

Description of the organizational culture in entities of Oporto, Portugal, through identification of their values: an exploratory study.

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Management by Values (MBV) in organizations has been used to influence the sense of belonging of the employees to their working space and to create and maintain the corporate identity, integrating the formation dynamics of the organizational culture and interfering with the process of organizational communication.

This exploratory study pretends to characterize the culture of 100 companies established in Oporto, randomly selected, using for this purpose the identification of their values published on their corporate websites. We used a mixed method combining content analysis with program NVivo 8 and group relation analysis between studied variables.

We identify an amount of 24 organizational values, gathered in 6 groups, showing significant differences between the existence of certain values and organizational characteristics as age, size, legal form and economy sector. The results of the research permit a contextualization of culture in organizations of the region, potentiating the organizational intervention as well as other related studies.

Keywords: organizational culture, organizational values

1. INTRODUCTION

The studies of organizational variables that involved human attitudes and perceptions, as well as the influence of organizations in these cognitive and behavioural contents can't be performed instead of its cultural context (Oliveira et al., 2002; Peterson & Wilson, 2004; Chang & Luo, 2007). This means that the same situation in two organizations may be explained by different reasons, and this can be more accurate when is referred to organizations acting in different regions and different countries. So, to find and to explain the dynamics in organizational culture may be function as the key to understand further situations existent in organizations in order to make structural and functional changes and possible interventions in the system.

1.1 Culture in organizations

Organizational culture has several functions such as creating a distinction between organizations, transmitting the sense of belonging of employees, helping to the existence of commitment to something above personal interests, contributing to the stability of the

social system thanks to the blending of the employees, controlling and regulating the organization through attitudes and behaviour, motivating employees to the content of its activity, and even to guiding organizations to success and excellence (Gomes, 2000; Amorós, 2007).

The elements that integrate the organizational culture were described for several authors and include the conception of Shein (1984) of the culture as *“a pattern of shared basic assumptions that the group learned as it to solve its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems”* including three different and related levels to comprehend culture: the unconscious level, the values and the behaviours and artefacts. This is how each organizations gain in complexity and individualization, differentiating each other. Ponjuán (2003) also describes the organizational culture as *“the dynamic set of shared values, ideas, habits and traditions of the people that work in organizations that regulate its functioning”*. Other authors also include values as a structure in organizational culture (Trice and Bayer, 1993; Hofstede et al., 1990; Payne, 1991; quoted by Campbell, 2004; Vandenberghe & Peiró, 1999) and a “bedrock” of it (Posner, Kouzes and Schmidt, 1985) demonstrating that successful companies rest on what they stand for and how seriously they take their value shaping (Deal & Kennedy, 1982 and Peters & Waterman, 1982 quoted by Posner et al., 1985; Dolan et al., 2008). So, the existence of values in the culture of the organizations as an element also presented in the identification of the corporate identity reflect the importance of taking into account this aspect in order to perceive and explain the culture and its dynamics.

1.2 Values and organizational culture

Organizational Values (OV), as an element of culture, is the main topic in our analysis of the dynamic in businesses and was described by Rokeach (1973) as *“an enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to its opposite”*, so, that’s why they represent an element used to produce organizational changes (Van de Ven & Poole, 1995) and to manage organizations as a form of coordinate activities and working with the employee’s needs and characteristics. Even more recently topics applied in the research of other areas such as “complexity” and “chaos” has being related to values in organizations (Dolan et al., 2003; Dolan et al., 2008). The use of values despite other components in culture has been a consequence of the advantage in using values to influence directly on

employee's attitudes, contributing to the conversion of beliefs into behaviours (García & Dolan, 1998). This guides organizations to develop the kind of value system that conduct to desirable outcomes and to pay attention to the attitudes of new employees (Vandenberghe & Peiró, 1999). Therefore, values can be learned if the employees already don't have them, or stimulated to develop and practice if the values are already present. Organizations are a place where values are created and shared, and are responsible for leading this process.

