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ORGANIZATIONAL CULTURE: HOW AWARE OF IT ARE EMPLOYEES?

– Case: Jamones Juan Gargallo (Spain) Ltd.

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The goal of this thesis is to describe the current organizational culture of Jamones Juan Gargallo Ltd and improve the staff's understanding of it. Therefore, the researcher focused on reviewing the organizational culture definitions and dimensions. In addition, she conducted face-to-face interviews and applied the Hofstede Multi-Focus Model (Waisfisz, 2015) in the case study company. The main method used in this thesis is qualitative and there were three respondents out of twenty-two employees.

Additional questions arose during the research e.g. how the national culture influences the organization and how high is the degree of organizational awareness. In order to answer these questions, the author analyzed the Spanish national culture looking for strengths and weaknesses that obstruct the ideal organizational culture.

The findings show first a clear influence of the Spanish national culture in the company, second, different degrees of organizational culture awareness in the personnel, and third, misunderstandings regarding what is the importance of the organizational culture in the tasks performance and the hierarchical structure.

The author expects that this study can help Jamones Juan Gargallo Ltd to find out how to improve the corporate culture and help the employees to be more aware of their culture. However, the results can be only applied to this particular case and cannot be generalized.

KEYWORDS:

Organizational culture, Spanish national culture, Hofstede's multi-focus model, Jamones Juan Gargallo Ltd, dimensions of organizational culture, organizational awareness.



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LIST OF ABBREVIATIONS (OR) SYMBOLS

BBVA	Banco Bilbao Vizcaya Argentaria
Ltd.	Limited company
SME	Small and medium enterprises

1 INTRODUCTION

“Corporate culture is a soft, holistic concept with, however, presumed hard consequences” (G.Hofstede, Jan Hofstede, Minkov,2010,47).

After two experiences of studying abroad in Germany and Finland, the author, who is from Spain herself, noticed significant differences between the three national cultures and how they influence at the organizational level. Consequently, she decided to focus on her home country and study the organizational culture in a Spanish company.

In Finland, she took a course related with culture, called Get Finternational ,focused on getting in contact with the exchange students in Turku University of Applied Sciences in order to get know the differences between cultures. There, the researcher got interested in business culture.

Furthermore, taking into account the cultural differences and understanding the culture of a country in which it is pretending doing business is essential for a successful outcome.(Joshi, 2016.)

However, each organization has its own culture and it is not possible to generalize to one country. Consequently, the researcher decided to look for a specific company and study its organizational culture. For doing this, she looked for tools to apply and found The Hofstede Multi-Focus model developed by Waisfisz and based on Organizational culture dimensions by Hofstede (G.Hofstede et al; Waisfisz,2015).This model is a strategic tool aimed at helping organizations to become more effective in understanding organizational culture as the way in which members of an organization relate to each other, their work and the outside world in comparison to other organization (Waisfisz, 2017).

Moreover, for choosing the company , the researcher used her networks and found a small Spanish company, where she knew some employees from different positions. In addition, the company chosen is a feasible example for explaining the national culture because of its significant cultural identity as its main product is Spanish ham, one of the most important elements of the Spanish (food) cultures.

The case company Jamones Juan Gargallo Ltd is a Spanish food company focusing on the production and trading of ham since 1964, when its founder, Juan Gargallo, laid the foundations of this family business.

Currently, the company has two butcher shops in Valencia (Spain) and, one drying shed in Teruel (Spain). In the butchers, a wide variety of products are offered, such as, fresh and cured cold meats, pâté and foie, Iberians, cheeses, and sweets wines. However, Jamones Juan Gargallo is known by its home-made hams and cold meats.

One of the butcher locations is the head office, where there are four people in the office, six employees working by shifts in the shop, two workers in the warehouse, one deliveryman and one cleaner. Departments are operational, human resource and marketing, and in each department, there is one manager. In the second butcher, one supervisor of eight employees, one cleaner, and in the drying shed, there are one supervisor and two workers. In total, there are 22 employees between the three locations.

Nowadays, Jamones Juan Gargallo Ltd has achieved the sector's recognition as one of the most distinguished companies and, in 1991 and 2006, the Spanish Chamber of commerce awarded it. (Jamones Juan Gargallo, 2017)

The main question that this research tries to answer is:

How to describe the current organizational culture in Jamones Juan Gargallo Ltd?

By studying the organization culture of Jamones Juan Gargallo the objective is to improve the corporate culture understanding by the staff, and also help newcomers to get know how to deal with the company.

Other subquestions related are:

How does the national Spanish culture influence in the organization?

How is the degree of organizational awareness in the respondents?

For answering the main question the author carried out face-to-face interviews and applied the Hofstede's multi-focus model. The subquestions were developed with the help of the literature review considering the answers of the interview.

The main research method used in this research is qualitative as the main data is obtained in the face-to-face interviews. Qualitative data cannot be translated into numbers, in this case, it was based on an interaction between the author and the company staff.

The first chapter of this research provides general information related with the background of the author as well as an introduction of the company case. The second chapter reviews the Spanish national culture, the organizational culture definitions and dimensions with the purpose of analyzing the current organization culture in Jamones Juan Gargallo and its degree of awareness by the employees. The third chapter focuses on the methodology, the research approach and method, the way of developing the personal interviews, the collection of data, the interview design and the validity, reliability and generalization of the study. The fourth chapter represents findings of the research and the fifth is the conclusion and some recommendations for the company are given.

2 DEFINING ORGANIZATIONAL CULTURE

Regarding the main topic of this study, i.e to study the organizational culture of Jamones Juan Gargallo Ltd. in order to improve the awareness of its employees and help the company to achieve its optimal organizational culture, some other questions arose such as how does the Spanish national culture influence in the organization and which is the current degree of organizational awareness.

Organizational culture is the set of values, behaviors and attitudes that characterize one group (Businessdictionary, 2017.), in this case, Jamones Juan Gargallo Ltd. In addition, this group grew in a culture, Spanish culture, with specific norms, customs, behaviors and beliefs that influence in their current behavior in the company (Businessdictionary, 2017.)

Spanish national culture

The author defines the Spanish national culture by reviewing the main analysis done by Lewis (1996) and or Hofstede (2010) and also based on her own observations as a Spanish citizen.

Lewis describes (1996) the differences between national cultures, and how they affect to business. The Lewis model differentiates between three types of national culture, linear-active, multi-active and reactive observed in the Figure 1.

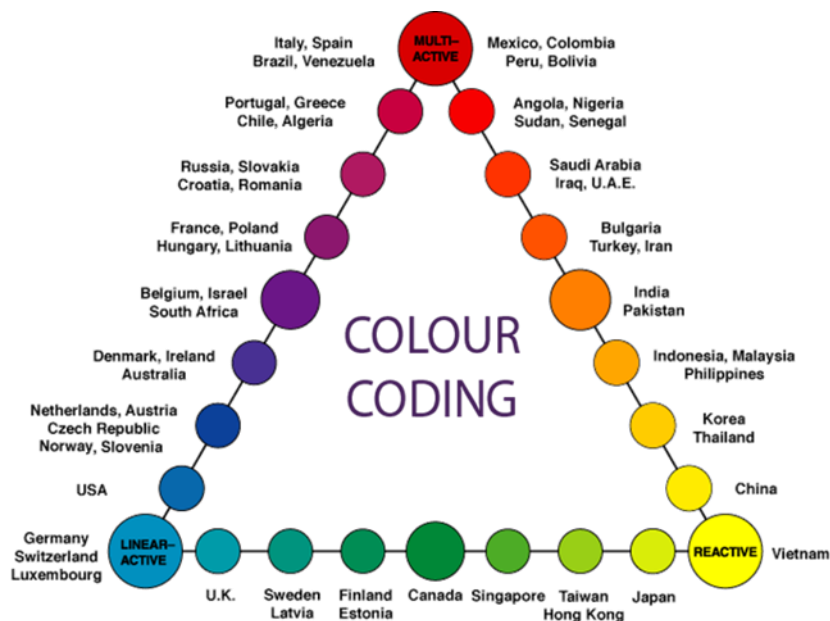


Figure 1. Cultural types model (Lewis,1996).

He considers Spain as a multi-active culture, which means, people are talkative, impulsive who give great importance to feelings, relationships and people-orientation. They like to do many things at the same time ,such as, speaking and listening, interruptions are frequent but not pauses. Multi-active cultures do not like silence, it is an uncomfortable situation when it occurs (Lewis,1996;CrossCulture, 2017.)

From the business point of view, relationships (network) are more important than products, and it is always preferable to meet face-to-face in order to do business or to have meetings. Oral communication has more effect than written or online, Spaniards like the dialogue, want to obtain information directly from people, like gossip and show less respect to rules or regulations than linear cultures. Otherwise, Spanish people like to have strong supervisors for feeling more protected, are known for being late with delivery dates and when paying for services or goods received, they are less interested in schedules or deadlines than linear cultures and often move only when they are ready. In addition, Spanish organizations do not like planning and often change their plans in the last moment, tend to be emotional and family-oriented, and not strict at all. Coming back to business, Spaniards are diplomatic and tactful but often take “short cuts”(Lewis,1996;CrossCulture, 2017.)

Nevertheless, one of the main problems when cultural discussions arise is not restricting ourselves to the topics already well known. Consequently, Spaniards are not always late, the punctuality is important in meetings, being late to work is sanctioned in many situations , rules are respected, and to meet deadlines is essential. It is also true that, the behavior is not the same outside the work, e.g in social meetings, to be late and gossip is a common practice between Spaniards, but it also important not to generalize.

Furthermore, Lewis(1996) continues that Spanish organizations follow a management pattern based on the authority that is centered around the chief executive and, in medium-sized companies, the CEO is very often the owner of the enterprise. Even in large companies, a family name or connections dominate the structure. In addition, the management style is autocratic, where family money is often on the line and employees are in general subject to the establishments.(Lewis,1996;CrossCulture, 2017.)

