

Remote First - Defining and enhancing value-based culture

Nea Niemi



Author Nea Niemi	
Degree Programme Leading Business Transformation	
Thesis title Remote First - Defining and enhancing value-based culture	Number of pages and appendix pages 96 + 20
<p>This thesis's main objective was to define and enhance Company X's current culture and make further development suggestions. Company X built and described the current values with employees and management in December 2019. At the heart of this study were the company values, and the purpose of the thesis was to understand Company X's value-based culture from the organization and employee perspective.</p> <p>The operating model in a startup can involve uncertainty, especially when it is at the beginning of its journey. Culture is recognized as a critical element for success and growth. Every organization has a culture, be it conscious or unconscious. If culture is not defined or managed, it tends to form on its own. Culture becomes important when growing from a startup to a scaleup. Therefore, it is essential to give it a thought before it takes a direction that is not aligned with the strategy.</p> <p>The theoretical framework of this thesis was built around two themes: organizational culture and remote work. Organizational culture covers frameworks and models by well-known organizational culture researchers, and the latest research and articles complemented these approaches. Remote work focused on managing and enhancing the remote work culture. Research and development methods included two quantitative surveys. The current state analysis studied employees' perspectives of the organizational culture and the data was collected in connection with an annual employee survey conducted in March 2021. Company X's ideal culture analysis studied the founders' thoughts of Company X's ideal culture. A comparison and gap analysis were made between an actual culture and the ideal culture based on the two surveys conducted.</p> <p>Based on this study, it seemed that Company X's current culture corresponds quite closely to the ideal culture. The thesis has gathered information about Company X's current culture, the extent to which employees and founders agree, and which areas could be developed. It seems that there were no themes found on which employees and founders would have completely disagreed. However, a strong organizational culture is not a permanent state and requires constant attention and enhancement. Based on this data, it seems that Company X could re-examine the values and co-create value norms that will help employees to live up to the values in everyday work. Other development themes that emerged were goal setting, leadership, and work community.</p> <p>The mapping of the current and the ideal culture was successful, and the thesis brought up valuable information about the state of Company X's organizational culture. The management team found the results interesting, and the study was seen as valuable. Based on these findings, Company X can strengthen the connection between culture, values, and strategy. First development suggestions are planned to be implemented in autumn 2021.</p>	
Keywords Organizational culture, developing organizational culture, value-based culture, high-performing organizations, remote work	

Table of contents

1	Introduction.....	1
1.1	Justification and objectives of the thesis.....	2
1.2	Structure of the research.....	3
2	Organizational culture.....	4
2.1	Concept of culture.....	4
2.2	National cultural differences.....	5
2.3	Models of organizational culture.....	10
2.3.1	Definition of organization culture.....	10
2.3.2	Hofstede's approach to organizational culture.....	12
2.3.3	Schein's approach to organizational culture.....	14
2.3.4	Competing Values Framework.....	16
2.4	How to shape organizational culture.....	18
2.5	Creating the high-performing organizational culture.....	22
2.6	Value-based culture.....	24
2.7	How to research organizational culture.....	26
3	Working remotely.....	30
3.1	What is remote work.....	30
3.2	Leading remote work.....	31
3.3	Advantages and challenges of remote working.....	33
3.4	How to enhance remote work.....	35
3.4.1	Inclusion and relatedness.....	36
3.4.2	Coaching-based leadership in the remote environment.....	38
3.4.3	Building high-performing virtual teams.....	39
4	Commissioning party.....	41
4.1	Vision, mission and values.....	41
4.2	Remote work at Company X.....	43
4.3	Leadership at Company X.....	44
5	Research and development methods.....	45
5.1	Conducting the first survey.....	45
5.1.1	Creating and testing the survey.....	46
5.1.2	Structure and timeline of the survey.....	47
5.2	Conducting the second survey.....	48
5.3	Analyzing survey data.....	49
5.4	Reliability and validity.....	51
6	Results.....	54
6.1	Results from the first survey.....	54
6.1.1	Background information of the first survey.....	54

6.1.2	Results of the total data.....	56
6.1.3	Comparison between nationality groups.....	60
6.1.4	Comparison between age groups	63
6.1.5	Current organizational culture type	67
6.1.6	Open-ended questions	70
6.2	Comparing the actual culture to the ideal culture.....	73
6.2.1	Comparing survey results.....	73
6.2.2	Comparison of actual culture type and ideal culture type.....	76
6.2.3	Comparison of open-ended questions.....	78
7	Discussion and conclusions.....	81
7.1	Main findings.....	81
7.2	Conclusions and suggestions for development	85
7.3	Evaluation of thesis.....	88
	References.....	90
	Appendices.....	97

1 Introduction

Within the past ten years, the integration of digitalization has increased opportunities for remote working and decentralized organizations. Digital tools for doing work and communicating have increased the ability to do work regardless of place and time. Decentralized teams and remote leadership have become part of every organization's operations, at least in some way. In addition to increased opportunities, the proliferation of remote working presents challenges for the organization. While virtual teams allow the organization to hire employees from all over the world, it brings an extra dimension of leading cross-cultural teams with distance. To be able to manage teams globally, it's crucial to understand cultural differences within an organization.

The year 2020 has changed many aspects of people's lives, especially in the workplace. Hundreds of millions of people are working from home and living through lockdowns due to the Covid-19 pandemic. When a crisis strikes an organization, be it a global pandemic, an acquisition, or co-operation negotiations, organizations with a robust corporate culture tend to survive with smaller bumps. As long as businesses are not operating with an entirely robotic workforce, who do not care for the culture, leaders should consider company culture as a strong case. When the organizational culture is aligned with the goals, and people hired share the same values and passion, it is more likely that the organization will be financially successful.

The operating model in a startup can involve uncertainty, especially when it is at the beginning of its journey. Each startup is different, but the similarities are usually odd hours, small teams, various benefits, quick changes in the strategy, and a group of people working passionately to reach the common goal. Culture is recognized as a critical element for success and growth. Every organization has a culture, be it conscious or unconscious. If culture is not defined or managed, it tends to form on its own. Culture becomes important when growing from a startup to a scaleup. Therefore, it is essential to give it a thought before it takes a direction that is not aligned with the strategy.

This thesis studies the current culture of Company X, which is impacted by the remote-first environment and internationally operating organization. Company X is a privately held company founded in 2019 and has four Finnish founders. The parent company is located in San Francisco and the subsidiary is based in Finland. Since the beginning, Company X has operated in various locations. Working remotely is considered a fundamental strategic approach for the organization's growth and success. Company X underlines that its

headquarters is and always will be online. The company aims to hire the best professionals, regardless of the time zone, place of residence, or nationality.

Although the world is suffering from the current Covid-19 pandemic, it has not significantly affected Company X's operations, as even before the crisis, Company X mainly operated remotely. Therefore, this research does not comment on the increased remote work caused by the Covid-19, as it is standard in the company's operations.

1.1 Justification and objectives of the thesis

The purpose of the thesis is to understand organizational culture and remote working from the organization and employee perspective. At the heart of this study are the company values, and the aim is to find out how employees see the values come true in the company's culture and remote work environment. This thesis studies and suggests development needs for Company X's value-based remote culture.

The result of this thesis is to gather a current state analysis of the culture and compare it to Company X's ideal culture. Based on the main findings, the thesis makes suggestions for cultural development together with further research and development needs. All study results are presented to the employees and to the management team verbally. This thesis's limitations are that the cultural development plan will not be taken into action and is presented only in the form of a proposal to the management team.

This thesis's main objective is to define and enhance Company X's current culture and make further development suggestions. In order to achieve the main objective, the following sub-objectives will be researched:

1. Research and explore employees' perceptions on current remote-first culture and company values
2. Define the ideal culture for Company X
3. Compare Company X's current culture to the ideal culture
4. Make suggestions on how remote-first culture could be developed and enhanced

The approach to this thesis is a research-based development. Quantitative methods were used in the implementation of the study. The current state analysis studies the employees' perspective of the organizational culture, and it was implemented as a quantitative research approach. The current state analysis material was collected in connection with an annual employee survey conducted in March 2021. Company X's ideal culture analysis studies founders' thoughts of Company X's ideal culture, and it was implemented as a quantitative research approach. The data was collected with a survey that was based on the current state analysis questions, but in the perspective of an ideal culture type. Based

on the two surveys conducted, a comparison and gap analysis were made between an actual culture and the ideal culture. Lastly is presented development suggestions for the organizational culture.

1.2 Structure of the research

The thesis consists of seven chapters, starting with an introduction that discusses the justification and objectives of the thesis. The introduction is followed by a theoretical framework, where main concepts will be defined. Chapter two discusses and compares different approaches and models to organizational culture and its development. Chapter three views the culture from the perspective of an organization that emphasizes a remote work environment. After the theoretical framework, the commissioning party of this thesis is introduced in chapter four.

Chapter five introduced the implementation of research in practice and introduced selected research and development methods together with the evaluation of reliability and validity. This is followed by chapter six that first introduces the results from a quantitative survey study sent to employees and finally compares the actual organizational culture to the ideal organizational culture. The main results will be discussed in the final part of the thesis. In addition to reviewing the results and findings, the last chapter presents suggestions for further research and development. Finally, the success of the research process is evaluated.

2 Organizational culture

This chapter presents the theoretical framework and models of organizational culture. The purpose of this chapter is to review existing literature on the topic of organizational culture from the perspective of how to shape the organizational culture in the multicultural, remote-working startup organization. In order to understand the organizational culture, the definition needs to be addressed through many interpretations. In this chapter, the key concepts and theories of organizational culture are defined mainly by the cultural research pioneers Schein, Hofstede, and Cameron and Quinn. Terms such as corporate culture or company culture can be used instead of organization culture. In this thesis, the term organizational culture is chosen to be used instead of other synonyms.

2.1 Concept of culture

Schein (2009a, 27) defines culture as a pattern of the common assumption that the group has learned while solving problems, that has worked well enough to be considered as a valid way of doing things and, therefore, is taught to new members of that cultural group as the right way to think, feel and perceive future problems. Denison and al. (2012, 1) describes the culture similarly to Schein, collective wisdom that gathers over time when group members learn the best way to survive. Hofstede and Hofstede (2005, 4) again define culture as a collective phenomenon that is always shared with other people, the learned patterns of thinking, knowing, learning, and behaving through unwritten rules within the shared social environment.

Hofstede and Hofstede (2005, 4) present culture as mental programming, the “software of the mind.” By this description, Hofstede means the social environments in which one grew up and collected the experiences. According to Hofstede (2005, 4), culture is always learned and shared, and it evolves from the social environment, not the genes. However, Schein (2016, 7) argues that the earliest shared learnings, beliefs, values, and desired behaviors are the cultural DNA, the basic taken-for-granted assumptions. Also, most practitioners agree that culture affects everything that a group is and how it behaves. However, Luukka (2019, 23) argues against Schein’s view that culture cannot be described as a part of DNA, as a culture can be changed and influenced, while genetic factors, such as DNA, remain unchanged.