Several studies reflect the influence of cultural values in organizations affecting its work style, causing an impact in the performance and in the success of the business. We can find relations between values and chaos (Dolan et al., 2003), values and innovation (Jaskyte, 2002), values and Strategic Planning (García & Dolan, 1998; Williams, 2002), values and change (Kabanoff, Waldersee & Cohen, 1995; García & Dolan, 1998; Dolan et al., 2008), values and performance (Marcoulides & Heck, 1993; Ilies & Gravea, 2008), values and demographic characteristics (Li, Liu & Wan, 2008; Posner & Schminidt, 1992) and so on, but our main interest in this study is the relation between values and general descriptive characteristics in organizations in order to contextualize the culture for further researches and eventually for possible prediction of certain values according to organizational descriptors.

Since values are present in organizational behaviours and expectations, and they are a big part of its Strategic Planning, they also became part of the Planning outcomes, such as Structure and Objectives to achieve (Seever, 2000). This is the structure that will be the base to everything else in terms of manage and compose the elements that make the organization functional and through which it can be described: the amount and type of working areas, the characteristics and number of employees that each area needs, the distribution of employee's functions, the leadership patterns, the commitment and involvement of workers.

Hinings et al. (1996) studied the presence of certain values according to forms of structure's functioning identifying that OV that usually are related to good performance such as professionalism, planning and corporate involvement, are present in high level in organizations structured towards high specialization, high standardization and low centralization.

Structure is a consequence of values and also influences the types of values that the organization must have in order to accomplish its goals, in a continuous process of reconstruction and validation. This last process is known as a necessary part of the

MBV as a value audit (García & Dolan, 1998; Seevers, 2000) that guarantees the maintenance and actualization of values at the managerial system.

But, the existence of a certain culture in organizations necessarily derives from the main social culture, which adopts a way to respond to the specific current situation in the organization (Oliveira et al., 2002; Peterson & Wilson, 2004; Chang & Luo, 2007). So, culture –social and organizational– influences the dynamics in businesses, characterizing the form that each group structures their work, and the way of how are combined personal and OV. Similar values gain different meanings according to the region where the studies were made and establish the need to contextualize the values for the purpose of organizational researches.

2. OBJECTIVES

The main objective in this research is to *describe the organizational culture present in different business entities located in Oporto, Portugal, with different origin and classifications; through the identification of them published on their website.*

3. METHOD

This study was made using a type of **mixed method**, combining both qualitative and quantitative analysis. According to the objectives pursued in this kind of study, we can classify it as an **exploratory study**. This research follows a **non-experimental system**, analyzing the event in its context for previous interpretation (Hernández et al., 2006) in a **transversal** way, permitting the description of the variables at the time of were the study is taking place.

3.1 Sample

According to Hernández et al (1997), regional studies of organizations generally use a sample between 50 and 200 entities. In our case, will be using 100 organizations, controlling the variable “type of legal form of constitution”, in order to equilibrated the balance between private and public entities.

The organizations to integrate de sample were selected as randomly as possible in public sources of organizational data, specifically on Portuguese organizational directories.

The characterization of the 100 organizations corresponds to a distribution in 49 public and 51 private businesses (Table 1). The classification was made as follows:

Table 1.
Distribution of organizational characteristics according to its legal form.

		Legal Form		Total
		Private	Public	
Sector¹	Primary Sector	0	3	3
	Secondary Sector	10	2	12
	Tertiary Sector	41	44	85
Origin	Familiar	3	0	3
	Non-Familiar	48	49	97
Presence	Local	27	12	39
	30% of the territory	6	4	10
	60% of the territory	3	3	6
	90% of the territory	3	0	3
	National presence	2	28	30
	International presence	10	2	12
Size²	Micro-business	3	0	3
	Small business	19	3	22
	Medium size business	15	19	34
	Large business	14	27	41
Age	Less than 10 years	4	9	13
	Between 10 and 50 years	38	34	72
	More than 50 years	9	6	15
Sections³	Section A: Agriculture, animal production, hunt, forest and fishing	0	3	3
	Section B: Extractive industries	0	0	0
	Section C: Transformative industries	1	0	1
	Section D: Electricity, gas, steam, hot and cold water, and cold air.	1	1	2
	Section E: Treatment and water distribution, waste management and decontamination	0	0	0
	Section F: Construction	1	0	1
	Section G: Wholesale and retail trade, reparation of motor vehicles and motorcycles	3	0	3
	Section H: Transportation and storage	3	1	4
	Section I: Accommodation, restaurants and similar	7	0	7
	Section J: Information and communication activities	0	4	4
	Section K: Financial and insurance activities	2	2	4
	Section L: Real state activities	4	0	4
	Section M: Consulting, scientific and technical activities	5	5	10
	Section N: Administrative and supporting services activities	10	1	11
	Section O: Public administration and defence, obligatory social security	0	6	6
	Section P: Education	3	5	8
	Section Q: Human health and social support activities	5	10	15
	Section R: Artistic, entertainment and sport activities	0	4	4
	Section S: Other services activities	1	6	7
	Section T: Activities of families that employ domestic staff and activities of families for their own use.	5	1	6
	Section U: Activities of international organisms and other extra-territorial institutions	0	0	0

