the family, the living environment and at school, and they contain most of our basic values, while organizational culture is acquired when those values are already formed and when we enter a work organization as a young (or not-so-young) adults, with our values firmly in place and they consist mainly of the organization's practices" [7].

Relationship between national and organizational culture

In practice, we can rarely have a situation in which one dimension of national culture dominates to such an extent to reduce or destroy the influence of other dimensions. Therefore, in examination of relationship between organizational and national culture, it is required to apply a holistic approach, where the national culture is observed as a system of assumptions, beliefs and values that are much more than a single cultural dimensions. This correlation is also confirmed by the fact that national culture is a source of organizational culture. Namely, employees in an organization are at the same time members of a certain national culture and carry the assumptions, values and beliefs in themselves. This, certainly, does not mean that organizational cultures of all organizations that operate within the borders of one country will be the same, but it is expected that in one national culture the dominant ones will be those types of organizational culture that are compatible with its basic dimensions. Also, the possibility for certain type of organizational culture which is not consistent with it by its values to appear in some national culture cannot be avoided. This is because the national culture is only one of factors of shaping and functioning of organizations. Therefore, cultural dimensions are just a prerequisite for creation of a certain type of organizational culture, since the influence of other factors in creation of organizational culture must be taken into account. However, there are certain discrepancies among a number of authors who have dealt with the relationship between national and organizational culture. Interesting is an attitude according to which organization cannot transform new employees into the specific culture of organization that departs from the society that surrounds it, but instead it adopts an organizational culture precisely with the values that are identical to the society that surrounds it [10]. Organizations represent an open system, so it is understandable that there is a significant influence of the environment in which they operate. Thus, they adjust themselves to the environment, i.e. different cultural elements from the environment are introduced into organizations and affect their cultures [12].

In contrast to previous perspectives that understand organization as an open system, there are thoughts that treat organization separately from social, i.e. cultural environment. They do not ignore the influence of national culture on organizational culture, but they emphasize general objectives set by organization management. This approach allows management to review the national culture in which the organization operates thus encouraging the creation of organizational culture that is aligned with the key assumptions of national culture [1].

The Hofstede model of cultural dimensions is important for understanding impact of cultural differences on shaping an appropriate management style and organizational culture. Namely, each of national culture dimensions encourages or hinders the occurrence of a certain type of organizational culture. If the society has a prominent cultural dimension of power distance, which means that power in the society is unevenly distributed, it implies development of power culture in organizations as well as unequal distribution of power within those organizations. The power that is in one society concentrated in the hands of an individual is reflected to organizations in this society. This is also confirmed by the results of Josip Županov's

research [13], who found that distribution of power in companies largely represents a copy of distribution of social power in global society. Uncertainty avoidance in a society, i.e. low level of risk acceptance, means acceptance of strict set of rules and procedures in the society and also in organizations that operate within it. In such a manner role culture is being developed with a strict formalization, standardization and a clear hierarchy (classic bureaucratic cultures). Organizational culture of the task fits cultural dimension of individualism that emphasizes individual characteristics of individuals (activism, initiative, entrepreneurship) in terms of tendency to focus individual efforts to the achievement of organization's objectives. If national culture is dominated by feminine values, a culture of support is developed in organizations. This includes emphasizing social relationships as more important in relation to the objectives of the organization.

Interdependence between organizational and national culture is usually considered unilaterally, in the sense that more studied in the literature are impacts of organizational culture on the organization than vice versa. Given that organizational culture permeates and connects all elements of the organization, it is difficult to determine the reverse influence of company's structure and its environment on organizational culture. This effect can be best seen through the relationship between organizational and national culture, i.e. organizational cultures must recognize main characteristics of national culture.

Organizational culture of multinational companies

Modern companies operate within one or more countries. Since it is about companies that operate in several societies (countries), communication between organizational culture of these companies and specific national cultures is significantly complex. Given that those characteristics of organizational culture are exactly what those companies made successful, the question: may be: how multinational companies in general are ready to communicate with local (national) cultures? [8].