Supervisors work less from logic than from intuition and consider important their personal influence on all their staff members, they often supervise many employees and they are able to persuade and inspire at all levels (Lewis,1996,121.) Furthermore,Spanish organizations lack of transparency and motivation.

Again, avoiding the clichés is important, because even the 99,88% of the Spanish companies are SME (Empresa,2014), that does not always mean, a familiar structure and autocratic management style. Nowadays, it is not necessary having connections for getting a job and new forms of companies are getting popular.

In addition, a good way to get know the Spanish culture is during the meetings. Spaniards are considered rude to broach serious issues immediately, they prefer to wait around ten minutes before going into the main subject, exchanging pleasantries (Lewis,1996,153.) In order to prepare the meetings, they prefer to take points in random order and discuss them for hours before listing bullet points as conclusions. One of the aspects where Spanish culture highlight is in the behavior during the meetings, they are often uninhibited in expressing their views with gesticulation and dramatic change of facial expression . At this point, body language such as eye contact or hands gesticulation to express alertness, disapproval or distain respectively are essential. (Lewis,1996,156-159.).

Hofstede (2001) explains the features of the Spanish national culture by applying the national culture dimensions.

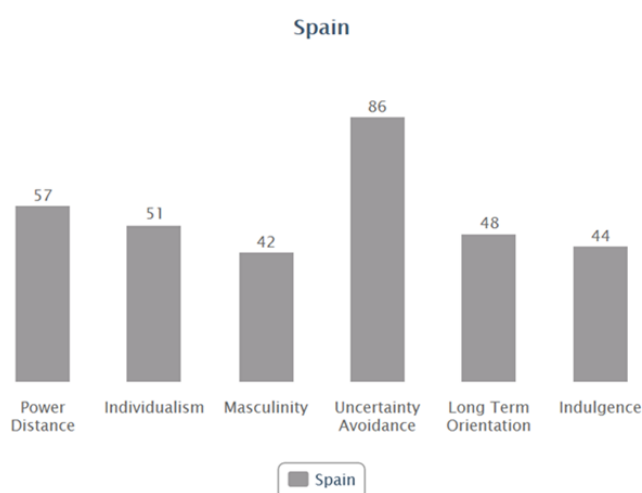


Figure 2. National culture dimensions (G.Hofstede et al.; itim centre, 2017)

Figure 2 scores Spain in all the dimensions from 0 to 100 with 50 as a midpoint, it is using the rule of thumb, where a score under 50 means that culture scores relatively low on this dimension and, over 50 scores high. The results show that first, power distance is high (57), it is a hierarchical society where everyone has its position without the necessity of justification. Consequently, inequalities and centralism arise and, in an organization, this is reflected by the distance between superiors and subordinates. (itim centre, 2017.) Secondly, Spain is a collectivist society (51) in comparison with the other culture but it is considered individualistic if the comparison is done with American or Asian cultures.

Furthermore, focusing on organizations, this dimension considers the degree of teamwork in the different national cultures and, in this case, Spaniards are motivated for working in teams. Thirdly, in terms of masculinity vs femininity, Spain score (42) shows how Spain looks for the work-life balance where excessive competition or too much polarization is not well considered due to employees being more oriented in the view of "working in order to live". However, Spanish culture is also quite masculine in many ways, gender wage gaps, fewer women in management and extensive working hours still exist. Religion is important in the society; traditional family structures are majority and gender stereotypes common(Hofstede: Masculinity / Femininity, 2017.)

Fourthly, Spain reflects a high score (86) in uncertainty avoidance index as they like having rules for everything, and they are not comfortable with the uncertainty of the future. They always look for the stability in personal and professional life and, jobs for life are the most desirable ones. Fifth, Spain is known for being a short-term (48) orientation country, which means, Spaniards do not like planning, respect traditions, like celebrations and preservation of social obligations. Finally, Indulgence is the one that sounds more abstract but the meaning can be summarized in "a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun"(G.Hofstede et al.,2001,281.) Spain is not considered an Indulgent society as it is said before, Spaniards like rules, are more oriented to a restrained thinking, and have the perception that social norms control their actions (G.Hofstede et al.; tim international,2017.)

2.1 Organizational culture

National and organizational culture are not the same concept and their dimensions differ from one to another. Organizational and National cultures are different in many aspects as members do not spend the whole life in an organizational culture and they form part of it during a specific number of hours. In addition, members choose to join it and will not stay there all their life (G. Hofstede et al., 2001, 47.)

Furthermore, national culture is based on the historical experience, geographic and geolinguistic position, psychology and appearance, language, instinct for survival, and the combination of all of the form a set of beliefs and values that sustain and satisfy the aspirations and needs of a given society whereas organization implies leadership, people in authority who write the rules for the system (Lewis, 1996, 106.)

In brief, national culture refers to values learnt by the family and in the school while organizational focus on practices learnt when people enter to work. (Lewis, 1996, 106.)

After understanding the differences between national and organizational culture, the next step is to provide a broad definition of what organizational culture means. The problem is that this concept is quite ambiguous and it is necessary comparing different definitions. Everyone agrees that organizational culture exists and plays a crucial role in shaping the behavior in organizations but there is little consensus on what organizational culture actually means and without a clear definition it is difficult to connect cultural organization with other key elements that form part of the organization such as structure or incentive systems. Consequently, defining what organizational culture is, "gives the opportunity of diagnosing the current problems and designing and developing better cultures" (Watkins, 2013).

Many classic authors such as Schein (1985, 1990) and Hofstede (2010) have defined, what organizational culture is, based on their studies. In addition Waisfisz (2017) claims there is a way in which members of an organization relate to each other, their work and the outside world in comparison to other organizations. In the Figure 3,

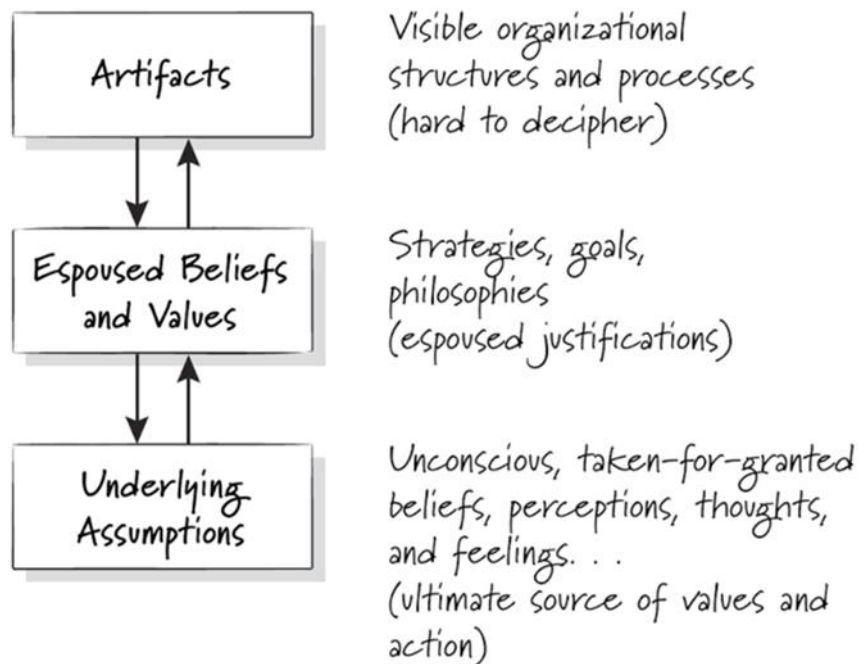


Figure 3. Levels of culture acc. E.H Schein

Schein (1985) refers to determining the organizational culture, three levels of culture, observable artifacts, values, and basic underlying assumptions. The easiest level is the artifacts because they are palpable, such as, the dress code, the manner in which people address each other or the smell and feel of the place. With the artifacts, one can analyze if one organization is more formal and bureaucratic than other, but not the implications and the meaning that they have for the members of the company. For getting what they feel or think, other tools are necessary such as open-interviews or questionnaires. However, it is almost impossible to examine what is relevant or not in the culture of an organization until a deep study of the company is made. The following levels are values and basic underlying assumptions. Here it is possible for an organization to reach consensus on the level of values and behavior they share. Values are those goals and philosophy that the company follows and underlying assumptions, the beliefs,

perceptions, feelings, and thoughts that the author pretends detecting through the personal interviews (Schein, 1985, 1990)

Some examples, where levels of culture do not work in organizations, are observed in mergers or acquisitions because of insufficient agreement on basic assumptions or different organizational cultures. (Schein, 1985, 1990)

Moreover, Trompenaars (Trompenaars, 1993; Changing minds, 2017) distinguishes four types of organizational cultures related to person versus task dimensions, and centralized (hierarchical) versus decentralized (egalitarian) dimensions. The four types are described in Figure 4.

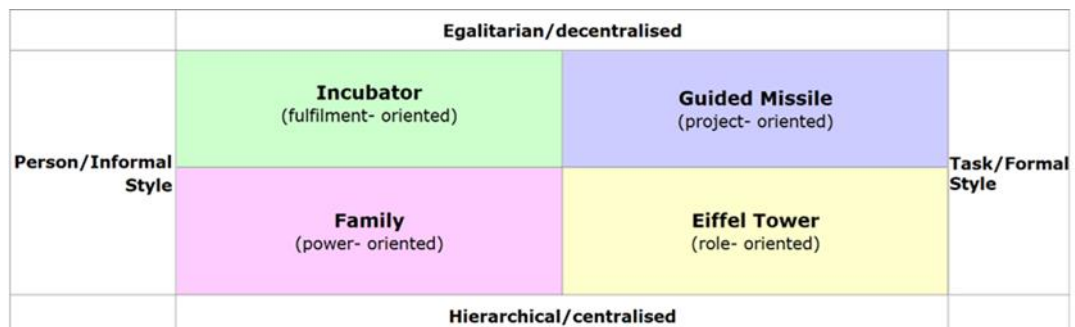


Figure 4. The four diversity cultures (Trompenaars, 1993; Changing minds, 2017)

Incubator organizations are characterized by relationships that arise spontaneously because of sharing creative processes, and where the status is related with the ones who have more creativity while Guided Missile organizations are characterized by doing specific tasks in cybernetic systems targeted upon shared objectives and for achieving the status after contributing to the targeted goal. The last two types are Family organizations, where personal and professional relationships are diffused and status is achieved by being close and representing a parent figure whereas in Eiffel tower organizations, each person has a specific role and the status is handle for the superiors who are distant and powerful (Trompenaars, 1993; Changing minds, 2017)

Looking for definitions of organizational culture closer to the current times, the author took as an example, a study by Watkins (2013) between the users of LinkedIn, a social network specialized in getting in touch people who look for a job, where 300 responses were obtained about the meaning of organizational culture. The most relevant answers included understanding culture like a repeatable behavior or habits people usually do. Focusing on the business area, some participants agreed that culture works by incentives (monetary rewards and non-monetary rewards such as status or recognition) or it is a process of "sense-making", i.e a process of sharing awareness and understanding of different individuals 'personalities, and preventing that wrong people enter to the organization. In addition, there were some remarks in the fact that culture is not unitary and static but multiple, overlapping and dynamic.