Note: ¹ According to the classification of Clark & Fourastié (1954), ²Extracted from the Portuguese work law “Código do Trabalho Lei n.º 7/2009, art.º 100.1, ³ Extracted from the Portuguese Classification of Economical Activities “CAE-Rev.3”, published by the National Institute of Statistics

3.2 Data collection

The process used to gather information on the websites of the organizations used as sample for the research was in first place a consequence of the initial identification of the possible sources of information on the site, based on the variables used for the study

as actual and desired values that could be explicit or not. In this case we had consider that the presence of values, regardless of the possibility of them to be openly written, could be found in other parts of the site as behaviours that must be analyzed for the identification of values. So the information was not only extracted from the explicit form of communication, but to the analysis of the entire site and its links.

The collection of data was made searching for information contained on publications, legal documents, documents with strategic planning issues as mission, vision and explicit values; quality policies, statistical data, and similar public documentation as a way of communication of the culture to other companies.

These types of information were presented according to each website characteristic, some of them were explicit in the structure of the site as a link to the description of the “instituição” (institution), or often in the link “sobre nós” (about us), when were included the elements of their Strategic Planning, the values and the History of the organization. More information was on the link to their products and services. In some cases the only information to arrange was about their products so we had to relate this to the values in the ways they communicate to their clients this kind of element.

Usually, some organizations also included on their site institutional documents as their whole Strategic Plan, their Action Plan to develop in a time limit, their Social Balance for the past year and the Report of the Action made in past years, besides the links to publications made by the organization such as journals, studies and papers.

All these made that the number of documents to be analyzed were above the number of sampled organizations and were reflected in the results.

3.3 Data Analysis

The **content analysis**, as a qualitative method, permits the variables identification of the study, in this case, the values, manifested or not in explicit way. To reach this goal, we used the NVIVO8 as a program for qualitative analysis, product copyright of QRS International.

Those items identified were analyzed according to age, number of workers, type of legal form, origin, main develop activity. We used **statistical analysis** contained in SPSS Statistics 17.0 program for quantitative analysis; more specifically the Mann-Whitney and the Kruskal-Wallis Tests for independent sample analysis.

4. RESULTS

The research was made using two types of analysis. First we used the qualitative analysis when were identified 24 OV (considered as sub-categories of values) that were grouped in 6 categories of values according to their meaning and behavioural purposes. Then we used the quantitative analysis to correlate the variables studied.

4.1 Qualitative analysis

The following Table (Table 2) presents the results of this process using NVIVO8 for variables extraction and categorization. Each identified OV are followed by a description, which can include common denominator with other similar values. This is because from all the spectrum of possible values we try to integrate them into a few for the subsequent methodology of the study.

Table 2.
Frequency of Organizational Values.

