

**LIMES**  
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**THE INFLUENCE OF  
ORGANIZATIONAL CULTURE  
ON ORGANIZATIONAL  
EFFICIENCY**

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**FOREWORD**

# **THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE ORGANIZATIONAL EFFICIENCY: INTRODUCTORY REMARKS**

There are more than three decades, since the issue of organizational culture became one of the inevitable contents in management science. The research studies that Geert Hofstede has been doing in the various countries, in different regions of the world, has shown transparently the role of the organizational culture and the impact of the informal institutions, mental matrix and syndroms of economic culture in different countries. It took quite a long time since Geert Hofstede became ranked as one of the most influential business thinkers in the world.

Economics and management sciences are more and more incorporating the cultural issues in the researches in order to achieve more realistic and scientific results. Broadening the scope of methodology, introducing elements and tools of neuroscience, behavioral finance and economics and the experimental method, strongly influenced on the results of studies in organizational culture. On the level of national economies, explaining different results when applying the same measures of economic policies in different countries, it was necessary to use the concept of economic culture. The economic culture became one of the main socio-analytical concepts. Similarly, the organizational culture offered not only the concept, but also defined dimensions (by Hofstede and successors) such as: Power Distance, Individualism, Masculinity, Uncertainty Avoidance, Pragmatism, Indulgence versus Rewards, Long Term Orientation etc.

The researchers have been also offering various typologies. Thus, some four types of organizational culture are listed: Clun Culture, Adhocracy, Market Culture and Hierarchy Culture. The problems of communicating

and promoting the companies goals and business ethics to employees and other stakeholders remains one of the most important managerial problems. These problems are evident in the newly established companies, but in the organizations that exist for a long time, as well. The relationship between the behavior of the executives and leaders of the companies, and the job satisfaction of the employees is strongly influencing and designing the organizational culture of the companies.

In this thematic issue of the *Limes plus journal*, dedicated to the impact of organizational culture, the contributors are analyzing a number of various aspects that are influencing the attitudes of the employees and their behavior. The articles were written by authors coming from Serbia, Slovenia and Montenegro, thus reflecting some of the particularities characteristic for this region. Also, it is important to say that all the articles are based upon empirical researches. This fact gives a certain value to the thematic issues offering evidence of the current state of various aspects within the framework of the concept of organizational culture.

To our mind, the problems of organizational culture (and of economic culture, on the macro level) deserve the attention of the academic society and more efforts in promoting and launching national and international projects. There is a very rich literature dedicated to the problems of organizational culture, and, in the same time, growing novelties in methodology that could be used in order to achieve scientific results. Let us only mention the methods developed in the framework of descriptive statistics, up to the newly created approaches in experimental economics. The scientific journal *Limes plus for social sciences and humanities* is going to support this field of scientific researches, based on the growing interest for, very often, multi disciplinary approaches that combined team members from various fields and to provide a platform for a fruitful academic discussion.

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