Coming back to the relation between national and organizational culture, from the point of view of most of the respondents, organizational culture is shaped by the main culture of the society and also overlaps with other cultures, especially those ones where the organization operates. Finally, the importance of understanding that in organizations, there is not only one culture, there are subcultures that managers must take into account, for example, employees of the same organization do not have the same values and behaviors if they work in the accounting department or in the marketing one.

2.2 Organizational culture dimensions

Focusing on the practical part of this research, it is the moment to explain the dimensions of organizational culture and its interpretation in The Hofstede Multi-Focus Model (Waisfisz,2015) with the goal of measuring the organizational culture of Jamones Juan Gargallo Ltd.

The explanation is given in Figure 5 :

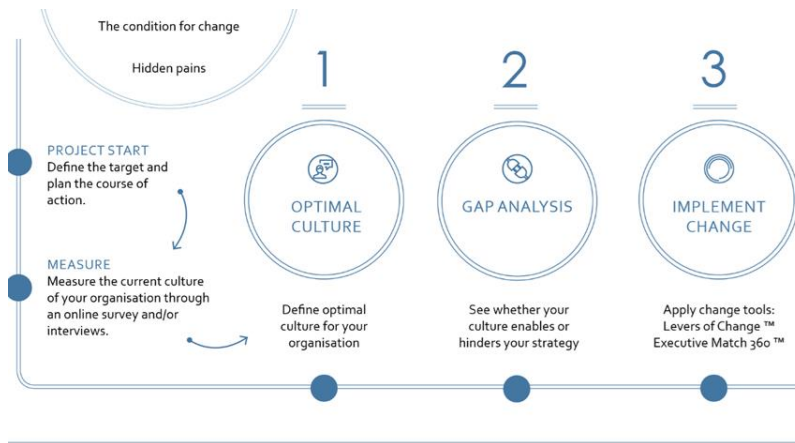


Figure 5. The Hofstede Multi-Focus process (G.Hofstede,2010; Waisfisz,2015)

which starts by defining the target (helping the organization to achieve its optimal organizational culture) and secondly, planning the course of action, measuring the current culture of the organization through personal interviews and The Hofstede Multi-focus model (Waisfisz,2015), and goes on by interpreting the organizational culture dimensions regarding the answers of the respondents. It closes by looking for an optimal organizational culture, identifying the external restrictions (national culture, other organizations) and internal restrictions.

The organizational culture dimensions (Waisfisz,2015) are process oriented vs results oriented, employee oriented vs job oriented, parochial vs professional, open system vs closed system, loose vs tight control and normative vs pragmatic. Later on, The Hofstede Multi-Focus Model added two more, degree of acceptance of leadership style and degree of identification with your organization.

The dimensions in the Hofstede Model (Waisfisz,2015) are ranked in a scale from 0 to 100, in a bar.



Figure 6. D1 Organisational effectiveness (The Hofstede centre,2016)

Figure 6 is an example of how the model looks, representing each bar one dimension with the name of dimension(D) following by the number of the dimension (1), for example, D1 is the dimension Means-oriented vs. Goal-oriented. Furthermore, the bars have different colors with a different meaning, the red orange colored parts of the bars represent positions on the dimensions that are dysfunctional for any organization, the blue part, the position of the organization in the dimension, and below the bars, there is a description of what characteristics a score, in the respective area of the dimension supports(The Hofstede centre,2016; itim International,2017).

Firstly, in means-oriented organizations, people understand their job like a routine, avoiding risks and spending only a limited effort, while results oriented culture means, putting the maximal effort for achieving new challenges (Hofstede et al.,2001,355.) This dimension is also related with the effectiveness in organizations, the process-oriented organizations focus on the way they must do the work (how), while in results-oriented organizations, employees focus on achieving some specific tasks or goals (what).

Applying Hofstede Multi-Focus Model (Waisfisz,2015) Means-oriented vs Goal oriented correspond to the Dimension (D1) and according this measurement, the organizations

are dysfunctional means oriented (0-35), when employees execute tasks without questioning the purpose, there is high internal competition, they do not inform their superiors when tasks turn wrong, and focus on short-term business. They are functional means oriented (35-45), when staff do not want to assume any risk, many rules and regulations exist, the work is repetitive, and there is a continuous monitoring. In addition, companies with a score between 45-55 also have many rules and regulations, but in this case, some risks are taken. Finally, if the punctuation is more than 55, organizations are goal-oriented, which means, they are entrepreneurs, creative, trust is important, and they want to meet the challenges presenting every day (itim International, 2017.)

Secondly, Internally driven organizations think that if they follow the normative of the company, they will know what customers need without the necessity of asking them. They only consider the procedures and ethics of the company. However, externally driven organizations focus on the results rather than in the procedures, they are flexible and competitive, meet customers 'needs and have a scope of improvement (Hofstede et al.,2001,358.) From the point of view of business ethics, pragmatic cultures are the ideal ones as they are customer oriented.

Coming back to the Hofstede Multi-Focus model (Waisfisz,2015), customer orientation is the dimension D2, and first, the company will be dysfunctional internally driven (0-30) when the stakeholders are out of focus, staff is worried about itself, no improvement is necessary and stakeholders are glad of the company existence. Second, it will be functional internally driven (30-50) if there are high standards of business ethics and honesty and following the procedures is the most important, but in this case, a scope of improvement is considering. Third, the organization will be moderately to fairly externally driven (50-75) if there are not many rules, customers need are met unless they will go against normative, and the scope of improvement is well structured. Finally, the company will be very externally driven (75-100) if it is not concerned about procedures, it is pragmatic and creative, and always meet customers' needs whatever they desire (The Hofstede centre,2016; itim International,2017.)

Thirdly, Easy and Strict work disciplines are about "the amount of internal structuring in the organization "(Hofstede et al.,2001,357). In the first scenario, the discipline is low, employees do not feel pressure in to being punctual in meetings or in achieving the deadlines, and they are not involved in the decision making-process. In addition, there is not any measure for coping with surprises or unpredictability and organizations are informal. However, in tight control organizations, the discipline is the most important

thing, the employees are aware about the importance of being serious and punctual in the workplace. Organizations are efficient, serious, and cost-conscious.

Furthermore, the organization will be dysfunctional and very easy-going (0-10) when it is extremely sloppy, extremely informal and there is a lot of joking at the cost of the of the organization. It will be functional easy-going (15-45) when it is still informal and relaxed but, there is few innovation and cost conscience. In addition, the ones which got a score between 45 to 55 are considering ,in between organizations, where they are still quite informal but it exists discipline in some areas. Finally, strict work discipline organizations (55-100) are formal because of their punctuality, cost-efficient point of , and their short and long term plans (The Hofstede centre,2016; itim International,2017.)

Fourthly, Local oriented organizations do not care about the outside environment, they are scared about it. In addition, loyalty between the members and with the organization itself is important and critical attitudes towards superiors or the organization will be sanctioned. Moreover, they focus on the present without worried about the future goals, and subordinates identify with the superiors or the department they work, not with the profession or the content of the job. Nevertheless, in professional cultures, people identify with this position and the task, they carry out. Furthermore, they are long-term organizations, and have a critical attitude inside and outside the organization. Consequently, the organizations are classifying in local, dysfunctional (0-20) when newcomers who differ with the company philosophy are rejected, critical attitude is immediately sanctioned and competition inside the organization is high.

Local functional organizations (20-45) differ from dysfunctional local organizations, in the fact that, newcomers who differ, are adjusted and tested before rejecting them, and the loyalty is more required among subordinates to their superiors and not it is extended to all the organization. Moreover, organizations with a punctuation between 45-55 are between local and professional organizations, but it persists the competition inside the organization and the short-term orientation towards the future. The next organizations will be the professional oriented, between (55-75) where the diversity and the critical attitude are well considered, they are interested in discovering where the competition exists between the personal and why, the long-term horizon is also considered, and some delegation of responsibilities is done. Furthermore, in very professional

organizations, there is high diversity, a critical attitude and employees try to learn about mistakes in order to improve (The Hofstede centre,2016; itim International,2017.)

Going on to the fifth aspect, in open systems, new employees do not have problems for adapting themselves in a few days, they feel like the old employees, whereas in closed systems, the personal feels scared of outsiders and new employees. Consequently, they keep secrets and try to maintain the distance towards newcomers (Hofstede et al.,2001,357.)

In other words, open organizations make efforts for making that everybody feels welcome, everyone is informed about what happened or is happening in the company, employees tell their bosses what they think and those who make mistakes are given the benefit of a doubt. However, in closed systems, long-term employees have a better position, are more valued in the company than new ones, and if something goes wrong, someone gets the blame. In addition, management is secretive and it is important keeping silent (The Hofstede centre,2016; itim International,2017.)