Organizational Values and its description		Code Resources*	Code References**
Categories	Sub-Categories		
GROUP 1. Communication: The way that the exchange of information occurred inside and outside the company, and how the organization facilitates this exchange between other organizations and between people.	1.1. Opening up: Information availability of the organization through communication, for its knowledge. Pursued of this kind of exchange of information, that also entails other organizations abroad.	39	57
	1.2. Report of action: Informational exchange of the organizational activities, processes and main goals, produced between the company and its clients (both internal and external), and between the company and its near or distant environment.	8	10
	1.3. Communication between businesses: Activities performed by the organization directed to give communicational support to other companies accomplishing its interface role.	43	125
	1.4. Communication between people: Inside and outside organizational support for exchange among workers.	27	44
	1.5. Image: Actions aimed to pursue of the wished perception that people can have related to the organization, using communication and behaviours.	5	7
Total		122	243
GROUP 2. Identity: Recognition of workers as members of the organization, and practitioners of its values.	2.1. Family values preservation: Maintenance of traditional characteristics and values in those organizations which have a familiar foundation.	12	16
	2.2. Sense of belonging: Implication of the employees to their organization.	14	36
Total		26	52
GROUP 3. Quality: Organizational characteristics that represent quality standards of the services offered to their customers.	3.1. Discipline: Desired employee's characteristics related to certain behaviours that demonstrate respect and observance of the institutional laws.	6	9
	3.2. Experience: Amount of years that the organization have since its been created.	49	78
	3.3. Worker's skills: Knowledge and capabilities of the employees and interest of develop them for the success of the job performance.	45	92
	3.4. Service's quality: Performance characteristics that allows bringing an excellence service to clients according to their demands.	61	169
Total		161	348
GROUP 4. Client relationship: Way that the organization relates to their customers.	4.1. Customization: Organizational capacity of being flexible to adapt to clients wishes in a manner that the final product can respond to customer's expectations and not in the other way, when the client have to accept the product as it is.	24	38
	4.2. Customer service: Perspective of the company to take into account the clients opinions, keeping ethic in this behaviour.	37	86
	4.3. Relation to client: Strictly work exchange between the client as the service requirer and the company as the entity with the capacity to respond to this demand.	46	86
Total		107	210
GROUP 5. Social relationship: Way that the organization uses to develop its social goals, with particular interest in problems and cultural values of the Portuguese society.	5.1. Self-actualization: Existence of an interest in promoting individual development from spiritual grounds.	6	8
	5.2. Defense of national cultural values: Organizational commitment to national values of the Portuguese society present in the organizational behaviour.	24	45
	5.3. Social equality: Equal opportunity and impartiality between workers, respecting individual characteristics.	18	37
	5.4. Social recognition: Presence of the organization in Portugal or abroad.	49	112
	5.5. State relations: Organizational responsiveness to its social object that includes the contribution to the State and the Portuguese Government activities.	35	74
	5.6. Respect for the environment: Actions that the organization do to avoid contamination and to protect natural resources and the environment.	6	11
Total		138	287
GROUP 6. Material Values: Physical and economical elements that characterize the organizational.	6.1. Capital: Use of the economical issues to bring more value to organization.	17	20
	6.2. Physical characteristics of the organization: Elements of the corporations such as space, localization, number and quality of the facilities and other descriptors.	37	71
	6.3. Marketing strategies: Managerial approach to customers and clients for the development of the service.	7	11
	6.4. Pursuit of the Legislation: Manifestation to the accomplishment to the laws by the organization.	44	122
Total		105	224

*Note: * indicates the amount of documents analyzed in the qualitative approach using the NVIVO8 software, ** indicates the amount of lines analyzed that contains the organizational value and that may be common to other values.*

4.2 Quantitative Analysis

The statistical approach, as a second part of the research, came through the relation between the identified values and their Legal Form, Sector, Size and Age. In the case of the Origin classified as Familiar or Not-Familiar Companies, and the Sections, the group distribution did not allow to apply statistical tests.

The Mann-Whitney Test was applied to the Legal Form with the categories Public and Private, and to the Sector with the categories Secondary and Tertiary (Table 3). We take into account their mean rank for comparative purposes.