In this sense, in order to achieve better results and be competitive in the market, companies tend to establish improved communication between their organizational culture and specific national cultures. This is particularly evident in multinational companies' operations. These companies are known in the literature as "supranational". The concept of supranational is closely connected with globalization process. Different authors have explained this relationship in different manners. Here, we will comment some of them. According to Held, there are two opposite concepts in explanation of globalization process such as hyper globalizers and skeptics. According to hyper globalizers, globalization is an economic phenomenon, i.e. represents increased integration of global economy. Moreover, economic globalization is bringing about a 'denationalization' of economies through the establishment of transnational networks of production, trade and finance. On the opposite, skeptics point out the importance and growth of internationalization, while indicating interaction among predominantly national economies. They believe that globalization is a perfectly integrated world economy [5].

Also interesting is the opinion of Beck who, in order to explain the relationship between supranational and national in the process, distinguishes between globalization, globalism and globality. In this regard, Back sees globalization as processes that destroy sovereign national countries. He points out that globalization means no world state -or, to be more precise, world society without a world state and without world government. World society is not a mega-company that contains and dissolves all national societies into itself, but the world's horizon characterized by multiplicity and non-integrity which is revealed when it is created and saved in communication and action [2].

Globalization is not just economic, but a political and cultural process. Therefore, globalization implies changes also in the framework of the political and cultural spheres of a society. Changes that occur in each of these dimensions are intertwined with each other and condition each other, and therefore, the process of globalization is need to be viewed in terms of

a whole society, or rather, societies, and not to reduce it to only one of above mentioned dimensions. Certainly, changes that occur under the influence of globalization are the most intense in the framework of economic sphere of a society. When it comes to cultural transformation the endeavor to homogenize diverse value systems is evident. Homogenization represents a one-way process which mainly tends to expand values of the most developed capitalist societies to the rest of societies through the media, educational systems, and the like. This would influence facilitation of communication between companies in the market. This process is not simple and very often, unless there is compromise between "global" and local values, may be unsuccessful. Here, one paradoxical situation may be identified. Namely, on the one hand, there is a tendency for homogenization of values, i.e. a tendency to cancel the importance of social (national, i.e. political and cultural) identity, and on the other hand there is a very strong effort for establishment and development of a special "corporate identity, i.e. distinctive corporate culture. The goal is destruction of national, local identity in order to form a global identity [11].

Multinational companies tend to build basic principles of globalization with the assistance of their own organizational culture, as well as through communication with the specific national cultures. Communication between organizational cultures of these companies and the specific national cultures takes place on multiple levels. Namely, multinational companies, in order to "conquer" the market, try to adapt to demands and needs (but also to establish new needs) of a national market, which they consider a part of the global market. Such adjustment to market's needs should not be understood as the adjustment to the values of national culture. Besides, certain, corresponding values of national culture are often isolated and used for marketing purposes to enable successful penetration of those companies into the market and their keeping on the market on the long run.

Furthermore, what is interesting as regards communication of organizational culture of these companies with specific national cultures is that multinational companies, in order to operate successfully and achieve their goals, incorporate elements of certain national cultures into their organizational culture. This for a reason to operate more efficiently and achieve their goals. For example, certain elements of the Japanese national culture ("family closeness" in the company, identification of own goals with the goals of the company) have become very recognizable in the cultures of many successful companies [3].

Therefore, multinational companies, in order to be successful in their operations, "absorb" those elements of national cultures that are best for them and build them into their organizational culture. This will enhance their organizational culture due to which, in large part, they are successful on the market. In such a manner developed organizational cultures of multinational companies will be superior and the only one that enables business success. In that sense, it can serve as an example to others on how to behave in a business environment in order to achieve results and improve their business.

Organizational culture of Montenegrin companies in the context of national culture

When we talk about organizational culture of Montenegrin companies, we must remember that, after the breakup of the former country, our companies were, for many years, subject to sanctions, which objectively put them in a very difficult position. Sanctions prevented development of companies and favored distributive instead of market logic. After lifting of sanctions, due to political events, frequent economic and system changes as well as frequent changes in regulations have occurred, which further hampered business operations of transformed companies. Therefore, all of the above had to have effect on formation of attitudes, values and norms, i.e. the way of thinking and behavior of employees in Montenegrin companies. In addition, dimensions of our national culture largely defined organizational culture in Montenegrin companies.