Furthermore, very open systems (0-25) are characterized for being pleasant workplaces, new employees and stakeholders in general feel immediately well welcome, well informed, and it is impossible to ask for advices to superiors. In open systems (25-45) some information is not given, there is a certain management secretive, but information needed to do a good job can be easily acquired. Moreover, more closed than open organizations (45-70) are those where outsiders do not feel welcome, those who fail are directly considered guilty until proven innocent, and it is necessary to do big efforts if employees are not old, in order to acquire information. Finally, closed companies are those where outsiders have to prove themselves, and in most cases, are tested before to be accepted (The Hofstede centre,2016; itim International,2017.)

Sixth, In employee oriented systems, organizations care about employees personal problems, there is a co-responsibility in their welfare and the important decisions are made by groups or committees, while in job oriented cultures, the pressure of getting the work done is very high, employees perceive the organization as interested only in the work employees do, not in their personal and family welfare, people are very concerned about losing their jobs, managers do not care about other's opinions and consequently, important decisions are made individually. (Hofstede et al.,2001,356.)

In addition, some top managers try to combine both ways of organization but they always tend more for one of them. Most employees think that the employee oriented is the ideal

organization because their risks are covered, but most managers disagree as they think that is incompatible with achieving their business goals. (The Hofstede centre,2016; itim International,2017.)

In Hofstede Multi-Focus tool (Waisfisz,2015), the dimension has four stages. Employee-oriented organizations (0-45) are those where management is consultative, everyone feels well- informed, work environment is adapted to the needs of employees, personal problems are considered and it is difficult to get fired. The ones with a score between 45 to 55 have some characteristics oriented to employee organizations but others turn more to a job oriented organization. Furthermore, it considers work-oriented (55-75) culture when everyone is responsible for their own welfare, important decisions are taken individually, being busy means doing a good job, and there is not interested in the community at all. Finally, very work oriented organizations (75-100) are those ones where people is put under pressure for not good reason, and employees do not leave their jobs due to there are not job opportunities or they are afraid for the consequences (The Hofstede centre,2016; itim International,2017.)

2.3 Organizational awareness

At this point, after reviewing the features of the national Spanish culture and the different dimensions that an organizational culture can take place in , the next step is detecting if an organization is aware of its corporate culture in order to suggest improvements.

Organizational awareness is the level of understanding that an organization has of its culture and structure as a whole (Catherine,2017). Benefits of being aware of it are, the possibility of improving staffing decisions, communication, team building and leadership (Northup, 2007; Catherine,2017).

Organizational awareness is also important for the development of the company. "Awareness brings insights that transform "good" results into "great" results". (Northup, 2007) Furthermore, for managing awareness in an organization two factors are important; personal and organizational awareness.

Personal awareness:

- CEO's understand that competitiveness is based on developing the strengths of their employees (Catherine,2017).
- It is necessary to build competitiveness not only in the market, but between employees. (Catherine,2017)
- CEOs must do assessments of their companies, there are three types of assessments (Catherine,2017):
 - Basics, describing individual's characteristics and using for hiring the appropriate employees and not making mistakes trough for example, surveys (Northup, 2007).
 - Diagnostic and predictive, predicting how a manager will behave in new situations for determining promotions (Northup, 2007).
 - Developmental surveys for helping managers in employee's development (Northup, 2007).

Organizational awareness:

- CEOs must have a deep understanding of the organizational structure, culture, leadership style, and also a strong self-awareness and understanding of their emotions, strengths, limitations and values (Northup, 2007).
- CEOs must be realistic about what is happening in their companies and not convince themselves that everything is right (Northup, 2007).
- CEOs find solutions when there is a gap between perception and experience, lack of productivity or competitiveness (Northup, 2007).
- CEOs must be able to find the balance between being an inefficient bureaucratic organization where employees are demotivated and a highly versatile organization which could be instable (Northup, 2007).
- Being aware that culture has a significant impact on organizational performance, around a 25% by Daniel Goleman. (Northup, 2007)

3 RESEARCH METHODOLOGY

The research methodology in this study is divided in four parts, first, an explanation of the methodology chosen, second, the interviews design, third, the target population and sampling and finally, the validity, reliability and generalization of the research are presented.

First, the main method that was used in this thesis is qualitative. A qualitative research is based on non-numeric data such as words or images, and is often used as a synonym for a data collection, for example, an interview that generates non-numerical data (Saunders et al., 2016,165.). The purpose was to be an exploratory study and was conducted through a search of the literature and the interviews (Saunders et al.,2016,175.). The author chose the qualitative method because it allows to understand more the attitudes, behaviors and emotions of the respondents, and is more appropriate for doing a research in a small company.

In addition, it is a cross-sectional research, which means, the study of a particular phenomenon at a particular time (Saunders et al.,2016,200).

Secondly, the type of interview applied was the semi-structured because of the researcher had a list of themes (dimensions of organizational culture) and key questions were developed in advance. The order of questions was also established before conducting the interviews and there was an interview schedule with an introduction, at the beginning, explaining the main goals (Saunders et al.,2016, 391.)

Furthermore, two types of interviews were developed, ones for the employees' subject to study, the shop assistant and the administrative, and another one for the manager. Both interviews have the same introduction, where it is explained what the goal of the research is i.e to measure the organizational culture of Jamones Juan Gargallo with the purpose of determining the degree of awareness between employees. Definition of organizational culture is also provided in order to clarify the meaning to the participants.

The interview for the employees has 17 questions and they are structured according to the dimensions of organizational culture established by Hofstede (2001). Consequently, each dimension represents one section of the interview. The first four questions focus on determining if the company is means or goals oriented, secondly, the next two questions try to discover if the company tends to be employee or job oriented, thirdly,

from seven to nine, if it is an open or closed company, fourthly, from ten to twelve, the degree of discipline and finally, the last four questions are about the consideration of the customers in the company, and the seventeenth question is a reflexional question about if the perception of organizational culture has changed between the respondents after the interview.

The interview for the manager is shorter, consisting of 13 questions, but the classification is the same. From one to four, the interviews focus on determining if the company is means or goals oriented, from five to seven, if it tends to be employee or job oriented, from seven to nine, the degree of discipline and finally, from 10-12, the consideration of the customers in the organization, and the 13th is the reflectional question.

Thirdly, the target population for this research was the staff from Jamones Juan Gargallo Ltd. where the researcher asked seven employees who worked there, whether they wanted to participate in the research interviews. They showed willingness but suggested here the possibility of interviewing only one representative employee of each position because of the time constraints. Consequently, one manager (30 years in the position), one administrative employee (18 years in the position) and one shop assistant (10 years in the position) were the participants in the interview. Understanding Jamones Juan Gargallo culture from different perspectives was the research approach.

For preparing the interviews the author, first, expanded her knowledge about the research topic and the organization. She looked for closer information on the internet and asked the employees about the history of the case company (secondary data). Secondly, for developing the interview themes, the author based her questions in the organizational culture dimensions. Thirdly, the author chose the place for the interviews, following the preferences of the participants because they felt it comfortable (Saunders et al., 2016, 401-404.) However, the interviews were conducted via Skype and afterwards, the author asked for some clarifications to the administrative, via email.

The Skype interviews were synchronous, which means, they were conducted in real time and the email interviews asynchronous, there were gaps in time. (Saunders et al., 2016, 424.)

Consequently, the process of data collection was, first, the researcher decided to interview key persons in the company who covered all the main positions: A manager, 61, (Interview in Valencia, Spain, 30th March 2017), A shop assistant, 46, (Interview in Valencia, Spain, 27th March 2017), and an administrative employee, 38 (Interview in

Valencia, Spain, 27th March 2017). The objective of these interviews was to clarify whether the personnel is aware of its organizational culture.

Moreover, the author asked the administrative employee for some clarifications by e-mail, and both discussed about the interviews highlights. All the interviews and discussions were conducted in Spanish as the respondents only spoke in this language. Later on, the author translated all the information to English.

Fourthly, considering the validity, reliability, and generalization in a research is essential. As it is said before this thesis is a qualitative research and it is quite challenging to demonstrate that it is of high quality and credible. Consequently, the author adapted the concepts of reliability, validity, and generalization to qualitative research.

Reliability refers to replication and consistency, which means, if a researcher is able to replicate a research and achieve the same findings, then that research would be reliable, but in a qualitative research, full reliability is not possible. Otherwise, considering reliability implies a distinction between internal and external reliability, in this case, internal reliability (ensuring consistency during a research project) was achieved on the fact that different employees gave similar answers to the researcher; employees are not aware of their organizational culture. External reliability is based on the data collection consistency, if the research was repeated or replicated ones again, in this case, other researcher asking the same questions in Jamones Juan Gargallo to the same people would obtain similar answers (Saunders et al.,2016,202.)

In addition, ensuring reliability considering some threats such as participant error, the interviews were done during the first office hours in order to choose the less sensitive time as possible and do not get quick answers. Participant bias, interviews were done in the workplace in order to provide true answers. Moreover, researcher error and bias was taken into account, the researcher studied the main authors in culture discipline and did a research about the history of the company for being prepared and not producing misunderstandings during the interviews and afterwards, in the interpretations of the answers. Researcher bias, in the sense, that some answers were interpreting in the subjective view of the author with the purpose of detecting the degree of employees' awareness in organizational culture (Saunders et al.,2016,203.)

Furthermore, validity refers to the appropriateness of the measured used, accuracy of the analysis of the results and generalizability of the findings. The research was based on face to face interviews and questions in the interviews were developed and conducted

for measuring the organizational culture in Jamones Juan Gargallo and its impact in the staff. This data collection method was chosen because Jamones Juan Gargallo is a small organization. Consequently, there is not sampling enough for sent a questionnaire to employees and ensuring the validity of the research (Saunders et al.,2016,203.)

4 DATA ANALYSIS

The research results are discussed in this chapter. The content is based on the personal interviews with the manager, the administrative employee, and the shop assistant. The interview is divided in 4 sections and the responses are shown in the Appendix .

All the interviews were conducted in Spanish via Skype. The interviews took place from 27/03/2017-31/03/2017. The length of interviews was approximately 15 minutes with the shop assistant, 20 with the manager and 30 with the administrative employee. The participants allowed the researcher to provide their personal names and positions.