Table 3.
Mann-Whitney Test for Legal Form and Sector

	Organizational Value	Legal Form			Sector		
		Mann-Whitney	Public	Private	Mann-Whitney	Secondary	Tertiary
		p-value	Mean Rank	Mean Rank	p-value.	Mean Rank	Mean Rank
Categories	1. Communication	.000	63.93	37.60	.148	38.25	50.52
	2. Identity	.000	42.06	58.61	.825	50.21	48.83
	3. Quality	.017	43.48	57.25	.350	56.08	48.00
	4. Client relationship	.068	55.90	45.31	.573	44.71	49.61
	5. Social relationship	.001	60.71	40.69	.568	44.67	49.61
	6. Material Values	.029	56.88	44.37	.207	39.54	50.34
Sub-categories	1.1. Opening up	.127	54.47	46.69	.650	52.04	48.57
	1.2. Report of action	.883	50.70	50.30	.963	48.83	49.02
	1.3. Communication between businesses	.000	64.89	36.68	.057	36.00	50.84
	1.4. Communication between people	.016	56.07	45.15	.028	36.00	50.84
	1.5. Image	.198	49.06	51.88	.391	46.50	49.35
	2.1. Family values preservation	.003	45.55	55.25	.618	51.17	48.69
	2.2. Sense of belonging	.006	45.56	55.25	.462	45.58	49.48
	3.1. Discipline	.106	48.53	52.39	.104	54.17	48.27
	3.2. Experience	.002	41.91	58.75	.155	59.04	47.58
	3.3. Worker's skills	.005	42.91	57.79	.615	45.50	49.49
	3.4. Service's quality	.031	44.33	56.43	.077	61.96	47.17
	4.1. Customization	.006	44.43	56.33	.800	50.46	48.79
	4.2. Customer service	.000	39.46	61.11	.587	52.58	48.49
	4.3. Relation to client	.261	53.55	47.57	.004	29.13	51.81
	5.1. Self-actualization	.357	51.62	49.42	.345	46.00	49.42
	5.2. Defense of national cultural values	.185	53.44	47.68	.321	54.63	48.21
	5.3. Social equality	.006	55.93	45.28	.374	44.42	49.65
	5.4. Social recognition	.023	44.26	56.50	.883	50.04	48.85
	5.5. State relations	.000	67.91	33.77	.079	37.71	50.59
	5.6. Respect for the environment	.953	50.57	50.43	.793	49.83	48.88
	6.1. Capital	.191	53.03	48.07	.974	48.83	49.02
	6.2. Physical characteristics of the organization	.074	45.92	54.90	.925	49.63	48.91
	6.3. Marketing strategies	.008	47.00	53.86	.305	45.50	49.49
	6.4. Pursuit of the Legislation	.000	63.66	37.85	.020	32.88	51.28

Note: shaded cells indicates statistical significant differences (p-value <0.05)

The Kruskal-Wallis Test was applied to the Size with the categories Small, Medium and Large Business, and to the Age with the categories “less than 10 years”, “between 10 and 50 years”, and “more than 50 years” (Table 4). For the Sector we had not to consider the Primary Sector also because of the distribution of the values, so this category also was out of the analysis.

To do the analysis of the differentiation between ranks of the organizational characteristics was made a Post-Hoc test to identify significant differences between categories that may explain the behaviour of the corporate values.

Table 4.
Kruskal-Wallis test for the Size and Age of the organization

	Organizational Values	Size				Age			
		Kruskal-Wallis test	Small Business (G1)	Medium Size Business (G2)	Large Business (G3)	Kruskal-Wallis test	Less than 10 years (G1)	Between 10 and 50 years (G2)	More than 50 years (G3)
		p-value	Mean Rank	Mean Rank	Mean Rank	p-value	Mean Rank	Mean Rank	Mean Rank
Categories	1. Communication	.095	39.48	47.78	55.12	0.001 ^{2/3}	75.15	49.15	35.63
	2. Identity	.321	50.16	45.01	51.68	0.005 ³	52.00	47.00	66.00
	3. Quality	.404	55.16	44.84	49.15	0.083	53.12	46.99	65.07
	4. Client relationship	.257	41.41	54.10	48.84	0.039 ²	69.27	46.98	51.13
	5. Social relationship	.007 ^{2/1}	32.36	54.71	53.20	0.136	63.62	47.18	55.07
	6. Material Values	.002 ^{1/3}	38.73	41.54	60.70	0.013 ²	69.50	45.61	57.50
Sub-categories	1.6. Opening up	.431	43.18	49.65	51.59	0.018 ¹	63.85	50.99	36.60
	1.7. Report of action	.920	49.77	48.38	49.10	0.061	58.23	49.94	46.50
	1.8. Communication between businesses	.026 ¹	39.16	46.19	56.61	0.044 ¹	65.88	49.53	41.83
	1.9. Communication between people	.412	44.36	48.29	52.07	0.018	66.54	48.96	44.00
	1.10. Image	.612	50.86	47.96	48.87	0.236	51.92	49.42	54.47
	2.3. Family values preservation	.253	47.55	46.32	52.00	0.001	48.46	47.93	64.60
	2.4. Sense of belonging	.185	53.43	45.24	49.74	0.385	55.62	49.06	53.00
	3.5. Discipline	.404	50.36	50.38	47.12	0.332	47.50	50.29	54.10
	3.6. Experience	.148	57.66	43.68	48.77	0.066	41.85	49.19	64.27
	3.7. Worker's skills	.609	53.75	47.69	47.54	0.146	55.27	47.42	61.13
	3.8. Service's quality	.096	59.70	47.65	44.38	0.810	45.85	51.06	51.87
	4.4. Customization	.010	57.16	52.51	41.71	0.737	46.12	51.21	50.90
	4.5. Customer service	.000 ¹	63.82	51.24	39.20	0.765	53.15	50.84	46.57
	4.6. Relation to client	.078	45.86	42.78	55.84	0.164	62.96	49.40	45.00
	5.7. Self-actualization	.182	46.00	51.74	48.34	0.025	58.69	48.93	50.93
	5.8. Defense of national cultural values	.259	49.30	53.35	45.23	0.278	58.81	48.60	52.40
	5.9. Social equality	.042	40.00	51.51	51.74	0.169	53.69	48.33	58.13
	5.10. Social recognition	.934	47.30	49.07	49.85	0.791	51.19	49.50	54.70
	5.11. State relations	.016 ¹	36.02	51.68	53.74	0.059	63.96	49.82	42.10
	5.12. Respect for the environment	.717	48.18	50.32	48.34	0.001	51.54	48.22	60.57
	6.5. Capital	.271	47.00	46.01	52.55	0.797	52.58	49.70	52.53
	6.6. Physical characteristics of the organization	.291	48.00	44.44	53.32	0.022 ³	49.85	47.21	66.87
	6.7. Marketing strategies	.006	56.57	46.87	46.71	0.286	54.69	50.47	47.00
	6.8. Pursuit of the Legislation	.000 ^{1/3}	35.36	44.00	60.46	0.033 ²	68.23	47.59	49.10