Research methodology

The research was carried out on sample of 16 companies in Montenegro, of which 8 were private-owned (50%) and 8 state-owned companies (50%). It included 324 respondents, of which 165 (50.9%) are employed in private-owned companies and 159 respondents (49.1%) in state-owned companies. Respondents were selected randomly. A total of 400 questionnaires were distributed of which 76 questionnaires were not returned (5 questionnaires in 12 companies and 4 four questionnaires in 4 companies) so that the research eventually included a sample of 324 respondents. Companies were of different sizes, performing different types of activities (manufacturing, trading, and service) and of various technical and technological level of development.

When selecting a sample, presence of all categories in order to make a reliable conclusion was needed. In this context, attention was paid to facts that respondents are of different sexes, different work experience, level of education and that they are employed in different positions, all in order to examine a diverse sample and obtain more extensive and more accurate results. Therefore, we provided that the structure of sample corresponds to the structure of company's employees. Quite diverse and differentiated sample dictated breadth and depth of the research. The research was conducted using the classic survey method, i.e. a standard questionnaire method. In addition to primary information collected by the survey, in order to get acquainted with the factual situation, informal contacts with the management of companies were of significant benefit. Efforts of a research carrier in the course of research to get familiar with actual and specific situation in the company as well as with the potential problems that occur in the company were of relevant help. Prior to carrying out a questionnaire, the researcher made a deal with the management representatives to ask employees in writing to participate in the research. The same was done in all companies encompassed by the research.

In order to identify certain specific features of organizational culture in Montenegrin companies, the first thing was to identify, according to respondents' perception, the type of organizational culture that is present in the companies from the sample. This part of the questionnaire identified, according to perception of the respondents, the type of organizational culture present in companies in the sample. For the purposes of this research, we used Harrison's test for diagnosing the type of organizational culture. This part of research includes 15 multiple choice questions each with four possible answers (a, b, c and d). Respondents were asked to rank given answers numbering them from 1 to 4, assigning number 1 to an answer closest to their opinion, and so on. By summing up the ranks, especially under a, b, c and d, we get the type of organizational culture of a certain company. For classification of the types of organizational culture, we used Handy's classification of the types of organizational culture that differs power culture, role culture, task culture and support culture [4]. Therefore, answers under "a" implicate power culture, "b," role culture, "c" task culture and answers under "d" implicate support culture.

Table 1

Type of organizational culture

Type of culture	Number of companies	Structure of the company
Power culture	133	41.0
Task culture	104	32.1
Role culture	72	22.2
Support culture	15	4.6
Total	324	100.0

Source: Author's analysis

Research results

According to ranking of certain types of organizational culture, perception of each respondent as to what type of organizational culture belongs to his company was determined. Of the total of 324 respondents, the largest number, i.e. 41% of respondents perceived presence of power culture in their companies, 32% perceived task culture, 22% role culture and 5% of respondents perceived presence of support culture in their companies.
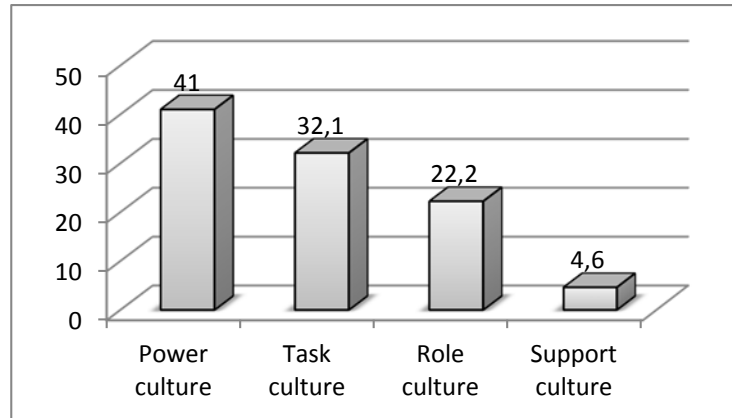

Figure 1 - Type of organizational culture

Through our questionnaire we tried to check the characteristics of the existing organizational culture in surveyed Montenegrin companies. This will help in diagnosing mental schemes and maps, which illustrate through value attitudes, ways of thinking and solving certain problems as ways of perceiving certain things and events. This will highlight essential characteristics of organizational culture that largely derive from values of national culture and their influence on the internal environment of a company.