The main research question was, how to describe the organizational culture of Jamones Juan Gargallo with the goal of discovering if the employees were or not aware of its culture. For measuring the culture, the author based the interview's questions on the organizational culture dimensions (Hofstede, 2001) and The Hofstede Multi Focus Model (Waisfisz, 2015). Understanding the organizational culture such as the set of values and behaviors that characterize the environment of an organization was the the author's objective.

In each section, the responses from the three participants are, first, presented in tabular form in order to find out their differences and similarities in relation to the Hofstede Organizational culture dimension, afterwards, answers are analyzed by the author.

Applying the three levels of culture by Schein (1985, 1990) observable artifacts in Jamones Juan Gargallo are: no existence of dress code, all employees wear casual clothes, managers included. People address each other in a friendly way e.g. "hey, how is your day going?" was heard by the researcher during the conduction of the interview. The following levels, values and underlying assumptions were detected during the open-interviews and explained in the sections. In addition, Trompenaars (Changing minds, 2017) defines four types of organizational cultures and the most related with Jamones Juan Gargallo is the familiar due to personal and professional relationships are diffuse and status is achieved being close and representing a parent figure.

4.1 Means- oriented vs Goals- oriented

The first section of the interviews focused on discovering if the company is means or goals oriented. The interviewer asked about the type of work they perform (routinely vs challenging) and, the existence of internal competition and the communication with superiors.

Table 1 shows the main answers and Table 2, the similarities, and differences.

Participants	Means vs Goal-oriented	Internally vs Externally driven
Administrative	Routinely tasks no internal competition Always informing superiors	Customers are right Competitive in the market No flexibility
Shop assistant	Routinely tasks Internal competition Always informing superiors	Customers are right Competitive in the market No flexibility
Manager	Challenging tasks No internal competition Always informing superiors	Customers are right Competitive in the market Flexibility

Table 1. Findings from respondents (sections 1 and 2)

Means vs Goal oriented	Similarities	Differences
	Always informing superiors	Internal competition
	Routinely vs challenging tasks	

Table 2. Findings matching Means vs Goal oriented dimension

The administrative employee, follows the same routine since the beginning, based on balance register, accounting for the VAT and customer support, in the last one, routine is broken due to every customer and supplier is different and she has to make efforts every day for being the most polite and friendly that she can. In addition, she is the first person of getting in contact with clients and providers, and she considers a challenge to solve their problems in the first round. However, she is in the same position for more than eighteen years, and nowadays, she does not make any special effort for carrying out her tasks.

The shop assistant, Rosario, does the same tasks for ten years, selling the products to customers. Even though, she said that increasing sales is always her goal, but they have a fixed salary, commissions per sales do not exist. However, the manager, Pilar, considers the job challenging as her tasks are oriented in achieving the goals of the company and every day is different to her. She does not spend all day in the office, but goes to fairs and conferences for representing the products and the company.

In addition, the researcher asked about the existence of internal competition, a common characteristic between the means-oriented organizations. The administrative employee, Amparo, never felt competition between the staff because of it is a familiar company and most of them are friends. The shop assistant does not see too much competition between shop assistants due to a commission per sales does not exist. Even so, she recognizes that the competition between the staff sometimes occurs, and it is related with the fact of having preference for one shop assistant instead of other, per part of superiors or customers.

The manager adds of not being aware of internal competition and remarks making efforts in creating a pleasant atmosphere in the workplace.

The researcher closed this first section by asking the participants about if they informed their superiors when something turns wrong. The administrative considers it an obligation informing her superiors about everything, as the responsibility will rest in them. The shop assistant agrees, and adds that if a shop assistant does not inform to superiors, customers could put a complaint and the guiltier be fired.

After the first section, the author felt that most of the tasks in Jamones Juan Gargallo are routine, as the administrative and shop assistant have been in the same position for

more than ten years, and the routine is only broken in the tasks performed by the manager, outside the company.

Regarding the existence of internal competition, and although all the participants claimed not having competition, the researcher noticed that respondents felt intimidated by this question, in the fact, that they provided short answers without going into details, and looking forward the next question.

Consequently, based on the information collected, the organization seems more means-oriented in the sense that the routine is quite high and competition is diffused. In Multi-Hofstede model, this section represents the dimension D1, and the researcher considers that the organization would obtain a score between 35-45 and it would be functional-means oriented.

4.2 Internally driven vs Externally driven

The second section of the interviews reflects if the organization is internally or externally driven focusing on customer's relationships, the degree of competitiveness, and the flexibility in Jamones Juan Gargallo. The answers of respondents are shown in Table 2, and the similarities and differences, in Table 3.

Internally vs Externally driven	Similarities	Differences
	Customers are right	Flexibility
	Competitive in the market	

Table 3. Findings matching Internally vs. Externally driven

According all the participants, customers are always right, and satisfying customer's preferences is the main goal in Jamones Juan Gargallo. In addition, customers are part of the family, they can deal directly with the superiors, and making them feel unique, is essential.

The degree of competition is high in the food industry, but Jamones Juan Gargallo has a strong marketing campaign with a wide variety of offers, customized batches and personal attention. In addition, the manager claims that the organization is adapting to new times with the social networks (Facebook and Instagram), and they are catching new customers and maintaining the existent ones using them.

Regarding flexibility, both employees have fixed working hours and shifts, but they assure having time to take care of familiar and personal responsibilities. Pilar and the other managers plan the holidays distribution, and asking for free days is not a common practice, only with a justification. The manager adds that Jamones Juan Gargallo is a small company and manage the flexibility is difficult, and familiar and personal circumstances of each employee are considering, but without harming company preferences. All agree that during December, especially in Christmas, the busiest month in the company, overtimes are frequent and holidays almost inexistent.

After analyzing these responses, the author considers that, Jamones Juan Gargallo presents characteristics associated with internally-driven organizations, but it is also externally-driven in many ways. Being not flexible and giving importance to procedures is characteristic from an internally-driven company. However, Jamones Juan Gargallo main's philosophy is, that customers are always right and it is competitive in the industry. In the Hofstede Multi Focus model, the company would be functional internally driven (30-50) as procedures must be follow, they assure knowing customer's needs and the improvement is important.

4.3 Easy going work discipline vs Strict going work discipline, and Open oriented vs Closed oriented

The third section focused on finding out if Jamones Juan Gargallo has a strict discipline or not. The interviewer oriented her questions looking for who makes the decisions, and which is the atmosphere in the workplace.

In addition, the fourth section tries to get know if the organization is open or closed oriented, asking about the relationship with superiors, the degree in which employee's personal life is considered, and the possible adaptation problems.

The highlights of these parts are summarized in the Table 4

Participants	Easy-going work discipline vs strict work discipline	Open systems vs closed systems
Administrative	Discipline is important Managers make the last decision Nice atmosphere Colleagues=friends	Personal life considered by superiors Close relationship with superiors Easy adaptation
Manager	Discipline is important Planning in advance Consideration of other's opinions Nice atmosphere Familiar organization	Personal life considered without harming company 'preferences Familiar organization Easy adaptation

Table 4. Findings from respondents (sections 3 and 4)

All respondents agree that discipline is important, the administrative, Amparo, prefers not giving her opinion to superiors, only if they ask her, but managers always make the last decision. In addition, the shop assistant never asks superiors, she only respect and comply their decisions. The manager, Pilar, agrees with them in the importance of the discipline "the organization wouldn't work without it ", but however, she thinks that being a familiar organization sometimes difficult manage it, because most of the employees are friends and superiors allow things that in a bigger company would be impossible. Furthermore, she likes planning and organizing, in advance, because "randomly decisions are always a mistake". However, unlike the other participants, she claims not making decisions alone and thinks consensus and consideration of other's opinion is essential.

Regarding the atmosphere in the workplace, is nice and relaxed, but they disagree in the type of relationships, they have, between the staff. For the administrative, most of the colleagues are also friends, but the shop assistant thinks, they are just colleagues, and the humor only appears when there are few customers or, when the shop is empty, otherwise, they are really busy for having relaxed conversations. Manager remarks that, staff's relationship is good, but there are limits, "jokes create a bad image for outsiders". Nevertheless, she always tries to promulgate a comfortable environment between her employees.

The similarities and differences observed are shown in Table 5:

Easy-going work discipline vs strict work discipline	Similarities	Similarities
	Discipline is important	Consideration of other's opinions
	Nice atmosphere	Colleagues = friends

Table 5. Findings matching Easy-going work discipline vs strict work discipline

Here, again, some responses are diffused, the author thinks Jamones Juan Gargallo tends to be easy-work discipline, in some areas, such as, employees are not involved in the decision making-process, and it can be considering informal because of the relationships they have. However, the discipline is important and the personnel is aware of being serious and punctual, when it is required. In the Hofstede Multi-Focus model, the author thinks the company's core would be between 45-55, which means, quite informal but it exists discipline.

The following questions were focused on detecting if Jamones Juan Gargallo is an open or closed organization (section 4). Both the Administrative and the shop assistant claim that the company consider their personal life but differ in the degree. Amparo thinks that her superiors always take into account her personal life, for distributing the shifts, for holidays, familiar and medical issues whereas Rosario's opinion is that even though, the personal life is considered e.g. free days for medical or familiar issues, visiting the shop and asking how the day is going, other things could take it into account, e.g. reduced

working hours for employees who have a son under twelve years old, work-family practices in general.

Relationship with superiors is good, the administrative staff is more in contact with them daily, and Amparo claims being really close, like a family, after 18 years working there. For the shop assistant, relationship is good but her contact with superiors is not the same, respect is essential.

Moreover, Amparo and Rosario did not have problems of adaptation and they consider that there is not different treatment between new and old employees. The administrative says that the most difficult part was trusting in the rest of the staff and the superiors, but she always tries to help new employees to adapt themselves. Rosario adds that considering training programs or supervisors during the first days, could help to the adaptation of new employees.