Note Note: shaded cells indicates statistical significant differences (p-value <0.05), ¹ indicates p-value<0.05 for relation between G1 and G3 in Post-Hoc test, ² indicates p-value<0.05 for relation between G1 and G2 in Post-Hoc test, ³ indicates p-value<0.05 for relation between G2 and G3 in Post-Hoc test

5. DISCUSSION

Trough the study of OV and their relation to organizational characteristics we can establish a general description of the culture in organizations of the region.

Older and Private businesses are more concern with the **Identity** than the rest, so its probable the presence of organizational patterns that involve work with values and corporate image and there's a possibility to tend to maintain traditional values, guaranteeing the preservation of the intention of the founders. However is likely to coexist more than one identity due to the perception of their workers and the amount of

years preserving its founder's values (Fiol, 1991). The final culture will be a consequence of the system of meanings that the employees and the management will attribute to what is enduring for them in the organization.

However, is recognizable that in recent years, worldwide, the work made in Old organizations regarding its Identity and integrating its values has been promoting their commitment to change in order to refresh their image and the perception of their clients and collaborators (Mucha, 2005; Dickinson, 2000), so this is the way to keep current the company.

In the other direction, Younger and Public businesses practice **Communication** as a value more than the others. More specifically if they are Large companies, they accent the **Communication between other companies**. The content of this communication is likely to be regarding marketing areas as the form of external communication more used by Lager companies (Geerardyn, 2004), creating groups concerned to public relations. In Larger companies also are more frequent in the use of press release (King, 2009) not only for marketing purpose but to inform their clients and customers of particular incidents that may occur in the company.

These results are congruent to what was describe by Grunig (1992) and Kotler and Mindak (1978, quoted by Cornelissen & Thorpe, 2001) that pose that Larger Businesses are likely to develop its external communication functions than smaller ones.

But regardless their size, if they belong to the Tertiary Sector, then is more frequent the **Communication between people**. In this case, the organizational culture of these companies will be direct to create space for the exchange, and the establishment of links between legal entities and natural persons or at least, this is a topic on their speech and a behaviour to promote.

Also in the case of Public organizations, unexpectedly, Smaller organizations have the less representation of values concerned to **Social relationship**, but this is because of the existence of a demand of **State relations** and **Social Equality** in bigger companies. They promote the commitment to the government legislation in first place, as the way to manage relations in the organization and achieve its goals. So, cultural behaviour will be directed to demonstrate their contribution to the Government, participating in governmental issues and calls, affecting their objectives and leading the organization towards this goal.