Table 2

Organizational culture

Characteristics of organizational culture	Average grade	Standard deviation
As in life, risk combinations in business should be avoided, whenever possible?	4.1625	0.89854
Do you believe that ther is a need in your company to plan for the future and analyze the past?	4.1235	0.94601
Do you believe that your success is directly related to the success of the company as a whole?	4.0154	1.02737
Do you believe that every employee should receive a feedback about performance of his/her job from his/her manager?	3.966	1.19159
Do you think that employees in your company first belong to the company as a whole and then to the sector, service or department in which they work?	3.8796	1.0591
The motto 'a human makes mistakes' should be respected also in business "?	3.8272	0.93159
Do you believe the company should to take care of its employees who do not have a work to do?	3.6142	0.91221

Do you think that the CEO should be able to solve every issue in the company?	3.5741	1.31815
Do you believe, as a manager, that your company needs more plans, regulations and direct supervision through which performance of the staff would be controlled?	3.3704	1.21339
Do you expect any help from the government if your company gets into difficulties?	2.9136	1.28046
Do all employees participate in the adoption of certain decisions in your company?	2.6389	1.34089
Do you think that changes in organization of your company mainly brought nothing but trouble so far?	2.3827	1.23987
If you could, would you leave this company?	1.9444	1.08036

Source: Author's analysis

The questions are Likert questions with five offered alternative answers type - processing method (ANOVA). Answers are ranked in numbers from 1 to 5 such as: 5 - Yes, 4 - Mainly yes, 3 - have no opinion, 2 - Mostly not, 1 - No Employees were tasked to circle one of the five numbers, by which they expressed a degree of agreement with a specified statement. Based on frequency of answers average grades for each question were calculated. Average grade represents a respondent's degree of agreement with a given statement.

Respondents show a high degree of agreement with statements that indicate a high dose of collectivism in analyzed companies in Montenegro. Through claims that their success is directly related to the success of a company as a whole (mean value 4.01), they first belong to a company as a whole, and then to the sector in which they work (mean value 3.87), that a company needs to take care of all its employees who do not work (mean value 3.81), they show high level of identification with the group.

Employees also, agree with the statements that indicate a high level of authoritarianism in our companies through the following attitudes: every employee should receive a feedback from his/her manager about how well he/she did his/her job, that the CEO should be able to solve every issue in a company (mean value 3.57) and that, risks in the business should be avoided whenever possible, as in life (mean value 4.16)

Employees expressed a low level of agreement (mean value 1.94) by saying that they would not leave the company in which they work (grade for "No" is 1), which means that they highly agreed with the opposite statement, i.e. they want to stay in the company they work. This, again, points to belonging of an individual to a group. Fairly low level of agreement employees also shown by declaring on level of participation in decision-making in the company (mean value 2.63) as well as on their attitude to changes (mean value 2.38), which is explained in more detail in the following presentation.

Discussion of research findings
Realized research significantly underlined collectivism as organizational culture dimension. Very strong sense of belonging goes to identification of an individual with a group and the company he/she works for. It can represent an obligation of a group to an individual. This conclusion may mean an inherited syndrome of socialism and autonomous relations, according to which a group itself is responsible for the destiny of an individual. This can also be explained by the collectivism that is present in our national culture. It is sure that an individual is, in that case (or for that reason), "loyal" to a group. We will confirm the above statements by the following results. In fact, over 70% of employees expressed a sense of belonging to a group as a whole, and then to a sector he/she works in. Identification with a group is so strong that even the success of individuals is associated with the success of a group as a whole and vice versa. Approximately 45.7% of respondents mostly answered with 'Yes' to the question "Do you

believe that your success is directly related to the success of the company as a whole"?, and 35.2% of them with 'Yes'. This is supported by the remark that nearly 80% of employees said they would not have left the company they work for. Feeling of strong identification with a group is present also in the attitude according to which 58% of employees believes that the company should take care of all employees who lose their jobs, while only 8% think that it is not an obligation of the company. Therefore, there are very few of those who are not encumbered with traditional understanding of a relation employee - group. Is it something more, or it is really just a strong sense of belonging to a group?

In the case of mistakes when performing assignments, carried out research points to rather high dose of tolerance. Namely, 81.5% of employees respect a motto 'a human makes mistakes' which is to say that there are no sharp attitude towards mistakes made in business. The question is, why do 50% of respondents (which is not a negligible figure) believe that their companies need more regulation and direct oversight by which performance of staff would be controlled? It is probably the desire of employees to "remain in good relationship and not to be criticized." Here we can see a dependence on authority where employees will rather have a grudge against their teammates than to damage their relationship with the manager or superior.