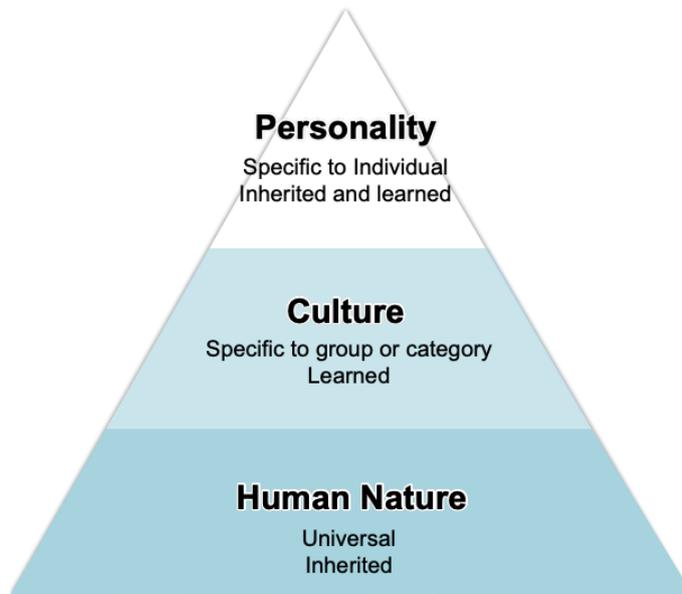


Figure 1. Three Levels of Mental Programming (adapted from Hofstede & Hofstede 2005, 4)

Figure 1 presents Hofstede's previously mentioned levels of mental programming, software of the mind. According to Hofstede and Hofstede (2005, 2), human nature, culture, and personality should be distinguished. On the lowest level is human nature, being the universal level that every human being inherits within one's genes. This level enables the individual to feel love, joy, anger, sadness, fear, and the ability to associate with others and observe the environment. While human nature enables the ability to experience emotions, culture modifies how emotions are expressed or observed. On the highest level is an individual's personality, the unique set of mental programs that is not shared with other human beings. Personality is a combination of inherited and learned traits. In this context, learned means the traits are modified by the culture's influence combined with unique personal experiences. (Hofstede & Hofstede 2005, 4.)

Culture as a concept has had a long history in research, and the spectrum of definitions of culture is diverse. However, commonalities can be found in all of the definitions. In short summary, culture is a learned and shared group phenomenon that directs a groups' behavior and is differentiating one group from another. The next chapter presents Hofstede's study of culture on a national level.

2.2 National cultural differences

Globalization and increased remote work have enabled organizations to recruit professionals from around the world, regardless of location, time zone, or nationality, which allows the organization to differentiate itself from competitors with the best experts'

help. On the other hand, multinational organizations encounter challenging times, as management needs to understand how to interact with individuals from different cultural backgrounds. This subchapter aims to have a better understanding of national culture by studying existing cultural models.

The chosen approach to viewing national cultural differences is Hofstede's well-known research. In 1980 Hofstede conducted an analysis based on the IBM employee database to understand countries' cultural differences and presented his four-dimensional model. In 1988, Hofstede added a fifth dimension into his model based on the study on the Chinese Value Survey started by Michael Harris Bond. (Minkov & Hofstede 2012, 3.) In 2010, Hofstede invited Minkov to join the author team and added the sixth dimension (Minkov & Hofstede 2011, 15). Hofstede's model was chosen because it gives a good insight into two main national cultures present in Company X: Finnish and American. Next is presented the cultural differences between these two nations by Hofstede's analysis. At the end of this subchapter is discussed further the usability of Hofstede's approach with the criticism the study has brought up among cultural researchers.

According to Hofstede's (Hofstede Insights 2021b) landmark study, there are six factors that differentiate cultures at a national level: power distance, individualism-collectivism, masculinity-femininity, uncertainty avoidance index, long-term orientation-short term normative orientation, and indulgence-restraint. Together these six factors form a six-dimensional model of differences between national cultures. In the research, cultural differences between nations should be used carefully to avoid typical cultural assumptions. Therefore, the relationship between an organization and its culture must only be understood so that all the different cultural backgrounds would enhance the organization's culture to achieve a shared goal. (Hofstede & Hofstede 2005 18-19.) As emphasized in the previous chapter, culture is a group phenomenon. Personality has a major role in one's behavior, and when observing individuals, national differences are less apparent. Yet, the larger the group is observed, the more noticeable national culture will be. (Hofstede Insights 2021c.)

The 6D-model focuses on distinguishing countries rather than individuals from each other. Therefore, the scores give a good overview of different factors between the countries and describe a central tendency in society. However, each of us is unique in the way we are, but some social norms and national policies assure that the majority will not be different from the norm. (Hofstede Insights 2021.) According to Hofstede, where it is possible to separate survey results by region, ethnic, or linguistic group, this should be done (Hofstede & Hofstede 2005, 19).

Hofstede’s six-dimensional model shows differences in national cultures. Each country has been scored on a scale of 0 to 100 for each dimension. Each of the dimensions is described with two opposite extremes. When examining the country scores, it can be seen that the score is somewhere in between the extremes in most cases. (Hofstede & Hofstede 2005, 23-25.) Next is presented a more detailed country comparison between Finland and the United States. (Figure 2.)

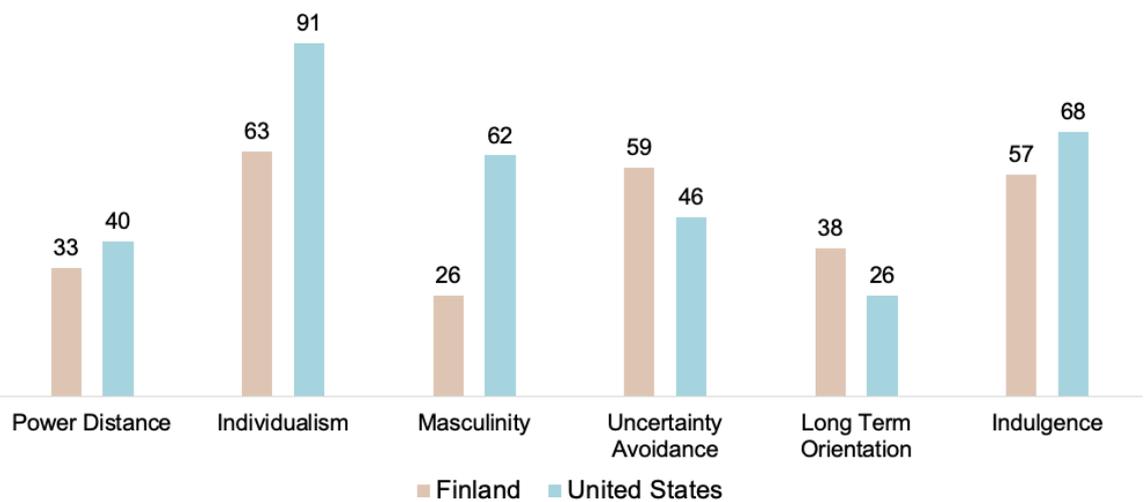


Figure 2. Country Comparison between Finland and United States (adapted from Hofstede Insights 2021a)

Power Distance score presents how inequality is handled in society. The inequality is visible in each society, and it appears, for example, that some people have more power, wealth, and status than others. Both the United States and Finland have a reasonably low score in power distance. In a comparison of 74 countries, the United States has a shared rank of 57-59, and Finland’s rank settles on 66, meaning that there are eight countries in the world with a lesser score in power distance than Finland. Finland’s and United States’ low scores on this dimension mean that these societies have no high hierarchy and are moderately equal countries. For example, it is acceptable to question and even challenge the management’s views in low power distance societies organizations. Power distance is the score, where Finland and the United States are the most aligned. (Hofstede & Hofstede 2005, 40-44; Hofstede Insights 2021a.)

Individualism is described as the degree of interdependence a society maintains among its members. In this dimension, the high end of the score defines their self-image as “I” while the low end of the score defines it as “We.” The United States is the most individualist country in comparison. With the low score on power distance, the United

States' communication is informal, direct, and participative. People in individualist countries are expected to look after themselves and only the closest family members. In the business world, people are self-reliant and do not appear shy. When it comes to promotions and hiring, the decisions are based on merit or achievements. Finland, with a score of 63, is the 12th individualist society in country comparison. Therefore, there are many connecting factors in Finnish and American societies. They both appear highly individual, with the difference that Americans value independence and performance orientation even higher than Finnish. (Hofstede Insights 2021a.)

A high score in masculinity indicates that society is driven by competition, achievement, and success. In low masculinity score societies, called feminine societies, people care for others and quality of life, and standing out from others is not seen as appropriate. (Hofstede Insights 2021b.) American and Finnish societies are quite similar in power distance and individualist dimensions, but they differ remarkably in the third dimension. The United States ranks 19th masculine society, while Finland holds 68th place, being at the very end of the list with other Scandic countries. The difference between these societies can be seen clearly in working life, where Americans live to work and use superlatives to demonstrate their achievements. Typically, Americans are in constant seek for success, higher ranks, or promotions. Feminine societies, such as Finland, are working to live a quality life and value solidarity, equality, and modesty. (Hofstede & Hofstede 2005, 115-117; Hofstede Insights 2021a.) The modesty and equality can be seen in practice when the Finnish lottery millionaire continues driving their old Toyota because he does not want to stand out in the neighborhood, while an American would not think twice before going for buying a car.

The fourth dimension, uncertainty avoidance, varies from strong to weak and can be described as the extent to which the members of a culture feel anxious by unknown situations. In this dimension, The US in working life can be seen as acceptance for new ideas, innovative approach, willingness to take risks in business life, e.g., launching its own business, or changing jobs. Finland has a high preference for avoiding uncertainty, with a score of 59. These societies are more in emotional need of rules, punctuality, precision, and security. (Hofstede & Hofstede 2005, 166-167; Hofstede Insights 2021a.)

Long-term orientation stands for how every society maintains its own past while dealing with future challenges. Low scored societies, so-called normative societies, wish to maintain traditions and norms, and view changes in societies suspiciously. Both Finland and The United States scored low on long-term orientation. This can be seen as a strong concern of right or wrong, and when receiving information, being subject to seek for

rightful truth. In the business world, it is visible as achieving quick results and following short-term performance as profit and loss. (Hofstede Insights 2021a.)

The last dimension, indulgence, appears as the degree to which people try to control their desires and impulses, based on how they have been raised since birth. The tendency toward low control and the high-end score is called an indulgence, while the low score is called restraint. Both the United States (68) and Finland (57) are Indulgent countries. In the real world, this can be visible as a tendency towards optimism, acting as they please and spending money as they wish, and placing a higher degree of importance on leisure time. Previously stated can manifest as high drug addiction, which is higher in the United States than in many other wealthy countries. (Hofstede Insights 2021a.)

Hofstede's national cultural dimensions are widely in use, and he is the most cited social scientist in the Netherlands. Despite the wide popularity and acceptance of his research, Hofstede has also faced a great deal of criticism. Hampden-Turner and Trompenaars (1997, 7) criticized Hofstede's research material as old and the fact that his research has not been updated enough. However, this criticism is relatively old, and Hofstede updated his research in 2010 by adding a sixth dimension. Also, Hampden-Turner and Trompenaars' criticism has been provided as a response to Hofstede (1996, 189-190), after he criticizes Trompenaars' model of being questionable for having only two valid dimensions out of seven.

Hampden-Turner and Trompenaars (1997, 8) also note that Hofstede's study is not mentioning important dimensions such as emotions and the depth of relationships, as the human race can't be completely mapped, and such research always has its limitations. However, this thesis does not take a closer look at the model from Trompenaars and Hampden-Turner, as corresponding dimensions can be found in Hofstede's study, with the difference that Hofstede's dimensions can be classified as a bit more abstract.