Pilar, the manager, says she considers personal life of the staff but without harming company's preferences, the relationship with personnel is close and she tries to make the adaptation of new employees as easiest as possible.

Similarities found by the researcher in this section are presented in Table 6:

Open vs closed systems	Similarities	Differences
	Easy adaptation	Personal life consideration
		Relationships-superiors

Table 6. Findings matching Open vs closed systems

According the responses, the author considers that the company is more closed oriented than open because of she perceives that some answers are not completely honest answers. All participants claim that there is not any problem of adaptation for new employees, but considering the size of the company and the close relationship the employees have, it seems strange, that an outsider feels immediately well welcome. In addition, the communication with the superiors is not the same between the administrative staff than with the shop employees. The first ones spend more time together and consequently, they are closer. Finally, work-life balance is not considered

in many cases, there is not flexibility at all, and having only free days with a justification cannot be considered a work-life practice.

In the Hofstede Multi-Focus model, the company would get a score between (45-70) more closed than open, where outsiders do not feel welcome, there is some secretiveness in the management, it is difficult to obtain information and employees do not ask to superiors.

4.4 Employee oriented vs Job oriented, and Local vs professional

The responses of the last sections are presented in the Table 7

Participants	Employee oriented vs Job oriented	Local vs professional
Administrative	Not pressure Superiors care about employees	Internal loyalty No critical attitude Short-term horizon
Shop assistant	Not pressure Superiors care about employees	Internal loyalty No critical attitude Short-term horizon
Manager	Not pressure Employees concern about losing their jobs Coaching programs for motivating employees	Internal loyalty Employees' opinions are important Short-term horizon

Table 7. Findings from respondents (sections 5 and 6)

The final sections of the interviews focused on discovering if the company tends to be employee or job oriented, and finally classifying it, like a local or professional organization.

The interviewer asked about the pressure they have in order to meet deadlines, and if they feel that superiors take care of them or not. According to Amparo, in general, she

does not feel pressure, only at the end of the year, in Christmas festivity, the busiest month in the organization, and at the end of the accounting period, which is at the same time. In this period, managers pressure is high if the staff does not make all his efforts in achieving the goals. Nevertheless, she thinks superiors consider personal and familiar aspects e.g. asking about social life, plans for the weekend, holidays, meetings outside the workplace.

In addition, Rosario feels pression if a product does not have the sales expected or "there are few clients in the shop". Rosario disagrees with Amparo, she thinks sales, customer commentaries about sell techniques, and products are the main worries of superiors. Even though, she recognizes that superiors always ask about her plans when they visit the shop.

In this section, the researcher oriented the questions for the manager in a different way, she asked the manager about the awareness of losing jobs and about training programs in order to improve the relationships with the employees.

Pilar considers employees are aware about the possibility of losing their jobs, and more after the Spanish financial crisis. Furthermore, she thinks employees are motivated despite the routinely tasks they have. She adds that for improving employee's welfare, she sometimes enrolls to coaching programs, but recognizes being really busy and delegating this function to others.

Moreover, she assures considering all the employee's opinions, "all opinions are important", specially, those ones related with customers or suppliers due to "workers have direct contact with them". She also asks them for developing marketing campaigns e.g. which batches they think that are better according the preferences of customers, and also regarding working hours, free days, and holidays. She claims that usually plans everything, but she gives freedom in order to choose which shift or holidays weeks they prefer, respecting always the structure of the company and afterwards, supervising everything.

The interviewer's conclusions are shown in Table 8:

Employee oriented vs job oriented	Similarities	Differences
	Not pression	superiors care about outputs vs employees

Table 8. Findings matching Employee vs job oriented

The author considers the company is more job oriented due to managers do not really care about other opinions, even the manager assures taking into account all the opinions, the administrative and the shop assistant's responses are not clear. Consequently, it seems that the decisions are made individually, at the end. In addition, they concern about the possibility of losing their jobs if they make a mistake. However, they claim do not feel pressure performing their tasks, a typical characteristic of employee oriented organizations.

Otherwise, in the Hofstede Multi-Focus Model, the company would be work oriented and the score obtained between (55-75).

Finally, the analysis of the local vs professional dimension is exposed in the Table 9:

Local vs professional	Similarities	Differences
	Internal loyalty	No critical attitude
	Short-term horizon	Employees' opinions are important

Table 9. Findings matching local vs professional dimension

There were not specific questions for determining the orientation of the company in terms of local vs professional oriented due to time constraints, but the author used the answers in other sections for developing this dimension. Consequently, the company tends to be more local oriented because of the interviewer observed that internal loyalty is important, a critical attitude is not appreciated, and it is shown in the administrative and shop assistant answers, when the claim "managers make the last decision". In addition, the organization has a short-term horizon, they plan, organizing, and make decisions related with the present month or two or three months' horizon

After the interviews the researcher measured the degree of organizational awareness according the different responses.

It seems that there are misunderstandings between the staff in understanding of what is the culture and the structure of the company. Regarding personal awareness, the manager does not develop the strengths of their employees e.g. same tasks for more than ten years, there is no connection between the different positions, each one perform his tasks without worried about the others and there is not assessment at all.

Considering organizational awareness, Pilar, the manager seems having strong self-awareness and understanding the limitations of the organization, but she is sometimes not realistic about what is really happening in the company e.g. “my employees are motivated even their routinely tasks”, and she does not apply any measures for improving the adaptation of new employees e.g. trainings and supervisors.

In conclusion, regarding organizational dimensions, Jamones Juan Gargallo seems following the traditional patterns e.g. process oriented, internally driven, discipline is important, closed and local oriented. In addition, there is a lack of organizational awareness and trust, the author feel that no one really cares about their culture and structure, they only focus on performing their tasks individually. However, it tends to be more open in some areas, such as, considering outsiders preferences and making efforts in being competitive in the market, but there is a lack of organizational awareness shown in the contradictory responses.

5 CONCLUSION

This study combines both theoretical and empirical research with the purpose of understanding the organizational culture of a small Spanish enterprise, Jamones Juan Gargallo Ltd. By measuring the organizational culture the objective was to improve its understanding by the staff, and also help possible newcomers to get know how to deal with the company. Additional objectives were to find out how much national Spanish culture influences in the organization, and how high is the degree of organizational awareness.

All questions were developed with the help of the interview's responses.

Question 1: How to describe the current organizational culture in Jamones Juan Gargallo Ltd?

Jamones Juan Gargallo Ltd. is a traditional food company known by its home-made hams and cold meats. A family name dominates its structure (Gargallo) and the CEO is at the same time the owner of the enterprise.

Through the collected data from the interviews, it seems that most of the employees perform the same task since the beginning, the ones being more challenging were carried out by the managers (e.g. going to fairs and conferences for representing the company.) In addition, there is no internal competition and employees always inform to superiors when something turns wrong. However, the credibility of these responses is questioned by the author because of it could embarrass employees answering questions about "hot" topics.

The importance of considering the customer such as the most valuable thing in the company was clearly perceived by the researcher. All respondents agreed customers are always right, part of the family, and make feeling them unique, is essential. Consequently, a strong marketing campaign exists e.g. customized batches and personal attention, and it makes efforts for adapting to new times e.g. Facebook and Instagram profiles.

Nevertheless, the researcher noticed how flexibility is inexistent and working overtime frequent, but no one of the respondent wanted to speak too much about that. Discipline

is important but due to the size of the company, the manager recognized that some exceptions are done e.g by familiar visits during the working hours. Furthermore, even though the manager considers that all the opinions are important, the employee's answers show that it is not usual to take part in decision process and the final decision is usually making individually by the managers. Regarding the relationships between the staff, they are close in general with some differences respecting the shop assistants and the administrative employees. It seems there are not problems of adaptation, but all the participants were old employees and the reliability is questioned again.

Finally, after analyzing the answers, the researcher considered managers influence on all their staff, it is necessary improving internal loyalty and there is a short-term horizon.

Question2: How does the national Spanish culture influence in the organization?

National Spanish culture features are observed in Jamones Juan Gargallo. Spain was characterized as a multi-active culture by Lewis and, employees in the case company follow this pattern, they were talkative and impulsive answering the questions, interruptions were frequent and silence almost inexistent.

In addition, the power distance is high, hierarchy is important, everyone has its position in the company and no one wonders about the necessity of a justification. Jamones Juan Gargallo is a small company and physical distance between superiors and subordinates is impossible as they share workplace, but the author saw lack of trust between them due to some contradictory responses.

In addition, some inequalities in the Spanish society related to work-life balance practices, fewer women in management or extensive working hours, are reflected in Jamones Juan Gargallo. The lack of work balance practices is evident, employees work twice more than managers, and there is a centralism around the CEO. The researcher also realized that the level of uncertainty avoidance is high, Jamones Juan Gargallo likes having rules for everything, employees look for stability and they wish a job for life.

Finally, the short-term orientation of the company match with the Spanish culture, not planning too much and respecting traditions such as lifestyle. There is a restrained

thinking, feeling that social norms control their actions was noticed by the researcher between the respondents.

Question 3: How is the degree of organizational awareness in the respondents?

The degree of awareness in Jamones Juan Gargallo Ltd. is low, in general. Managers are more aware about which is the structure and culture of the company than employees, but there are misunderstandings between both, the personnel simply carrying out their tasks without worried about the others, and executives are not realistic about which are the feelings, thoughts and motivations of their employees.

It seems Jamones Juan Gargallo Ltd needs to find a balance between being a bureaucratic organization and an innovative one, and start considering that culture has an impact in the organization's performance.

Based on the data collected from the interviews and considering the limitations the company has (size, number of employees, resources) the recommendations for the company to achieve its optimal organization are the following:

Start reviewing the artifacts (observable aspects) in the workplace, for example, participant's desks overflowed with paper during the conduction of the interview. Consequently, remove all those papers that are not necessary for performing the tasks and clean the desks could be the first step in order to improve employee's motivation. In addition, the administrative employee claimed to feel cold many times due to the conditioned air, taking a measure for solving that would be the second step.