We may conclude that the dimension of collectivism goes at the extreme of non-market and non-economic relations, which means that the company is much more understood as a social, rather than as a market form of operations. A significant dose of tolerance by managers can also be seen in dealing with employees. Tolerance to mistakes can be also explained by a presence of female values in national culture. Namely, a presence of these values reduces accountability and productivity thus reducing the competitiveness of the company.

By this research the employees' attitude toward authority in our companies can be noted. It can be concluded that there is a very high dose of authoritarianism. The research shows that authority is perceived inviolably, indicating relatively immature attitude towards it. Such an experience of authority entails passivity and inertia of employees in solving problems and excessive dependence on senior management. A high percentage of employees (67%) believe that the management should have the last word should be a word, i.e. the director should be able to solve every problem in the company. The study concluded that 52% of employees do not believe that adoption of certain decision should involve all employees, while only 27% of respondents believe all employees should participate in the adoption of certain decisions. Considering the fact that a significantly higher number of respondents on positions not involved in decision-making (i.e. not in managerial position), a high dose of passivity and dependence on senior management may be observed. Authoritarianism is also a consequence of our national culture. High dose of authoritarianism, besides resulting in large dependence on senior management and passivation of employees, stifles entrepreneurial spirit and initiative among employees.

More than half of respondents believe that their company needs more plans, regulations and direct oversight that would control performance of staff, that is to say that managers tend more to informal relationships with employees. About 80% of respondents do not question the necessity of feedback and two-way communication between the manager and an employee during operationalization of the task.

The study shows a relatively high degree of decision-making centralization. In fact, approximately 67% of respondents believe that the best thing is that their CEO eventually decides on everything. This raises the question of the size of the capacity of an individual is capable to decide of everything. It is interesting that the general manager is perceived as so autocratic by employees and his/her closest associates.

When it comes to attitude towards the environment and the changes it can be concluded that there is a very positive attitude of respondents towards the environment and changes. This dimension of organizational culture is seen through the following values: attitude towards business risk, attitude to changes and attitude towards the environment and the market.

A paradoxical situation may be noted here. Employees agree to a large extent that risky combination in business should be avoided whenever possible. Therefore, we note a certain amount of animosity towards risk and risky situations. However, according to answers on 'Do you think that changes in organization of your company mainly brought nothing but trouble so far'? most respondents, i.e.82% have either positive or negative attitude to changes, suggesting that the idea of importance of changes and adaptation slowly penetrates into Montenegrin companies. It is very interesting though, that for employees there is resistance to risk on the one hand and a positive attitude to change (which certainly carry with them the risk of uncertainty) on the other hand?

This positive attitude may be explained by the fact that our companies are faced with a number of issues, so their survival is often compromised. Probably of fear of losing their jobs, from a desire to preserve their workplace, employees will gladly accept any kind of change. In addition, a predominantly positive attitude towards change stems from the fact that in Montenegro in recent years many changes have occurred in all segments of our environment. In this sense, people have begun to embrace change as an integral part of their lives, not as something to be run away from. There are also a large number of foreign companies in our market that brought with them their culture-specific values, which must be reflected to employees in our companies. Therefore, a dominating attitude is the one of acceptability of a permanent and continuous development (hence the changes). However, a positive attitude to changes in the company does not negate the need and possibility of planning the future and analyzing the past. In fact, 84% of respondents believe that there is a need for planning the future and analyzing the past in the current business environment.

Regarding the relationship between a company and the state, about 34% of respondents expect help from the state, if their company finds itself in difficulties, and almost as many do not expect such help (38%). Likewise, the significant 58% believe that companies should take care of its employees who do not have any work to do. The relationship between a company and the state is, as already stated, more patronizing, with a distinct line of social charges and non-market behavior. Perception of a company, more as social than as economic form of business, undermines healthy and natural relationship to the market and to all forms of competition. That is significantly contributed by the remains of the past, steady habits and behavior and overall, still relatively uncompetitive, business environment.

Attitudes regarding risk in business are contradictory with a certain dose of immaturity. In fact, over 85% of respondents believe that risky combinations in work should be avoided and 6% believe that risk in business is worthwhile nowadays. Certainly, we conclude that there is a certain level of risk aversion. Reasons can be found in the current global economic crisis and increased caution in investment and partly in the national culture which, during socialism, was not exposed to risk (or the risk was minimal). In any case, the results show a very low degree of willingness of local companies to take over high risk ventures. Resistance to risky business combinations will probably eventually be overcome by competitive and market relations which eliminate monopolistic behavior and presume certain risk coefficient in business and overcoming of the situation in which 'all is known in advance'.