One of Hofstede's biggest critics, McSweeney (2002, 112-113), comments that Hofstede's definition of national culture is too rigid compared to other studies in the field and makes many generalizations and simplifications. McSweeney (2002, 90-92) also points out that Hofstede's national division of cultures is based on geographical boundaries. According to McSweeney, culture is not necessarily bound by borders, which leads nations to not be valid for analysis. Despite the criticism, Hofstede (2002, 1355-1361) has responded to McSweeney's criticism and demonstrated the gaps in his argumentation. In his article, Hofstede (2002, 1356) wrote that although cross-border do not give the best possible starting point to look at the culture, they offer the only measurable starting point for

comparisons. Hofstede also pointed out that even if the data is homogeneous and collected from IBM, his study shows that the country cores correlate positively with all other data, including results obtained from representative samples of entire national populations.

As shown above, defining national culture and exploring the differences between them is challenging. Therefore, no model has received uncritical reception among cultural scholars, and each model likely has its shortcomings, even the widely known Hofstede model. However, in this thesis, the national cultures have been viewed by using Hofstede's dimensions. The decision to use Hofstede's approach is chosen because it can explain possible national differences in research results. However, this study does not place much emphasis on the national culture itself but examines organizational culture as a whole that national cultures can influence.

2.3 Models of organizational culture

This subsection discusses and compares the organizational culture models of Hofstede, Schein, and Cameron and Quinn. Hofstede's theory has been chosen because he is one of the most famous scholars of culture. Hofstede's theory offers a convincing and diverse view of culture, national culture, and organizational culture. Schein again, is a significant source, as he is the best-known researcher of organizational culture. Even though Hofstede and Schein's views are different, similarities can be found. Therefore, these two theories have been chosen to complete the structure of organizational culture. Finally is presented "The Competing Values Framework" by Cameron and Quinn, which aims to study and describe the organizational culture in a systematic and multidimensional way in a sense of competing for different types of value-based cultures. Before taking a closer look at the models of organizational culture, it's important to define what actually is organizational culture.

2.3.1 Definition of organization culture

When talking about organizational culture, it means that culture is viewed at the organizational level (Hofstede & Hofstede 2005, 281). The roots of organizational culture go back to the 1940s when human relations theorists viewed the informal, nonmaterial, interpersonal, and moral bases of cooperation and commitment as more important than formal, material, and instrumental controls highlighted by the rational system theorists (Önday 2016, 39004). In the 1960s, organizational culture was considered a synonym for the organizational atmosphere. The term organizational culture became established in the 1970s, and since then, it has been extensively studied (Hofstede & Hofstede 2005, 281-

282). In the 1980s, organizational culture as a concept came to greater public awareness with Schein's theory in a book "Organizational Culture and Leadership." However, decades later, many consider it as the best work written about organizational culture. (Miettinen 2009 in Schein 2009b, 5.)

Organizational culture has evolved into both an academic and pragmatic approach that has since interacted with each other. This can be seen from the increased literature written by well-known business leaders and consultants. Seeck (2008, 277-230) presents three groups of representatives of the organizational culture paradigm: puritans, pragmatists, and academic pragmatists. Pragmatists are mainly practitioners, and according to puritans, there is no need to manage or control organizational culture. On the other hand, academic pragmatists such as Edgar Schein aim to provide academic knowledge of how organizational cultures are managed and enhanced.

There is no standard definition among researchers for organizational culture or its manifestation in an organization (Hofstede & Hofstede 2005, 282). Organizational culture has many definitions depending on how the concept is approached. One commonality for different definitions is that organizational culture seeks to understand the factors influencing an organization's member's behavior. (Martin 2002, 4-5.) Although there is no commonly agreed definition for organizational culture, Denison, Nieminen, and Kotrba (2012, 4) state that core definitional content includes the values, beliefs, and assumptions that are held by the members or organizations. Ghosh and Srivastava (2014, 584) argue that in addition to the previous definition, organizational culture is characterized by a system of shared beliefs, norms, views, behaviors, and practices resulting from group members' need to make meaning of their world and themselves in relation to it. Robbins and Coulter (2005 in Tsai 2011, 1) add that organizational culture is always shared with a group. Harisalo (2008, 266) points out that the similarities between the different definitions are, to some extent, more significant than the differences.

Organizational culture can be viewed from two different disciplinary roots: anthropological and sociological (Cameron & Quinn 2011, chapter 7). From these two foundations, anthropology is considered an older approach and assumes that organizations are cultures, meaning that culture *is* an organizational metaphor that focuses on collective assumptions. To put it bluntly, according to the anthropological approach, managers and employees cannot choose their culture, but culture chooses them. Therefore, people cannot modify the culture but will adapt themselves as a part of it. Moreover, changing and modifying the existing culture is difficult. (Martin 2002, 4-5; Harisalo 2008, 272.) The best-known academic representatives for the anthropological approach are Gareth

Morgan (1997) and Linda Smircich (1983). According to Morgan (2011, 467), organizational culture is continuously shaped and reshaped by the members of the group, and it can be seen as a phenomenon instead of a variable. Also, Hofstede and Hofstede (2005, 282-283) view an organizational culture as a shared group phenomenon, maintained not only in the minds of the group members but also in the organization's stakeholders, for example, the customers.

Another foundation, the sociological approach, assumes that organizations *have* culture or cultures, meaning that culture is treated as an attribute among others that affects an organization's operations (Martin 2002, 4-5). According to Harisalo (2008, 273), cultural factors in an organization evolve over time due to a combination of many different factors. According to this view, an organization can choose, develop, and shape its own culture. Culture is seen as a way to stand out on the market and extremely difficult to copy by competitors. When an organization has a culture, it enables the organization to succeed by directing people's thinking, action, and choice in the desired direction. Schein (2009, 5-9) is one of the most well-known supporters of this approach.

Despite the two different approaches, Isoherranen (2012, 73) sees these two foundations complementing each other. They are like two the two sides of the coin belonging together. Especially when an organization is going through changes, these two approaches become a reality. Next, we are going to take a closer look at three different theoretical approaches to organizational culture.

2.3.2 Hofstede's approach to organizational culture

In Hofstede's model, the cultural manifestation is defined using four concepts. These concepts are layered like an onion and describe how the culture appears in the community or group, in this context an organization. The four layers are symbols, heroes, rituals, and values. The three outer layers of the model, symbols, heroes, and rituals, are combined under the term "practices." Hofstede's approach is presented in Figure 3. (Hofstede 2005, 6-8.)

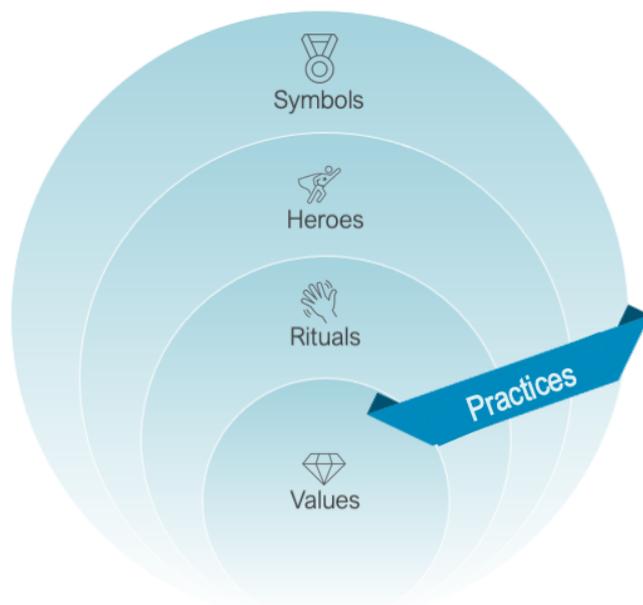


Figure 3. Manifestations of Culture at Different Levels of Depth (adapted from Hofstede & Hofstede 2005, 7)

On the outer layer of the model are symbols that include things such as colors, monuments, words, and gestures. From an organizational perspective, symbols could be the logos and colors commonly used or the organization's internal jargon or language. The symbols are set on the outermost layer of figure 3, as it can be easily seen, developed, changed, copied. (Hofstede & Hofstede 2005, 7.)

Heroes are persons, whether they are real or imaginary, alive or dead. Heroes are those whose personalities, insights, qualities, and achievements are highly valued among the community. Members of culture see heroes as living examples who sets the behavioral requirements and patterns. (Hofstede & Hofstede 2005, 7.) Inside an organization's heroes could be company founders, management, or even sometimes investors.

Rituals include activities that are not necessary for reaching the desired objectives but essential for maintaining the social structures and showing cultural respect. Rituals may cover ways of greeting, holidays, or religious events. In a business world, rituals could be ways of communicating, norms of how remote meetings are held, or internally held events. (Hofstede & Hofstede 2005, 8.)

The three outermost layers of the model are visible, and outsiders can detect the group members' manifestations. However, understanding these layers' more in-depth cultural interpretation will require practical exposure or belonging to specific cultural groups.

These three layers together create practices. In the core of the culture lies values, which are the most permanent part of the culture. Hofstede and Hofstede (2005, 8) define values as broad tendencies to prefer certain states of affairs over others. Values are viewed as either positive or negative feelings, such as evil vs. good or ugly vs. beautiful. Learning values will start very early in our lives, whether it is "show respect to your parents and elders" or "do not talk your mouth full." Values are a matter of course for members of a culture and living by those values happens unconsciously. Values can be described by the factors that are generally accepted by the members of a group. The fact that values are learned unconsciously, makes discussing, or expressing values rather difficult. (Hofstede & Hofstede 2005, 8-9.)

Hofstede's view that organizational culture manifests itself in the organization through different practices, is seen as important for this development work, as the purpose of this study is to refine and understand these practices. However, precise symbolic manifestations or heroes do not receive much importance in this thesis. Most of the criticism Hofstede's theories have received is directed to his study on the national cultural dimensions. However, Richter (2016, 9) argues in his article that Hofstede's onion metaphor is suitable for educational purposes to provide a basic understanding of the concept of culture. Richter points out that his investigation exposed general difficulties to use Hofstede's model as a theoretical foundation for research. He argues that Hofstede's model gives too much importance to values as a reference point for all other cultural layers, assuming that once values are learned in childhood, they remain unchanged, while other layers are learned through practice. (Richter 2016, 9.)

2.3.3 Schein's approach to organizational culture

Like Hofstede's onion model, Schein divides culture into different levels. According to Schein (2009a, 21) organizational culture should be analyzed on three levels: artifacts, espoused values, and underlying assumptions. The concept of organizational culture is a broad and multi-level entity that includes, e.g., values, symbols, networks, metaphors, hierarchy, and behavioral norms. The extent of corporate culture is based on the fact that culture manifests itself on many different levels, visible and invisible. Visible corporate culture levels are the company's values, the operating environment, and the way people behave. Invisible levels are beliefs, perceptions, and emotions. (Schein 2009a, 21-26.)

Figure 4 presents an iceberg image that discloses how just a small part of organizational behavior is visible, and artifacts are the easiest to observe. Artifacts are the most visible part of the culture, things like how employees talk to each other, the dress codes, myths and stories, ways of working, behavior, etcetera. Even artifacts are the part of the culture

that is easiest to observe; Schein says interpreting them is difficult. Even artifacts can be described, the description alone is not enough to tell what those artifacts mean to the culture members. There is also a risk that the interpreter's basic assumptions will have an effect on the interpretation. (Schein 2016, 17-18.)