Encourage effective communication with the employees. Communication exists in the company but there is a lack of trust between employees and managers. Manager should listen more the employees, taken their ideas and opinions more valuable and involved them in the process making decision. For example, the shop assistant recognized only accept and comply decisions ,and having less contact with superiors than the administrative staff. An idea could be, implementing a workplace ethics policy, identifying boundaries (conducting personal interviews or questionnaires to the employees) and taking measures for solving it.

Connect the different positions even though they perform different tasks as it is important to understand the organization as a whole. Organize group meetings in the workplace during the breaks or meet for having dinner together.

Implement rewards policies that will motivate employees e.g. a commission per sales policy for the shops assistants

Implement an organizational awareness training programs: general meetings of the whole company and within each department, in this case, between the administrative staff and the shop assistants' employees with the goal of employees had a basic understanding about organization structure, goals and mission. During these meetings give the opportunity to speak up about the organization policies and procedures.

Finally, if some of these measures are implemented, afterwards, implement periodical reviews to get feedback e.g. questionnaires, activities in group. The organization can also assess the effectiveness, and managers are the responsible of doing this task e.g. observing changes.

In this particular study the theoretical and empirical research is not broad enough due to the limitations that the researcher found. It is almost impossible to examine what is relevant or not in an organizational culture until a deep study is done. Consequently, only three personal interviews are not enough for finding out the Jamones Juan Gargallo culture. In addition, some responses are biased due to respondents felt embarrassed in the questions related to superiors, internal competition, or work-life balance policies.

Secondly, the study was conducted in a small company and the findings can only be applied to this particular company and cannot be generalized Thirdly, the author knew the company and most of the employees before doing the research, specially, the administrative employee who is relative of her. Consequently, the formality of the research may have been adversely affected. Combining qualitative and quantitative methods was the first idea of the researcher for improving validity and reliability but due to the time and distance constraints, was not possible.

For the future studies, the author recommends the following:

A deep study of the case company, combining qualitative and quantitative methods, for example, distributing anonymous questionnaires between all the employees and afterwards conducting face-to-face interviews. The reliability and the validity will increase taking that into account and respondents will feel freer to answer some questions.

Conducting the study in a company bigger, or in two or three organizations in order to generalize the findings and be more useful.

Getting in touch with a company, where all the staff is unknown for the author, to give more credibility to the research.

Finally, the author found difficult to make use of the existent literature in the company due to it is an abstract concept, and dealing with the time constraints, looking for a company and arranging interviews in a short period of part was a challenge for her. Moreover, it was the first time that the researcher did interviews and looking for the right questions was really interesting. Otherwise, she is grateful for the support and the willingness of the company in providing all the information necessary to develop this thesis.

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APPENDICES

Appendix 1 Interviews

Presentation of the topic :

The main goal of this thesis is to measure the organizational culture of Jamones Juan Gargallo Ltd. in order to improve its understanding between employees.

Organizational Culture are the values and behaviors that characterize the environment of an organization, and it is shown in the way that the company conducts its business, such as, the treating with the employees and customers, the extent of freedom in the decision making (giving opinions or developing new ideas or tasks), the degree of hierarchy, and the commitment and motivation of employees in achieving company goals.

Employee 1 MARIA AMPARO MORENTE FERREIRO

Position administrative employee

Interview date 27th of March 2017

Employee 2 ROSARIO MORALES ESTREMS

Position shop assistant

Interview date 27th of March 2017

QUESTIONS:

Means-oriented vs Goal-oriented

Belén Casas :1. Do you execute your tasks for achieving goals? Vs Do you execute your tasks following a routine without pay too much attention in the purpose?

Belén Casas:2. Do you consider your job challenging? Vs Don't you have to much effort for carrying out the tasks? How do you describe it in general?

Belén Casas 3. Do you feel that there is competition between the staff? In which situations, did you notice?

Belén Casas :4. Do you inform your superiors if it is something going wrong? Why yes? Or why not?

Internally driven vs externally driven

Belén Casas: 5. How do you describe the degree in with the customers' needs are meet? Do you think that they are always right or in some situations the organization must to take decisions even the customers' needs were harm?

Belén Casas: 6. Do you consider that the organization is flexible enough? Why yes? Or Why not?

Belén Casas: 7. Do you think that is the organization making efforts for improving the communication with the customers or not? How would you describe the current relationships between organization and customers?

Belén Casas: 8. Which degree of competitiveness do you consider the organization currently has? Is it changed over time?

Easy going work discipline vs Strict work discipline

Belén Casas: 9. How do you the describe the degree of discipline in the organization? Do you think that the work discipline is important?

Belén Casas: 10. How do you describe the making process? Is it well organized and planning in advance?

Belén Casas: 11. Do you consider that the humor exists in the organization? Are jokes normal between the staff? What is your personal opinion about having fun in the workplace?

Open systems vs closed systems

Belén Casas: 12. Do you think that your personal life is considering by your supervisors? In which measures, did you notice?

Belén Casas: 13. How do you describe the relationship with your supervisor? Is it a closed relationship?

Belén Casas: 14. Do you feel different treatment between long term and short term employees from part of the supervisors? How long are you in the organization? Did you have problems for adapting yourself in the organization?

Employee oriented vs job oriented

Belén Casas: 15. Do you feel pressure from part of your supervisors in order to meet the deadlines? In which situations, did you have this feeling?

Belén Casas: 16. Do you consider that your supervisors care only about the employees output? Why do you think so?

Last question:

Belén Casas: Did you know the organizational culture concept? If you answer was "yes", Did you change your opinion about this topic?

PILAR MARÍ ROMANGUERA

Position manager

Interview date 30th of March 2017

Means-oriented vs Goal-oriented

Belén Casas :1. Do you execute your tasks for achieving goals? Vs Do you execute your tasks following a routine without pay too much attention in the purpose?

Belén Casas:2. Do you consider your job challenging? Vs Don't you have to much effort for carrying out the tasks? How do you describe it in general?

Belén Casas 3. Do you feel that there is competition between the staff? In which situations, did you notice?

Internally driven vs externally driven

Belén Casas: 4. How do you describe the degree in which the customers' needs are met? Do you think that they are always right or in some situations the organization must take decisions even if the customers' needs were harmed?

Belén Casas: 5. Do you consider that the organization is flexible enough? Why yes? Or why not?

Belén Casas: 6. Do you think that the organization is making efforts for improving the communication with the customers or not? How would you describe the current relationships between the organization and customers?

Belén Casas: 7. Which degree of competitiveness do you consider the organization has? Has it changed over time?

Easy going work discipline vs Strict work discipline

Belén Casas: 8. How do you describe the degree of discipline in the organization? Do you think that the work discipline is important?

Belén Casas: 9. How do you describe the making process? Is it well organized and planned in advance?

Belén Casas: 10. Do you consider that humor exists in the organization? Are jokes normal between the staff? What is your personal opinion about having fun in the workplace?

Employee oriented vs job oriented

Belén Casas: 11. Do you think that employees are concerned about losing their jobs? Do you consider they are motivated enough?

Belén Casas: 12. How do you describe the importance managers give to employees' opinions?

Last question:

Belén Casas: Did you know the organizational culture concept? If your answer was "yes", did you change your opinion about this topic?

FIGURES

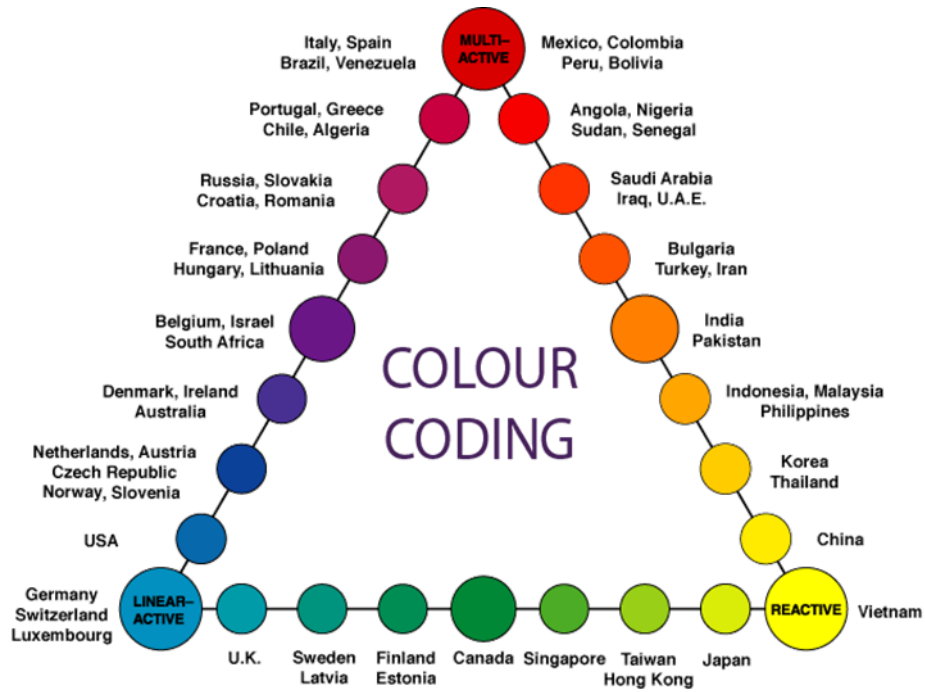


Figure 1. Cultural types model (Lewis,1996).