Thus, the most dominant type of culture in Montenegrin companies is power culture. The results of research show that employees in Montenegrin companies experience their company as a patriarchal family (with the general manager as a father). In such a company a group represents refugee and protection for each individual. Employees are strongly connected to a group, often to the extent that they experience their own identity exclusively through the social community. Therefore, a high loyalty to a group - a company expected to protect and assist may be noted, and in return the maximum support is provided when necessary. Furthermore, a very high degree of centralization may also be noted, as well as a low degree of formalization. Namely, managers are more likely to informal relations in communicating with employees which indicates a low degree of formalization in our companies. The lack of formalization can be explained by a high

Impact Factor ISI = 0.307
based on International Citation Report (ICR)
          Impact Factor ISRA = 1.344

dose of collectivism and presence of women's values in national culture. Women's values include domination of the need for social contacts, development of harmonious interpersonal relationships, providing support and assistance, etc. A high dose of authoritarianism has resulted in leaders who are expected to adopt all important decisions for the company. Leaders are also expected to take responsibility and risk and to decide independently. Namely, delegation of decisions to leaders subordinate avoids all risky and uncertain situations. In this case, the leader takes over the risk and responsibility of decision-making. Subordinate ones do not have anything against that. In such a situation, if the leader tried to involve employees in decision-making, it would be difficult to interpret that as a good gesture on his part. It is more likely that employees would interpret that as a sign of his weaknesses. Collectivism of our culture also means putting care of a group into the hands of the leader (who is the father of the family).

Therefore, regardless of the fact that the research has shown the dominance of power culture the presence of task culture in Montenegrin companies is very encouraging for Montenegrin economy. This points to strengthening of the role of the market and individual compared to collectivistic values which are obviously dominant. Role culture is present to a much lesser extent, and support culture is perceived only by 15 respondents, so it may be difficult to generalize conclusions when it comes to this culture.

Conclusions

Organizational culture of Montenegrin companies is the result of overall social and economic events in the region, on the one hand and our national culture, on the other hand. In this sense, we have tried to identify and understand interaction whole of beliefs, habits, traditions, value attitudes, norms and standards that characterize and mark our companies. Namely, a high dose of collectivism, authoritarianism, fear of uncertainty, risk aversion, are all certainly a consequence of overall situation in the region. Thus, organizational culture of Montenegrin companies is in some areas very high while there is no sufficient unity about a number of attitudes, which is the condition for a strong culture. Much non-uniformity is, in the opinion of the author, largely a result of remains of the past. In such circumstances, traditional, old habits and rules of conduct are still maintained, which are, under the influence of contemporary globalization processes slowly but surely disappearing.

Due to underdevelopment of a specific organizational culture "cultural space" at most of Montenegrin companies is filled by elements of national culture combined with outdated, but also with new ideological content. This had an influence on disorientation in business operations as well as on the closure of a large number of companies. Thus, a large number of companies in Montenegro bankrupted or was very cheaply sold. However, there are companies that have managed to cope with these difficulties and, owing to the better-developed organizational culture, survive in the market.

Therefore, it cannot be concluded that national culture (sometimes being "called over") is the only culprit for poor management of many Montenegrin companies. It is certainly more correct to conclude that the inadequate, underdeveloped or even completely undeveloped organizational culture contributed to the failure of those companies. In this sense, there are three categories among Montenegrin companies, such as: a group of companies that, in the process of privatization, became the property of the world's greatest multinational companies, another group was acquired by successful local companies and a third group of companies that are established and developed by "themselves" and independently compete in the market. The companies that are incorporated into large and successful global companies organizational culture is formed under the influence of those companies. On the other hand, companies that are not privatized by large global companies are seeking to develop organizational culture, but to develop themselves under the influence of organizational culture of these large and successful corporations. One of the chances of Montenegrin companies to succeed in winning the unused or underutilized parts of the market lies in mutual merging or merging with companies in the region. In this sense, it is

necessary to establish communication among their organizational cultures, as well as between their organizational cultures with specific national cultures.

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