The other two levels, espoused values, and underlying assumptions are harder to see, and therefore harder to manage – and often become those that will cause trouble inside an organization (Schein 2009a, 21-26). Espoused values are in the middle level in Schein's model. Many values are conscious and explicitly expressed because they have a moral and normative role in guiding the group to address specific situations. These values and beliefs determine what members of a culture value most. Organizations may have two states of values: ones that indicate the real state of things at a given time and values that are desired in the future. (Schein 2016, 19-21.)

Underlying assumptions are at the deepest level of organizational culture. Schein claims that these assumptions are at the core of the culture. These assumptions are so taken for granted that they present the truth for the members of the culture. Culturally, basic assumptions tell members how to react, what things mean, and what actions to take in various situations. Basic assumptions are so deep in the organization that changing these will be difficult. (Schein 2016, 21-25.)

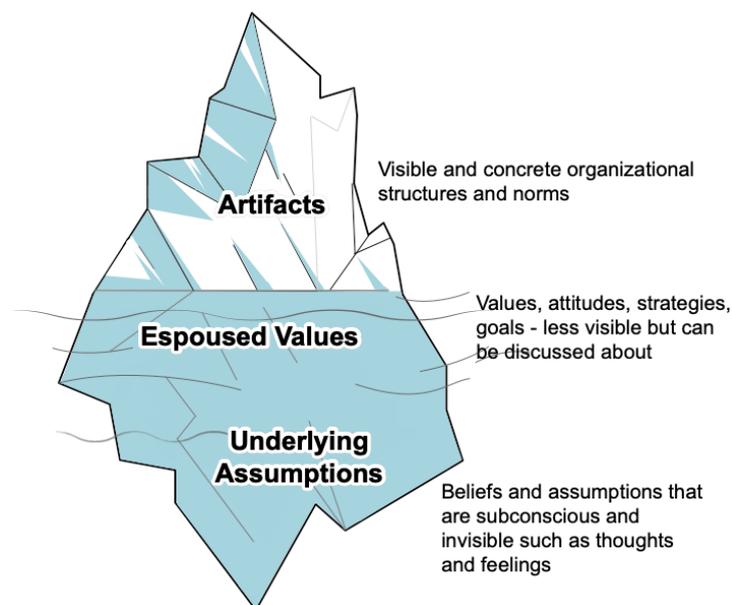


Figure 4. Schein's Organizational Behavior Model (modified from Schein 2009a & Denison & al. 2012)

2.3.4 Competing Values Framework

This chapter presents one of the most well-known frameworks for assessing organizational culture, the Competing Values Framework (CVF). The reason why the framework has been chosen is that it is extremely useful for analyzing and diagnosing the organizational culture, as well as facilitating the change. (Cameron & Quinn 2011, chapter 3.) Additionally, it is arguably one of the well-known and variegated approaches encompassing organizational culture (Lindquist & Marcy 2016, 168). Furthermore, the framework suits well Company X's need to assess the current state of culture and the definition for the ideal culture, because CVF defines the goals and means of cultural expression in an organization.

According to Büschgens, Bausch, and Balkin (2013, 777), the framework provides a clear way of describing culture in a systematic and multidimensional way by competing cultures based on different values against each other. The approach values are viewed from a two-dimensional perspective. The vertical dimension ranges from flexibility and discretion on one end to predictability, order, and stability on the other end. The horizontal dimension represents the orientation from the organization's external focus vs. the internal focus. These two dimensions together form the four prevailing types of culture, quadrants. Each of these types represents a distinct set of organizational effectiveness indicators. Each type of culture operates based on its own core values, guiding activities and decision-making and defining what is seen as useful, right, and appropriate in the organization. (Cameron & Quinn 2011, chapter 3.) Next, the characteristics of each primary culture type are presented. (Figure 5.)

The hierarchy (control) culture strives for balance, predictability, and efficiency in the actions, for example, through people-guiding procedures. Hierarchy-focused culture is characterized by knowledge management and communication. This type also emphasizes internal orientation and measuring, and monitoring is essential. In hierarchical culture, the management and supervisors are good at coordinating and organizing. Most important from the management perspective is to assure that everything is functioning smoothly and efficiently. The long-term goal is to ensure operational stability that ensures trouble-free operation as well as cost-effectiveness. Human resources management's role is to create an environment that is predictable, and jobs are secured. (Cameron & Quinn 2011, chapter 3.)

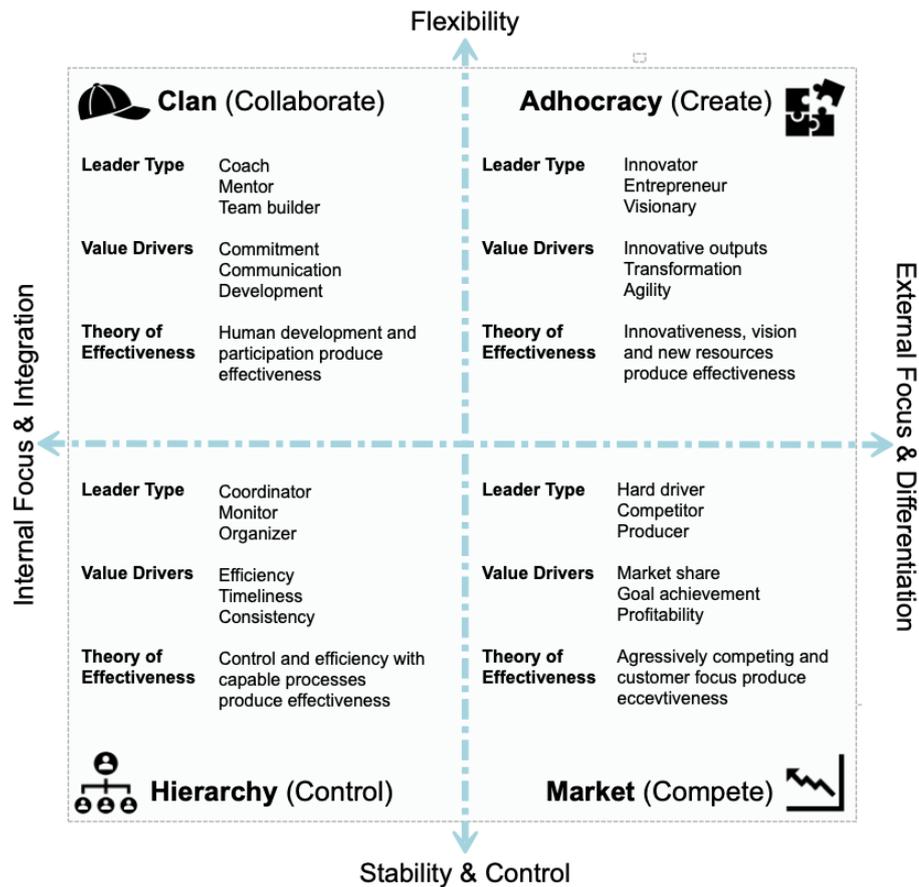


Figure 5. The Competing Values of Leadership, Effectiveness and Organizational Theory (adapted from Cameron & Quinn 2011)

The market (compete) culture emphasizes the external environment instead of internal factors. While hierarchical culture relies on internal rules, specialized jobs, and control, the market culture operates through competitive dynamics and financial exchange. Market-orientated organizations invest in profitability, bottom-line results, and performance. At the heart of management are competitiveness and demandingness that can be seen as clearly set goals and targets for a team. Market culture assumes that a clear purpose and aggressive strategy will lead to productivity and profitability. (Cameron & Quinn 2011, chapter 3.)

The clan (collaborative) culture can be seen as a family-type organization. The core values that guide clan culture are cohesion, participation, and commitment. Organizations with this dominant type of culture emphasize the importance of teamwork, employee development, and transparent communication. The members of the work community experience a great sense of togetherness. Supervisors and management are seen as mentors and coaches. The success factors in clan culture are customer orientation and caring for employees. (Cameron & Quinn 2011, chapter 3.)

The adhocracy (create) culture can be described as a dynamic workplace that emphasizes internal entrepreneurship and creativity. The root of the word adhocracy is ad hoc that implies something temporary and fast-paced. Adhocracy cultures can often be found in industries such as aerospace, software development, and filmmaking. These organizations' common characteristics are innovative products and services and adapting fast to new opportunities. Adhocracy encourages readiness for change, and work is mainly done in project teams; therefore, the teams change often. This culture strives to anticipate its own and customers' needs and is ready to change the operations quickly. Management and supervisors are seen as innovators and willing to take risks. The long-term goal of the organization is growth and the acquisition of new resources. The launch of new unique products and services is seen as a measure of success. It is crucial to be a leader in the industry. (Cameron & Quinn 2011, chapter 3.)

Quinn and Cameron (2011, chapter 7) found in their studies that flexible organizations can be seen as most successful because they can switch their focus and use all four value sets when needed. Quinn and Cameron (2011, chapter 7) argue that most organizations have developed a dominant culture style. However, they point out that even organizations often have one dominant cultural type, the reality is that the culture is often a combination of different types.

2.4 How to shape organizational culture

When starting a new business, founders rarely stop thinking about what kind of culture needs to be built to achieve the desired goals. Instead, the organization's decision-makers hold robust perceptions of the desired direction, values, and ideas. Therefore, culture creation begins through the actions of founders who operate as strong leaders. New organizations are formed due to someone wanting to do something different, and when this works for a new group, a new culture is born. Because founders have very strong assumptions of the surrounding world, human nature, and relationships, they often have no problem showing these views to their partners and employees. These values, beliefs, and assumptions will be part of the organization until those no longer function or the group falls apart. (Schein 2016, 130-132.) In a worst-case scenario, organizations become aware of the culture when things do not go as planned, or the organization faces challenging times after merger or acquisition. Forced by a problematic situation, organizations founders and formal leaders consider ways to shape or change organizational culture.

As previously discussed, organization culture theorists can be roughly divided into representatives of the two schools: organization "is" a culture, and organization "has" a

culture. Hofstede sees organizational cultures as integrated wholes and, therefore, something that organization is. However, organizational culture at the level of practices that do not cover the deep values is considered as something that the organization has. (Hofstede 2005, 308.) Schein's view is different; he emphasizes the shared nature of organizational culture, which is strongly linked to shared values and basic assumptions, and the link between culture and business performance. Therefore, organizational culture is something that an organization has and can change. (Schein 41, 253.) These two foundations also have very different approaches to shaping and changing organizational culture based on different approaches

Schein (2016, 125) claims that leadership is the management of culture, and he emphasizes the role of leaders in the formation and shaping of culture. A leader's values are conveyed through the means of charismatic leadership and goal achievement, thus creating a new culture. While Hofstede and Hofstede (2005, 308) consider a leader's role is to reconcile national cultures in different interaction situations and communication, without a tendency to create a culture, as culture is too deep in values and, therefore, difficult to change. However, Hofstede agrees with Schein that undoubtedly, leaders' and founders' values shape organizational culture, but he underlines that only on the level of shared practices. He argues that the reason why multinational companies function at all is because of the effective and shared practices, not the values. (Hofstede & Hofstede 2005, 286.)

Even Hofstede claims that changing existing culture is difficult, it is not impossible. Enhancing organizational culture should start with identifying the state of current culture and subcultures by using an online survey, and if needed, interviews. After that, it should be tested if the culture fits with strategies set out for the future. If the organization faces a merger or acquisition, the potential areas for cultural conflicts should be identified. Finally, it is suggested to measure organizational culture's development over time by repeating the survey after one or more years. This will demonstrate if the changes have materialized. (Hofstede & Hofstede 2005, 310.) Based on Hofstede's research, Hofstede Insights (2021d) has conducted a multi-focus model on organizational culture that helps organizations understand their current organizational culture, defining the optimal culture, gap analysis, and analysis for the change is presented in figure 6.