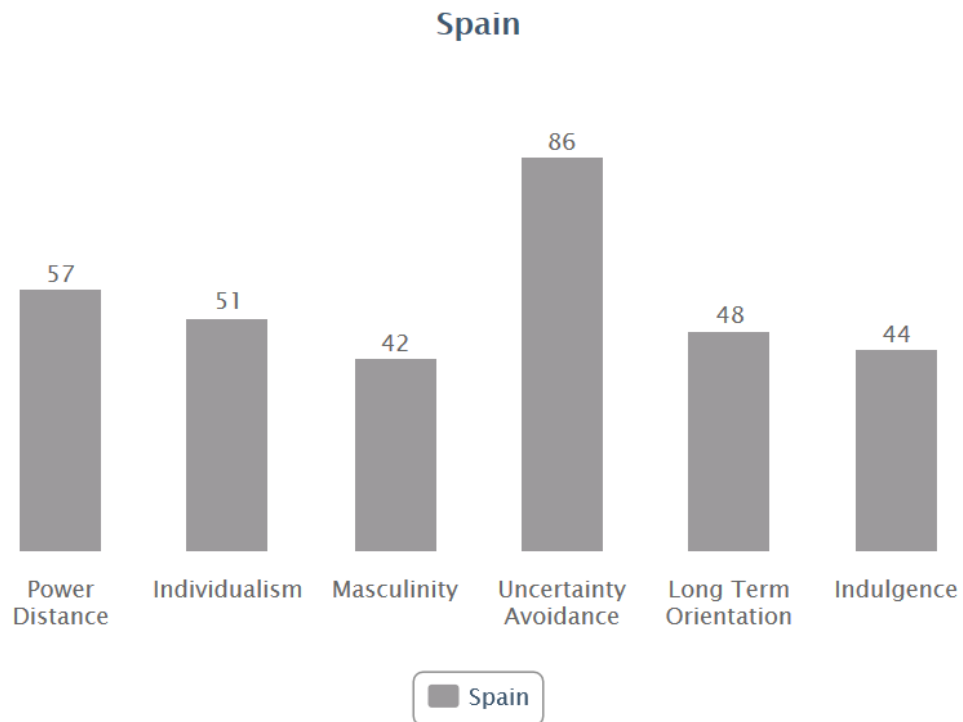


Figure 2. National culture dimensions (G.Hofstede 2010 ; itim centre, 2017)

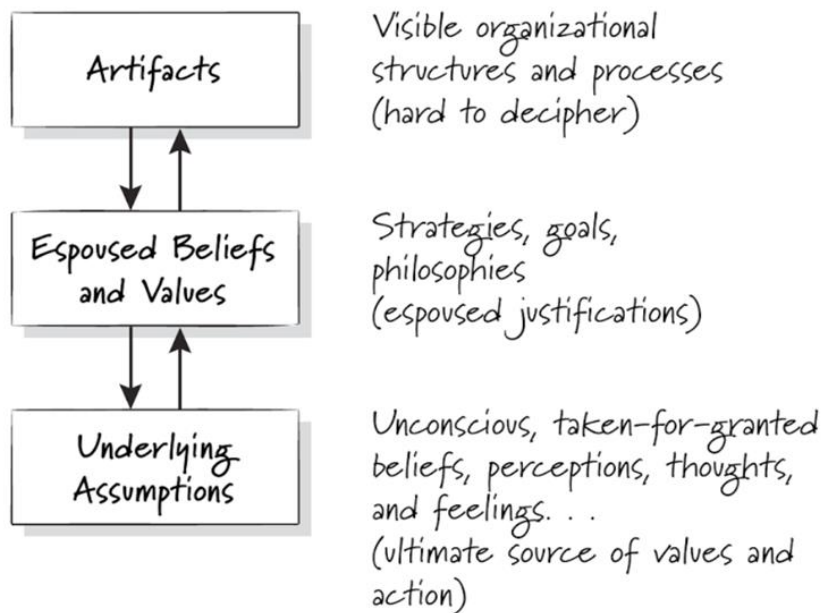


Figure 3. Levels of culture E.H Schein

	Egalitarian/decentralised		
Person/Informal Style	Incubator (fulfilment- oriented)	Guided Missile (project- oriented)	Task/Formal Style
	Family (power- oriented)	Eiffel Tower (role- oriented)	
	Hierarchical/centralised		

Figure 4. The four diversity cultures (Changing minds, 2017)

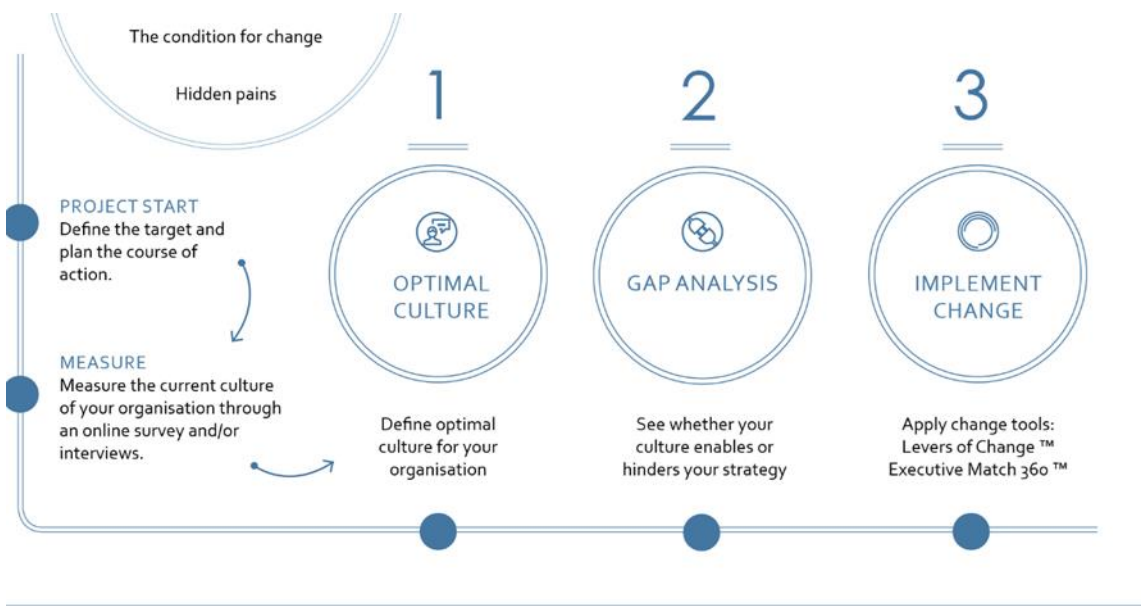


Figure 5. The Hofstede Multi-Focus process (Waisfisz,2015)

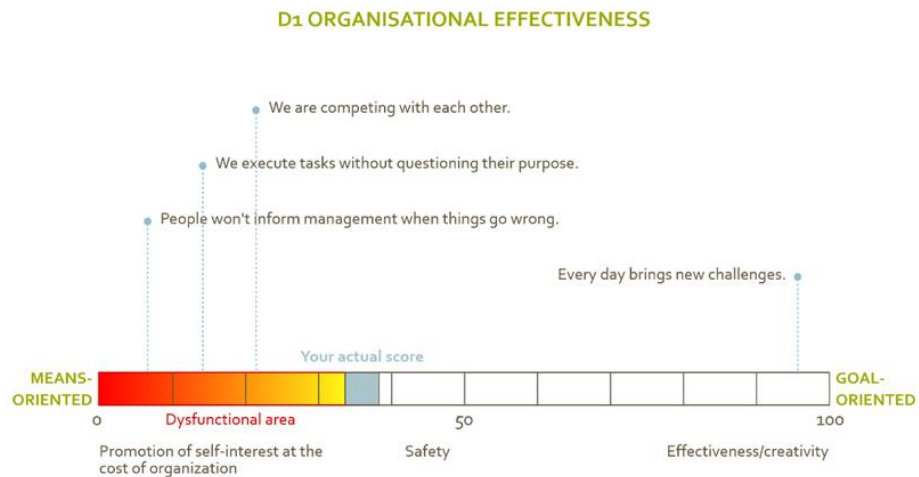


Figure 6. D1 Organisational effectiveness (The Hofstede centre,2016)

TABLES

Participants	Means vs Goal-oriented	Internally vs Externally driven
Administrative	Routinely tasks no internal competition Always informing superiors	Customers are right Competitive in the market No flexibility
Shop assistant	Routinely tasks Internal competition Always informing superiors	Customers are right Competitive in the market No flexibility
Manager	Challenging tasks No internal competition Always informing superiors	Customers are right Competitive in the market Flexibility

Table 1. Findings from respondents (sections 1 and 2)

Means vs Goal oriented	Similarities	Differences
	Always informing superiors	Internal competition
	Routinely vs challenging tasks	

Table 2. Findings matching Means vs Goal oriented dimension

Internally vs Externally driven	Similarities	Differences
	Customers are right	Flexibility
	Competitive in the market	

Table 3. Findings matching Internally vs. Externally driven

Participants	Easy-going work discipline vs strict work discipline	Open systems vs closed systems
Administrative	Discipline is important Managers make the last decision Nice atmosphere Colleagues=friends	Personal life considered by superiors Close relationship with superiors Easy adaptation
Manager	Discipline is important Planning in advance Consideration of other's opinions Nice atmosphere Familiar organization	Personal life considered without harming company 'preferences Familiar organization Easy adaptation

Table 4. Findings from respondents (sections 3 and 4)

Easy-going work discipline vs strict work discipline	Similarities	Similarities
	Discipline is important	Consideration of other's opinions
	Nice atmosphere	Colleagues = friends

Table 5. Findings matching Easy-going work discipline vs strict work discipline

Open vs closed systems	Similarities	Differences
	Easy adaptation	Personal life consideration
		Relationships-superiors

Table 6. Findings matching Open vs closed systems

Participants	Employee oriented vs Job oriented	Local vs professional
Administrative	Not pression Superiors care about employees	Internal loyalty No critical attitude Short-term horizon
Shop assistant	Not pression Superiors care about employees	Internal loyalty No critical attitude Short-term horizon
Manager	Not pression Employees concern about losing their jobs Coaching programs for motivating employees	Internal loyalty Employees' opinions are important Short-term horizon

Table 7. Findings from respondents (sections 5 and 6)

Employee oriented vs job oriented	Similarities	Differences
	Not pression	superiors care about outputs vs employees

Table 8. Findings matching Employee vs job oriented

Local vs professional	Similarities	Differences
	Internal loyalty	No critical attitude
	Short-term horizon	Employees' opinions are important

Table 9. Findings matching local vs professional dimension