In State organizations, as is the case of public companies, and also in Large ones, the predominant type of culture reflected according the classification made by Hofstede (Felcman, 2000) is the apathetic type, characterized for a low orientation to people and to the results, excessive prudency by the administration, tendency to write more than to speak, conservatism, attachment to rules and norms, implementation of controls to avoid errors and a strong relation to bureaucracy (Felcman, 2000). This is why their main issue is to express its relation to the Government and how they accomplish its orientations.

As well, bigger companies are more affected with the problem of egalitarianism due to the amount of employees, and it's possible that this concern emerge as a value to defend and to demonstrate to others that this is nothing to complain about, creating mechanisms for the defense and protection of their workers right.

Material values are also significant in Public companies, but there are other factors of interest, because they are also in those businesses who are Large and have Less than 10 years of created, decreasing its appearance in companies with more than 10 years to 50, and remerging again in companies with more than 50 years, leading to consider that the Material values defended for older organizations are different than those defended by younger ones. In fact, Older and Larger organizations concern for their **Physical characteristics** as size of the facilities, space, construction, geographical situation and also parking lots, pathways, meeting rooms, statuary and artwork as the way organizations also use to communicate expected behaviours (Hartman, 2002); and Younger and Larger organizations concern for the **Pursuit of the legislation**, expressing behaviours destining to accomplish and follow legislation as the way larger organizations have to control and lead their workers and justify the relation to other companies (Felcman, 2000).

At last, **Quality** and **Client relationship** are the two group of values that represent companies of the region in only one of the items concern to organizational characteristics, so these are the group of values that are more often expect to be reflected on behaviours and attitudes of employees, and generating an organizational culture towards generate and communicate quality standards and the concern of the business for their clients and customers.

To achieve a kind of behaviour towards achieve a total quality management system there is a few cultural characteristics that organizations must have such as appropriate partnerships between the organization and its suppliers and customers, the

investment in training and the development of their employees skills, the quality of the work environment and the shared responsibility (Gallear & Ghobadian, 2004); so, in order to communicate **Quality** as a value these are the elements to find as cultural achievements, that also implies the existence of the concern for their **Clients**; although Prajogo & McDermott (2005) maintain the idea of that there's no a specific type of culture that can ensure the success of the establishment of a policy of total quality, but the confluence of several culture characteristics as they were ranked by several authors as Hofstede (1980), O'Reilly (1991) and Denison and Spreitzer (1991)

This **Client** approach came from the marketing vision as to direct the organization towards the satisfaction of the client's needs, so, this type of organizational culture that emphasize the focusing on clients implies the need of knowing the characteristics, needs, wants and expectations of its clients, and the maintenance of the attitude in the direction of accomplish this elements (Valdés, 2004). So, according to what was described above, both Quality and Clients are items that every organization have in common despite their cultural characteristics, and are elements that emerge of the need to be contemporary in the organizational environment.

6. CONCLUSIONS

The study proves that there are some values that can be related to certain characteristics of the organizations, which allows establishing differences between organizations, and eventually to prognosis the existence of certain values if we take any of the parameters of the organizational characteristics that we used as reference. It's also important to recognize that trough the defined values, we can establish certain elements that permits a general description of the culture that must be expected to find on the organizations according to their Size, Age, Legal Form and Sector. If there's no evidence of these culture items expected in the real dynamic of the organization, at least is an element that the entity wants to communicate and in consequence, must be underlying in their behaviours and desired values. This only guarantees that a work must be done to help the organization to achieve its goals concerning future values, from the present ones.

This kind of study permits:

- The description of the organizational culture in this State with the purpose to extend this procedure to other similar researches interested in the

definition of cultural patterns by the use of the methodology applied and the objective planned

- The use of the result for studies of cultural elements in the region according to the interest of the researcher, not only as a way of describes organizations, but to incorporate them to the characterization of the culture in general
- The uses of the results for further comparison between the region and other regions in the country, as well as other countries in the European Union, with the interest of extend those culture dynamics and establish if these are only a description of a specific situation or can be extended as a consequence of the Portuguese and / or European culture

and so on, depending on the group of researchers that wants to investigate this kind of cultural theme.

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