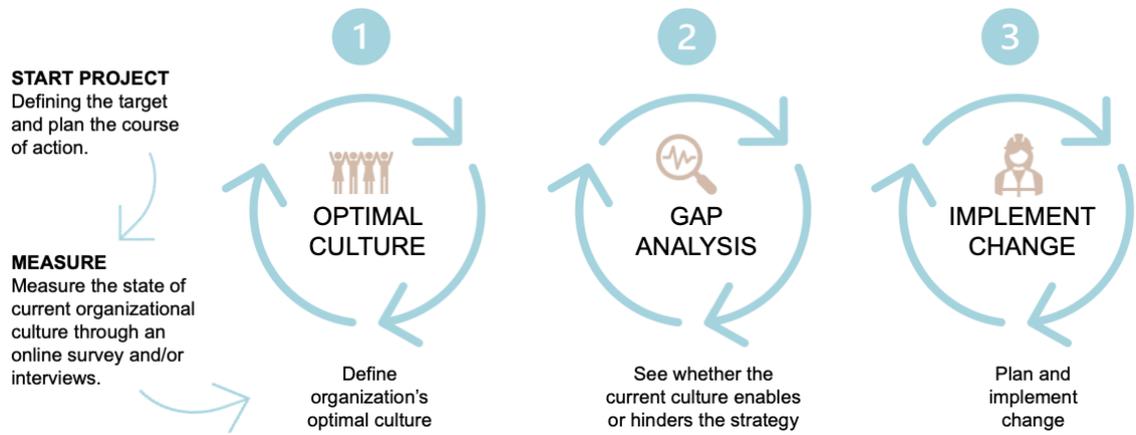


Figure 6. The Multi-Focus Model on Organizational Culture (modified from Hofstede Insights 2021d)

Önday (2016, 39003) points out that a rapidly changing environment and increasing need for organizations to be effective forces organizations to rethink what they do and how the goals and objectives can be best defined. After setting goals, it is necessary to address the type of culture that helps achieve them. Management is facing an important challenge in determining what kind of culture is most efficient for their organization and how to change the culture successfully. Schein (2016, 178) adds that when organizations become internally more multicultural, finding a common language and meaning will need more effort from the founders and leaders. To tackle the issues from changing environments, founders and leaders have many processes available to express and embed their culture. (Schein 2016, 181.)

Schein (2016, 319-322) sees that changing the culture starts with recognizing a problem when something is not going as expected. However, it is essential to include the assessment of current culture utilizing various individual and group interviews in the change process. As previously noted, founders and formal leaders are playing a key role in enhancing and changing organizational culture. Schein (2016, 183) provides a framework that will help leaders with 12 embedding mechanisms. Table 1 demonstrates all of the ways founders and leaders can enhance and transmit culture.

Primary embedding mechanisms have six major tools that leaders have available to teach their team members how to perceive, feel, think, and action. Primary embedding tools include those items that leaders have to use in their daily activities. The first item is what leaders pay attention to and measure. For example, what is monitored gets done, so if the leader aims to increase the sales, then the numbers should be monitored strictly daily. The second tool is how leaders react to incidents or crises inside an organization. The action taken reveals important underlying assumptions and often creates new norms.

Crises are important in culture creation because there is heightened emotional involvement. (Schein 2016, 183-185, 190.)

Table 1. How Leaders Embed Their Beliefs, Values, and Assumptions (modified from Schein 2016, 183)

<p>Primary Embedding Mechanisms</p> <p>How leaders....</p> <ul style="list-style-type: none">react to critical incidents and organizational crisescontrol on regular basis, what they pay attention to and measureallocate resourcesallocate rewards and statussets an example, teaches and coachesrecruit, select, promote, and excommunicate <p>Secondary Reinforcement and Stabilizing Mechanisms</p> <ul style="list-style-type: none">Organizational design and structureSystems and proceduresRites and rituals of the organisationDesign of physical space and buildingsStories about important events and peopleFormal statement of organizational philosophy, creeds, and charters

The third mechanism is to allocate resources to effect the necessary change. For example, how the budgets are created or how the leader sees an organization being in debt will reveal leader assumptions and beliefs. The fourth tool is to deliberate role modeling, teaching, and coaching. The business founders and leaders present are often a reflection of their beliefs. Therefore, leaders should function as teachers and coaches, e.g., if the organization desires to be less hierarchical, leaders could show an example by dressing casually or chit-chatting with employees from all groups. The fifth is how leaders allocate rewards and status, which means how the bonuses or pay rises are allocated. Those are often directly linked to personal or team performance but should also be linked to achieving a behavior aligned with the business's culture. Finally comes how leaders recruit, select, promote and excommunicate within an organization. From the recruiting aspect, only people who are a "cultural fit" should be recruited. For current employees, their career development should be dependable on their willingness to embrace the desired culture. (Schein 2016,192-195.)

Secondary reinforcement and stabilizing mechanisms exist to reinforce the actions discussed above, primary mechanisms. All the secondary mechanisms can be seen as cultural artifacts, meaning that they are visible but can be hard for outsiders to interpret. Secondary factors are organizations' design and structure, systems, procedures, architecture, rituals, stories, physical spaces, and formal statements. In a young or early

growth stage organization, the secondary mechanisms of structure, procedures, rituals, and formally espoused values are not playing a major role but are more supportive. As the organization matures and stabilizes, these become important primary maintenance mechanisms. (Schein 2016, 196, 204-205.) Barret (2014, 174) adds that one best way to create internal cohesion and strengthen the culture is by developing internal cultural ambassadors, whose role is to live the organization's values and make the culture tangible and visible. While Schein (2016,135-136) emphasizes the importance of founders and leaders in enhancing the culture, Barret (2014,180) points out that anyone could operate as a cultural ambassador, internal change agent, or value champion.

2.5 Creating the high-performing organizational culture

It is often forgotten that people create the organization, and people are among the most critical competitive advantages that organizations can have to stand out from the competition. Denison and al. (2012, 2) points out that one of the most significant efforts that a leader of an organization could do, is to create a unique character and personality for their organization, that is aligned with the business environment, and eventually will help to stand out from competitors. Many leaders and decision-makers might think, how to start creating a high-performing organizational culture.

Denison and al. (2012, 6-7) studied the cultural traits that explain the differences between high- and low-performing organizations. The research has brought up four basic traits that every organization should pay attention to due to creating high-performing organizational culture. The four traits are mission, adaptability, involvement, and consistency. Throughout the study, they have created a Denison model (DOCS) for enhancing business performance through organizational culture analysis. The chapter 2.7 will discuss further on different ways and tools to research organizational culture.

Cameron and Quinn (2011, chapter 4) argue that when using CVF, there does not need to be one dominant culture type. According to their research, many high-performing organizations are simultaneously holding characteristics of clan culture and market culture or hierarchy culture along with adhocracy culture. Multiple culture types can indicate strength as much as a sign of weakness. One interesting finding was when researching higher education institutions; the effectiveness was highest in those organizations that emphasized innovation and change (adhocracy) and simultaneously with stability and control (hierarchy). They also found out that effective organizations aimed to develop their employees (clan) yet demanded goal achievement (market). The research concluded that effective and high-performing organizations are flexible when needed, encouraging hard-driving productivity and accomplishment but remaining informal and supporting employees

to have fun at work. (Cameron & Quinn 2011, chapter 4.) Cameron and Quinn (2011, chapter 3) also discovered that the highest-performing leaders had developed skills that will allow them to succeed in each of the four quadrants of their framework. For example, such leaders' characteristics can be described as simultaneously hard and soft, entrepreneurial and controlled.

Research by Groysberg, Lee, Price, and Yo-Jud Cheng (2018, 46-52) identified eight different culture styles: caring, purpose, learning, enjoyment, results, authority, safety, and order. The study showed that no one right style of culture is only associated with good performance. The context in which the organization operates affects much, for example, industry, region, strategy, leadership, and company structure. Therefore, what works for one company, is not necessarily working for another company. The study found that the most common cultural style was a "result" type, even though there has been a clear increase in the "learning" style during past years, especially within companies that employ less than 200 employees and work in newer industries such as software, technology, and wireless equipment. Groysberg and al. (2018, 46-52) worked with a Silicon Valley-based technology company that started to lose their market share to new competitors that were way more agile than them. Company leaders viewed the culture as highly result-driven, team-based, and exploratory, meaning they combined enjoyment and learning. After gaining input from employees, leaders decided to focus more on learning to be ready for the competition – and also, employee engagement scores have increased. (Groysberg & al. 51.)

Groysberg and al. (2018, 51) argued that a strong culture drives positive organizational outcomes when aligned with strategy and leadership. Therefore, it is possible to improve organizational performance throughout the culture. According to this research, organizations can take three steps to create a competitive advantage by culture:

1. Leaders must be aware of the prevailing culture in an organization
2. The optimal culture must be defined and clarified
3. Leaders must learn how to make the cultural change possible, align the leadership and organizational conversation, and organizational design

However, Grant (2016) points out that there is also a negative side to strong and cohesive culture, as they might become too homogenous. While leaders and founders might attract, hire and remain only similar people, they are sacrificing diversity or thoughts and values. Homogeneous can be seen as an advantage in an environment that is predictable but problematic in changing and dynamic markets. Therefore, organization decision-makers should be aware of the organization's current culture, as well as the ideal culture, but not blindly follow one kind of "cultural fit" in employee selection, as there is a high

danger that the organization gets too homogenous and can affect the creativity and diversity negatively.

Sung and Ashton (2005, 5-7) studied ten case studies of high-performance work practices (HPWPs). HPWPs aims to create a high-performance culture, which values, norms, and HR practices of an organization combine to create a climate in which the achievements of high levels of performance are a way of living. These practices include employee involvement practices, human resource practices, and rewards and commitment practices. A high involvement includes self-managed or self-directed teams, staff suggestion schemes, providing all employees a copy of the business plan and targets. Human resource practices can include an annual appraisal, formal feedback from supervisors and/or customers, training to perform multiple jobs, and mentoring. Rewards and commitment again cover practices such as performance pay for all or specific groups, profit sharing, share options, flexible working time, job rotation, non-pay benefits, benefits that cover family members, et cetera. (Sung and Ashton 2005, 5-7.) Sung and Ashton (2005, 9) argue that there is a strong link between HPWPs and enhanced performance when using indicators such as productivity and profitability. Additionally, they found that implementing HPWPs has increased employee satisfaction, commitment, and trust in work relations.

2.6 Value-based culture

This chapter reviews value-based culture and leadership and how those can be created and enhanced in an organization. There are other approaches to cultural development, such as the compliance-based approach. However, the value-based culture has been chosen for this thesis as it is an integral part of Company X's leadership.

In short, values are a way of describing what is important to us and what the group values the most. Values are a reflection of needs. Every organization is making multiple decisions daily, and the decisions made are reflecting the values and beliefs that the organization has. (Barrett 2014, 3.) Schein (2016, 19-21) adds that organizations may have two states of values: ones that indicate the real state of things at a given time and values that are desired in the future. Hofstede's (2005, 286) view on values is slightly different, as he sees that values are strongly tied to national culture. Organization's founders do have values that are embraced at the early stage of their youth. Therefore, founders' values become employees' practices, and employees will hold on to their own values throughout life. There are several different descriptions of values, but as a unifying factor can be said, that values involve shared practices and norms.

After the values have been chosen, everyone in an organization must know what the values are and how those relate to their role. In order to live by values, each value should have two or three behavior statements, which can also be called value norms or value statements. The purpose of these statements is to specify what each value actually means in day-to-day work in an organization. By clarifying the value statements, management can recognize the value in action. Another purpose of developing value statements or norms is to have a tool to evaluate executives and employee performance and how well the values are lived up in everyday work. Value statements should be short and memorable statements that describe the desired action. (Barrett 2014, 53-55; Lewis, Lewis & Lewis 2017, chapter 2.)

Grant (2016) argues that when companies fail to prioritize values, their performance suffers. Grant (2016) suggests that values should be in rank order, that employees know what values should come first in the decision-making and situations that require solving. Barrett (2014, 53) adds that ranking values become important when there are more than four values. In case an organization has four or fewer values, the ranking does not bring much added value. What is important is that the values can be recalled from the memory. Sørensen (2002, 70) adds that organizational performance is benefiting from a strong culture that has widely shared and has strong held norms and values, which enhances organizational coordination and control, improves goal alignment between the organization and its employees and it increases the employee effort. Therefore, values and norms are in a critical role in the creation of high-performing culture.

Plaskoff (2017, 136) argues that organizations should reframe the approach to how they relate with their employees. He proposes to use a design thinking approach in human resources activities, that will put the employees in the center, which can increase the feeling of engagement, creating value. Plaskoff (2017, 139) proposes that organizations could benefit from creating employee personas by using the design thinking approach. Employee personas are visual profiles of fictional characters that represent specific employee groups, what they value, what are their driving forces, understand their views and perspectives, know their goals, and so on. Employee personas can help organizations to crystalize what they value and what kind of behavior they appreciate. (Plaskoff 2017, 139.)

As previously noted, values play an important role in the formation of organizational culture. Leaders, managers, and supervisors are role models in living up to the values. Barret (2014, 29) notes that company management's values are not necessarily the espoused values – the values that organization wants to embrace, but the values that are

visible in everyday interaction between management and employees, and between employees and external stakeholders. Lewis and al. (2017, chapter 2) add that values are the rules of companies and will guide employees on how to approach every task, decision, customer complaint, and crisis. If the values are disconnected from what the organization actually is doing, there is no clear direction for employees.

According to Barrett (2014, 57) the creation of a high-performing and values-driven organization should include developing a cultural change process that considers supervisors' personal values alignment and the organization's structural values alignment. Cultural enhancement and change cannot be seen as a project, but it should be an ongoing process of values management that can be monitored. For the monitoring purpose, Barret is proposing to use a cultural values assessment and the leadership values assessment. By carrying out this kind of assessment annually, it will help an organization understand employees' personal needs and see how aligned those needs are with the organization's needs. (Barrett 2014, 57.) For that reason, organizations that emphasize value-based culture should also monitor systematically how well values are lived up in different levels of the organization.

2.7 How to research organizational culture

Since organizations' culture is often intangible and taken for granted, the employees can face difficulties when asked to explain or identify cultural factors, making it nearly impossible to change. For that reason, there are multiple ways of diagnosing and researching organizational culture and its current state. Organizational culture is a widely researched topic, and study has been carried out from several points of view as presented in subchapter 2.3.1. Different points of view and theories result in the ongoing debate on which research methods are appropriate and work for in-depth diagnosis of organizational culture.

Most business leaders support research where results are measurable. The cultural dimensions should be seen and used immediately and transformed into figures and numbers. However, traditional cultural theorists such as Schein (2009, 76) believe that surveys claiming to measure culture do not work on a large scale. Surveys as a research method reveal only some artifacts and values and a few basic assumptions. However, the survey does not reach common underlying assumptions that may be relevant in an organization. Scott, Mannion, Davies, and Marshall (2003, 928) add that tools such as questionnaires are often measuring and evaluating organizational climate instead of organizational culture. Schein (2009, 77) argues that culture is a group phenomenon, and thus culture should be studied by asking groups a variety of broad questions. Therefore, it

is suggested that culture can be explored and defined, for example, through a workshop that discusses the company's artifacts and values as part of solving a business problem (Schein 2009, 82). Other methods to capture the deeper aspects of culture would be observation, in-depth interviews, and self-analysis by organizations' members (Ghosh & Srivastava 2014, 586).

Cameron and Quinn (2011, chapter 7) present an opposing perspective to Schein and note that broadness of comparison is sacrificed by employing a qualitative approach. When the organization evaluated is large and includes multiple cultures or subcultures, it makes evaluation challenging and requires using quantitative approaches. To get respondents to describe the culture instead of climate, Cameron and Quinn propose using scenario analysis, where respondents report how the different scenarios match their corporate culture. (Cameron & Quinn 2011, chapter 7.) One very well-known scenario analysis tool is Organizational Culture Assessment Instrument (OCAI), based on the Competing Values Framework. However, Denison, Nieminen, and Kotrba (2012, 3) have raised some criticism on CVF as it could lead to simplistic and stereotypical views of culture. Additionally, different culture types that are disconnected from each other have not received much factual support (Denison & al. 2012, 3).

Denison (2012, appendix) has implemented through his research the Denison Organizational Culture Survey (DOCS). The core of DOCS is a sixty-item survey, with five questions on each of the twelve indexes in the model. Unlike OCAI, this survey uses a five-point Likert scale from strongly disagree to strongly agree. As a result of the survey, the organization will receive an analysis that identifies cultural strengths and weaknesses. The cumulative data will show areas of alignment and discord in the four key drivers of high performance—mission, adaptability, involvement, and consistency. This analysis will help the organization with future cultural improvement from the perspective of a high-performing organization. (Denison 2012, appendix.)

DOCS is one of the broadest and most business-focused organizational culture models. It is also easy to understand for decision-makers and employees, as it's not too theoretical (Kabigting, Loures & Brooks, 2019). Worth of note is that the Denison model is advertised to study the cultural traits that explain the differences between high- and low-performing organizations (Denison & al. 2012, 6-7). Therefore, the approach in this model to others is different. Based on the used dimensions, stability vs. flexibility and external focus vs. internal focus, the DOCS and CVF are similar. Differences between these two quantitative survey instruments are that CVF assesses culture types, while DOCS focuses on a cultural profile approach. Both approaches can be used as a supplement to others. The

important thing to note is that CVF is self-reported with no need for the provider to compare the results to a database, while with Denison's model organization must pay for a consultant due to the evaluation with normative data.

Hofstede has become well known for his extensive research on national cultures. After this, he has extended his study to organizational culture and created six cross-organizational dimensions. (Hofstede & Hofstede, 2009, 290-292.) Based on this research Hofstede Insights (2021d) has created a multi-focus model on organizational culture that was presented in subchapter 2.4. Part of this model is an organizational culture scan sent to all employees in the form of a survey that measures the organizational culture by using "Where I work the following applies" -statements. The survey is using a five-point Likert scale for answers. The critical thing to note is that organizations must pay a consultant to use Hofstede's research database. (Hofstede Insights 2021d.) Based on the study, Hofstede and Hofstede (2005, 310) argues that as long as quantitative studies are not used as isolated tricks but integrated into the broader approach, they are helpful. When organizational culture is made visible, and differences are illustrated in the form of scores, organizational culture will grow the importance on management's priority list.

Many researchers agree that survey methods and quantitative data are more suitable when measuring culture's shallower manifestos. Surveys often struggle to capture the deeper aspects of culture (Ghosh & Srivastava 2014). Also, worth noting is that many quantitative instruments on the market are sold commercially and are often a part of larger consulting packages (Scott & al. 2003, 938). That makes surveys quick and scalable but are deficient in that those are not necessarily personalized to the target organization. On the other hand, Vaisey (2009, 1688) argues that surveys that are carefully conducted and force respondents to express an opinion might better study culture-action links than qualitative methods.

When looking into surveys as research instruments, it is important to note that no two instruments are alike nor share a common theoretical basis. Despite the criticism, surveys have proven useful in organizational culture research in many cases. (Ghosh & Srivastava 2014, 585.) However, Martin (2002, 206) points out that the debate between qualitative and quantitative approaches is inconclusive because any method has its advantages and disadvantages. Therefore, the researcher should understand the chosen method's strengths and weaknesses and think about what kind of study method will give answers to the questions of interest. (Martin 2002, 206.) Scott and al. (2003, 935) propose to use triangulation in the examination of organizational culture, targeting different layers of culture by using different methods. For example, artifacts can be targeted by observation,

values may be examined using qualitative surveys, and underlying assumptions researched in-depth interviews.

To summarize, the organizational culture researcher must decide whether to study the culture using qualitative or quantitative research methods or a combination of both. In order to study organizational culture, it is necessary to define how and where it manifests. The researcher should evaluate how to obtain reliable information about the organizational culture and its factors to gather information about its current state. Based on successful research, conclusions can be drawn, and an understanding of the organization's culture under study can be formed. Of course, whichever research methods are chosen, it is essential to consider the study's design, ensure the compatibility between the method and the aims of the study and the resources available. (Scott & al. 2003, 938.)

3 Working remotely

Someone might say that the covid-19 pandemic has changed the way people work. The truth is that the working from home trend has been present before the global pandemic hit - Covid-19 has just forced the change to happen faster. Markets require companies to be innovative, and ongoing changes need employees to engage with the work and organizations in new ways. Hunter (2019, 1-2) argues that increasing popularity towards remote working and flexible working time arrangements is driven by cultural and technological trends. Technology has knocked down the physical walls for business, and while the uncertainty of the future grows, it's up to companies to adapt and make the change happen. A recently conducted survey of nearly 10 000 people working in Australia, Canada, Europe, and the USA found out that 89% of respondents think that flexible working should become normal, and 59% would change their jobs to gain better work-life balance. Such research findings can suggest a change in social and cultural trends. (Hunter 2019, 1-2)

This chapter studies remote work and how it can be managed and enhanced. Remote work has been a primary way to work at Company X since its beginning. Company X views remote work as an opportunity for rapid international growth, despite the location of individuals. Company X sees that an area does not define success because work is something people do, but not necessarily a place they go. That's why a lot of thought and resources have been invested in the remote work of employees. Company X says its headquarters is and will be online.

3.1 What is remote work

Vilkman (2016, chapter 1) defined remote work as gainful employment that is done outside the physical workplace. Remote work can be continuous, meaning that the employee must constantly work remotely, for example, from home. Remote work can also be regular, meaning that the employee works from home every other week and from the office every other week. Vilkman (2016, chapter 1) presents other flexible working methods such as decentralized work and time and place independent work. Grant, Wallace, and Spurgeon (2013, 528) again put all these three definitions together under the name "e-working" and highlight that there are multiple different definitions for remote work.

Decentralized work is a broader concept than remote work, and it's often called virtual work or distributed teams. It might be that all team members are in different locations, or some may sit in the same office building, while the rest of the team is scattered across

other office sites. In addition, decentralized work can also utilize remote working. Time and place independent working is a relatively modern approach, where organization liberates work regulation and control. This kind of working way is very close to decentralized working, and one synonym for time and place independent work is flexible work. The idea behind this is that people can move freely as long as the work gets done. With flexible work, employees can work from a holiday destination or on the road and working hours can be suited for their schedule. Part of the working time may be in the evening, at night, or in the early morning, depending on what suits the employees' lifestyle and rhythm (Vilkman 2016, chapter 1)

Workplaces and ways of working are impacted by the ongoing digitalization and new technologies. Bowen and Pennaforte (2017, 103) point out three areas of disruption. The first one is mobilizing the management, meaning the ways how to perform effectively. It impacts how individuals work and how they maintain and gain skills to master digital technology. The second is related to behavioral changes, meaning that people can work from anywhere the network is available, using different tools and communication platforms. All this is affecting the traditional relation and dynamics that employees have had in traditional organizations as people are meeting each other even more rarely. Thirdly, there is a rupture in leadership. Supervisors need to think of new ways to communicate, how to distribute information effectively and which tools to use. All these three changes are disrupting the traditional way of working. (Bowen & Pennaforte 2017, 103-104.)

3.2 Leading remote work

In today's workplaces distance managing and remote leadership is starting to be more of a rule than an exception (Vilkman 2016, chapter 1; Mattiske 2020, 24). Mattiske (2020, 27) defines three types of leaders: a local leader, virtual leader, and hybrid leader. A local leader is someone who works in the same physical location as the team members. A virtual leader again is someone who works with team members that are not in the same locations. A hybrid leader is a combination of local and virtual leaders. (Mattiske 2020, 27-28.) Mattiske (2020, 30) presents a core virtual leadership model that can be seen in figure 7. The model has seven core areas that virtual leaders and managers can use to assess their skills, attributes, and knowledge regarding remote leadership. Next, we look at these seven different levels, and the areas of expertise they contain that are useful for remote leaders.



Figure 7. Core Virtual Leadership Model (modified from Mattiske 2020, 30)

On the two lowest levels are personal qualities and functional management. What comes to personal qualities, some people find it more natural to work on remote teams than others. However, there are no absolute right qualities for virtual leaders. Therefore, it's essential to think about what kind of qualities are needed in a certain type of business environment and organization. Functional management skills include the ability to stay in control of projects e.g., time management, scheduling, goal setting, tracking and reporting et cetera. (Mattiske 2020, 34-37.) In contrast, Reis (2016, 115) suggests that the most important factors in remote managers' work are the everyday practices and managers' unique and personalized, self-organizing mechanisms on how they supervise and implement the projects cross-culturally.

In the Mattiske (2020, 24-27) model, the third and fourth layer covers team building and people management. These skills are required for a virtual leader no matter if they have direct reports or not. Remote leaders are managing with their influence that includes skills such as active listening, people relations, pay decisions, setting goals and objectives, and evaluating performance. When setting up a virtual team, a leader must consider what is the purpose of a virtual team and after that set the goals and objectives for a team. Lepsinger and DeRosa (2010, 98) add that leaders should also communicate how their team's goal aligns with the organizational strategy. Additionally, each team member must know what their role and responsibility in a team are. Therefore, a manager should put a high importance in a structure that can be more difficult to handle on a remote team than in a physical one (Mattiske 2020, 34-37, 67-69, 81).

After the roles and responsibilities are established, it is time for setting the ground rules. Rules could cover things such as how fast team members are expected to react to messages, what is the protocol when employees are out of the office, e.g., what are the meeting guidelines in that organization. (Mattiske 2020, 84-85.) Malone (2004, 35, 43-44)

adds that the rules should be in written form, using clear and explicit language and avoiding acronyms, that every one the rules are affecting clearly understands the procedures, steps, and processes. Vilkmán (2016, chapter 2) points out that if there are problems with communication, it doesn't really matter how great remote work protocols and ground rules are created in the company if the communication of and implementation in the company fails. The fifth layer covers the leader's problem-solving and decision-making. In a realistic world, some employees leave during projects, and new ones will join. Ideally, the remote leaders are succeeding in minimizing the newcomer's time between onboarding and contribution. Therefore, successful and well-planned onboarding is crucial. (Mattiske 2020, 114.) Managing a conflict does not occur only in virtual teams, but in any kind of team (Mattiske 2020, 117).

The sixth level is communication. Vilkmán (2016, chapter 2) states that continuous communication binds other cornerstones such as cooperation, dialogue, trust, appreciation, and community together. In a remote work environment, building trust takes four times longer than in a traditional environment. Mattiske (2020,133-136) underlines that understanding communication from a personal and technological perspective is important for virtual leaders because remote team members are working in collaborative workspaces instead of physical ones. For managers, it is also important to consider what kind of communication channel to use and when to use them (Mattiske 2020, 143). The last layer covers the technical knowledge and admin skills. These are extremely important in 100% remote teams that the remote leaders have the tools and knowledge required to manage a fully remote team. (Mattiske 2020,133-136.)

3.3 Advantages and challenges of remote working

Previous research has shown that remote working can have a major advantage for organizations. For example, working remotely can downsize the operational costs, which increases flexibility and can create customer-oriented results that will help organizations to stay ahead of the competition. Remote working also allows organizations to be geographically free, which can reduce the costs as there will be savings in traveling, and employees can be hired from cheaper geographies. (Ferreira, Pereira, Bianchi & Silva, 2021, 1.) Remote work also creates great advantages for employees, as they can live where they prefer to, reduce the time used in commuting and improve their work-life balance (Choudhury 2020).

Grant and al. (2014, 528) found out in their study, that remote working improved the work-life balance for many interviewees. However, they also discovered that many felt it extremely hard to switch off entirely from work, as there is constant access to technology.

This can lead to over-working and increased burnouts. Hartig's, Kylin's and Johansson's (2007, 249) study revealed that remote workers had considerable overlap between work and non-work life. When employees are constantly available, and the balance between leisure and working time is mixed, this can cause long-lasting problems. Choudhury (2020) adds that organizations must get comfortable with asynchronous virtual communication, where geographically distributed employees write their comments or questions on different time zones, trusting their colleagues to respond at the first opportunity. This approach can be burdensome, but also beneficial as employees might be more likely to share the early-stage ideas and documents to welcome early feedback – there is less pressure to present well-polished work like in more formal synchronous team meetings. (Choudhury 2020.) On the other hand, Hunter (2019, 1) argues that the major benefits of remote working, such as work-life balance, often outweigh the challenges.

Increased work-life balance has also resulted in increased creativity, which has also boosted the interest of organizations towards different flexible working arrangements (Hunter 2019, 1). Ferreira and al. (2021, 19) adds that when employees can have the freedom to organize their work and personal affairs, it can increase motivation and productivity. Kelliher and Anderson (2010, 98) conducted in their qualitative study, that remote workers reported being able to exert higher levels of intensive effort, when they had the possibility to stay away from workplace distraction, in spite of the potential distractions in their home.

Vilkman (2016, chapter 3) notes it is difficult for a remote manager to assess the workload of employees and how stressed they are. This can easily lead to wrong decisions regarding how workload is allocated between team members and can have a declining effect on productivity in the long run. Choudhury (2020) adds that managers might miss the burnout signs without in-person communication. Video conferencing allows us to see each other and the body language. There is a concern that virtual colleagues are not likely to create close friendships due to less face-to-face interaction.

Haapakoski, Niemelä, and Yrjölä (2020, 114) referred to a survey conducted in 2012 by Society for Human Resources Management (SHRM). The survey was made in American organizations and found out that teams that worked remotely were performing better in problem-solving, project goal setting, and planning. Even creating a team strategy worked better in virtual teams than in regular ones. However, it is important to note that in this context, it is discussed in team strategy, not the company-wide strategy. The same survey also revealed that in virtual teams it is particularly difficult to build trust, resolve conflicts, maintain motivation, and evaluate the performance of other team members. (Haapakoski,

Niemelä and Yrjölä 2020, 114-117.) Based on this study, it seems that things related to the technical execution of work are very virtually successful, but issues related to human interaction are much more difficult in teleworking.

Dobson (2020) points out that working remotely fully can be challenging because employees have no normal social interaction with each other. However, when employers are moving away from the headquarters-based face-to-face clan culture to working remotely, it can create a more explicit culture that can be more inclusive for all employees. For instance, remote working that includes a lot of virtual interaction can be extremely pleasant for those who find social interaction within a team difficult, and therefore these employees may appear more social in virtual environments than they ever would in a physical office space (Hunter 2019, 2). The workplaces that have both remote and non-remote employees, often those who stay or frequently visit at the office space, have more access to the network, might be more likely to be promoted and get to bump into the executive and share the ideas. Therefore, the working remotely culture can be more location-agnostic and inclusive, no matter where the employee is located at. (Dobson 2020.)

Vilkman (2016, chapter 2) points out that organizations should shift from measuring worked hours to measuring performance. What matters is not whether the employee is available all the time, but what is achieved. Yet, many companies still monitor work according to whether enough time has been spent in the workplace. In contrast, Choudhury (2020) adds that evaluating employees' soft skills can be extremely difficult in remote only environments if the manager and employee have never met physically.

One hot topic in remote work that is under ongoing debate constantly, is data security and regulation. Choudhury (2020) admits that it is true that remote companies must work harder to protect the employee, organization, and customer data. Dowling (2012, 18) argues that even remote work will increase business productivity, it should not be done at the expense of an organization's information security protection. Dowling (2012,18) points out that on the market there are many third-party solutions that can make working remotely safer.

3.4 How to enhance remote work

Ryan and Deci (2017, 3-6) published a self-determination theory (SDT) in the mid-1980s when remote work was an unknown territory. Lately, there has been arising discussion about employees' basic psychological needs; even the concept itself dates back decades. According to the theory, people have three basic psychological needs that must be fulfilled

in order for a person to be well, grow and develop. These basic needs are autonomy, competence, and relatedness. The need for autonomy is fulfilled when people feel that they can influence their lives and make their own choices. In the workplace, this can be fulfilled, for example, by giving employees the possibility to decide when and where they will work. (Ryan & Deci 2017, 10-11, 533-534.) According to Martela (Hallamaa 2020), autonomy has two dimensions in working life. Goal autonomy means whether employees pursue the same goals as the rest of the team or organization and experience those goals important. The autonomy of policies again means that the ways for goal achievement feel sensible and suitable for personal needs.

Competence manifests as a feeling that the person accomplishes, achieves, and can reach the goals and go in the desired direction in life. This can be seen in people's free-time activities, like succeeding in a video game or at work when accomplishing projects or tasks. (Ryan & Deci 2017, 11.) Salmela-Aro (Hallamaa, 2020) adds that employees are not always aware of their own progress. Therefore, it is important to receive feedback, especially in remote work environments. Relatedness concerns feeling socially connected. Employees feel relatedness typically when they feel cared for by others. Relatedness is also the feel of belonging and being an essential part of a social group. (Ryan & Deci 2017, 11.)

3.4.1 Inclusion and relatedness

Lepsinger and DeRosa (2010, 4, 8-10) conducted a quantitative survey study regarding high-performing virtual teams, and one pitfall they discovered was lack of cooperation. When virtual teams are working together, it takes a longer time to build an atmosphere of collaboration than in face-to-face teams. Because the physical interaction was missing, the process of building trust and a strong relationship will be longer. The study also revealed that different opinions supported the collaboration, as the high-performing teams were able to handle conflict better than low-performing teams. In the study, the difference between teams arose because of a lack of skills to deal with the conflict effectively. (Lepsinger and DeRosa 2010, 8-10.) In remote work, the basic need of relatedness is most vulnerable, and lack of social interaction can decrease wellbeing (Hallamaa, 2020). Therefore, the workplaces that are mainly or entirely remote must focus on creating a feeling of relatedness.

Relatedness can be increased by positive social interactions and relationships between the leaders and the employees. Leaders can help the team to build high-quality relationships among colleagues e.g., by facilitating team-building activities. Gratton and Erickson (2007) researched 15 multinational companies and found out that as teams

became virtual, the cooperation declined unless the company had established a collaborative culture. Additionally, they discovered that diversity can be challenging as people tend to collaborate more likely with others that they consider alike. Also, having multinational teams can mean that employees are working with people that they know only superficially or have never met face to face. Based on the study results, Gratton and Erickson (2007) are suggesting ways to increase collaboration at the workplace: executive support, HR practices and events, the right team leaders, and team formation and structure. Minzberg (2009) adds that today's business world relies too much on short-term management and individualism, while there is a depreciation of companies as communities that emphasizes the sense of belonging. He mentions communityship and argues that it needs to be strengthened in today's organizations. Community is caring for our colleagues, our work, and our place in the world. It is the social glue that brings people together for the greater good. Such a sense of belonging and community is visible in organizations that fosters a clan culture, such as Pixar (Cameron and Quinn 2011, chapter 3).

Globalization affects cultural revolution as well as the composition of the working force around the world. Therefore, management and leaders must take into consideration building a collaborative and cohesive workplace, where employees feel included. Wasserman, Gallegos, and Ferdman (in Thomas 2008, 176) argue that a culture of inclusion recognizes, respects, values and utilizes the talents and contributions of all the organization's employees. Inclusive culture allows all people of all groups to present their thoughts, views, ideas, and feelings and collectively engage in the core processes of the organization. Management and leadership have an important role in building an inclusive organizational culture. Bothwick and Sweeney (2016, chapter 13) point out that everything starts with training the leaders. They propose that organizational inclusiveness can be increased by training the leaders and supervisors, implementing flexible working arrangements, restructuring organizational policies, implementing inclusiveness goals, and so on. Inclusiveness and diversity are especially important in multinational organizations.

According to Choudhury (2020), many work-from-anywhere organizations rely on technology to increase communication and social relationships at the workplace. For example, there might be bots that schedule a randomized chat for a group of employees. Some employees might have never met anyone from the organization, and even they would have worked within it a year or two. For example, Zapier hosts "temporary colocation events," where all employees worldwide are invited to spend a few days with their colleagues. The United States Patent and Trademark Office again tackled the

decreased socialization by creating “remote communities of practice,” where a handful of like-minded colleagues come together periodically. For example, employees who enjoy road biking can meet and practice together. (Choudhury 2020.)

3.4.2 Coaching-based leadership in the remote environment

In today’s workplaces distance managing and remote leadership is starting to be more of a rule than an exception (Vilkman 2016, chapter 1; Matiske 2020, 24). Matiske (2020, 27) defines three types of leaders: a local leader, a virtual leader, and a hybrid leader. A local leader is someone who works in the same physical location as the team members. A virtual leader again is someone who works with team members that are not in the same locations. A hybrid leader is a combination of local and virtual leaders. (Matiske 2020, 27-28.)

Coaching in the work environment is becoming the new normal as the research has shown that being an effective leader means being an effective coach. Coaching can be defined as a collaborative relationship between coach and coachee. (Zuberbuhler, Salanova & Martinez 2020, 1-2.) According to Grant (2010, 61), managers can use coaching to enhance team members’ performance and facilitate organizational change. Berg and Karlsen (2016, 1125) stated that leaders that have received coaching tend to be more result and goal orientated and provide more guidance to others than managers who did not receive coaching. Employees seem to share more knowledge when managers are using coaching.

Zuberbuhler and al. (2020, 2) found that leaders that gained success with coaching helped employees to overcome problems by increasing their own thinking and reflecting, required less control, had the ability to create a safer work environment through mutual trust, and transparency, and strengthen employees’ talents by increased learning and development. Zuberbuhler and al. (2020, 17-18) adds that leaders that developed their coaching-based leadership style stimulated motivational process, which was found to increase the energy levels, dedication to the job, and higher task and contextual performance. Therefore, coaching-based leadership can benefit both company employees and leaders.

Previous studies have shown that coaching-based leadership is an effective way to manage without using formal authority. According to research, it takes three to six months for supervisors to develop coaching skills and be confident of using them at the workplace. (Zuberbuhler & al. 2020, 1-2.) Coaching-based leadership is a great way to increase employees’ basic need for competence specified within SDT by guiding them

towards the goals and learning new competencies. Also, management and leadership play an important role in giving feedback to employees, which increases the feel effectance and mastery. (Ryan & Deci 2017, 448.)

3.4.3 Building high-performing virtual teams

Technological advances have made it easier to organize and manage distant teams. In today's world, many organizations have virtual teams. However, the popularity of virtual teams and remote work is not always correlating with great management. (Lepsinger & DeRosa 2010, 3.) Edmondson (2018, chapter 1) has researched the climate of openness in teams, psychological safety, and organizational learning. Edmondson found certain practices and cultures that successful companies have created during the research and showed that psychological safety is stellar for performance. Edmondson (2018, chapter 1) states that physiological safety is not a personality difference but a workplace feature that management and leaders can and must enhance. Psychological safety is a shared belief that one can take risks and be oneself in a group. It includes thoughts of what happens if an employee makes a mistake, suggests a new idea, asks for help, or gives feedback. (Edmondson 2018, chapter 5.)



Figure 8. How Psychological Safety Relates to Performance Standards (modified from Edmondson 2018, chapter 1)

Edmondson (2018, chapter 1) sees that psychological safety and performance standards are two separate dimensions (see figure 8). When both dimensions are low, the workplace reaches the apathy zone, meaning that people do the bare minimum, but nothing more. When the physiological safety is high, but standards are low, employees usually enjoy working and are open but do not see any reason why they should be doing challenging work; they land in the comfort zone. The so-called anxiety zone is the most dangerous one, where employees have high standards and low psychological safety, which leads to suboptimal performance. Finally, when physiological safety and standards are set high, the company is in a learning and high-performance zone, where employees can

collaborate, learn, and complete challenging and innovative work. (Edmondson 2018, chapter 1.)

Lepsinger and DeRosa (2010, 4) identified in their study that a lack of clear goals, direction, and priorities could lead to poor performance in virtual teams. Teams that set clear goals initially and reassess their priorities over time tend to perform well. The second pitfall is that team members lack clear roles. Especially in the virtual work environment, it is important that every employee understands their role, and whom they report to and who reports to them. If the organization has a poorly designed structure, it impacts teams negatively. The pitfall could be tackled, for example, by creating a “team handbook” that provides background information on each team member and describes their role and how they contribute to a team. (Lepsinger and DeRosa 2010, 8-10.)

Edmondson (2018, chapter 7) adds that building a leader’s toolkit for building psychological safety by setting the stage, inviting participation, and responding productively. Setting the state includes establishing shared expectations and meaning, which would help in fixing the pitfall in lack of clear goals, direction, and priorities Lepsinger and DeRosa (2010, 4) discovered. The second step in Edmondson’s (2018, chapter 7) toolkit is inviting participation aims to build confidence in a team, that everyone’s opinion matters by setting up structures and processes and practicing inquiry and situational humility. The third step, responding productively, can be practiced by expressing appreciation, destigmatizing failure, and sanctioning clear violations. These three steps have many similarities with Schein’s (2009a, 21) and Hofstede’s (2005, 286) description of organizational culture, including shared beliefs and norms.

Lepsinger and DeRosa (2010, 11-12) also found that lack of engagement will lead to poor performance. Many respondents in the study were missing engagement, as they reported not feeling challenged, lacking role clarity, having ineffective team leaders, and lacking meaningful goals. To tackle this pitfall, leaders should look for signs indicating a lack of engagement proactively. For example, a leader could use assessment questions to seek any red flags within a team. The assessment questions could be, for example: Are all team members participating actively in team meetings? Are team members working well together? Are all team members contributing to conversations and projects? Edmondson (2018, chapter 7) again would use assessment as a leader’s self-assessment instead of assessing the team members. The assessment tool could include questions such as have I articulated clearly enough why our work matters, have I created structures to systematically elicit ideas and concerns, or what more can I do to celebrate intelligent failures? These questions can help leaders to build psychological safety at the workplace.

4 Commissioning party

Company X is a privately held company founded in 2019 and has four Finnish founders. The company is also backed by the renowned investment corporations and private investors. In the early stages of Company X, way before it was founded in 2019, one of the founders has seen the fast growth in the robotic process automation (RPA) market and noticed that it was missing an open-source tool for automating business processes. The company's starting point was the open-source Robot Framework technology, which has been developed in Finland. With Company X's tools, developers can automate routine processes, for example in financial management. The earning model is a monthly fee for the use of the cloud platform. (Company X 2021a.)

Today, Company X offers a cloud-based platform that is designed to outsource information work to robots. The company exists to create tools and technologies for Software Robot Developers and wants to democratize information routine automation and to create an open ecosystem for software robots. Instead of selling bulky top-down solutions to the companies, Company X targets software robot developers in companies and enterprises. (Company X 2021a.)

At the time of the thesis, Company X has 39 employees from 6 different countries and 6 different nationalities. Most of the employees are full-time workers with permanent contracts either with Company X Oy or Company X Inc. Additional to that; Company X has employees with a consulting agreement because they live in a different country than where the companies are set. Company X, however, considers them as equals to internal employees.

4.1 Vision, mission and values

Company X's vision is to become the global leading technology company for software robot developers. Key elements to this vision are to be the #1 technology choice for software robot developers, to have the largest community of software robot developers, to orchestrate the highest volume of software robots in production, and finally, to gain market value to support an initial public offering. The driving force behind Company X's story is the company culture. The culture is tied to the company's four values: developers first, result-driven action, ambitious leadership, and caring for our users and each other. (Company X 2021a.)

Table 2. Company X's values (modified from Company X 2021a)

Values	Description
Developers First	Having a strong focus on products. Appreciating the developers, especially the new developer category of software robot developers – both inside and outside the organization.
Result-driven action	Valuing tangible results and choosing showing over theorizing. The default operating mode is action over deliberation. Deciding instead of holding committees. If something is not right on the first attempt, we are not ashamed to change it.
Ambitious leadership	Instead of being shy, we aim to be the global leader in the category. Category leadership means taking charge of defining that category and making decisions on how the ways of working and conventions of that category will be. Internally this means taking full ownership of our work and not looking for answers from outside, making excuses, or waiting for others to decide for us.
Caring for our users and each other	Valuing human interaction and listening to our users. Our products are marketed to people, not corporations. Whenever we can, we engage in open and direct discussions with our users and make ourselves available for them. Internally we don't tolerate jerks, but instead want to foster a supportive, open, and transparent working environment. We are all professionals and take pride in our work.

Company X built and defined the current values with employees and management in December 2019. Table 2 presents all four values and short descriptions of those. For Company X, values must be addressed to both employees internally as well as external stakeholders. The first value, developers first crystalize to the idea that Company X wants to build tools built by developers for developers. Company X strongly believes in the power of a community of like-minded pioneers willing to break new ground. Internally, this means that employees' time is valued highly and directed to work where they can create, experiment, learn, and share their work. Therefore, all tasks that do not help the product development, such as administrative work, are minimized. (Company X 2021a.)

The second value, result-driven action, is shown in the company's weekly cadence of product demos and monthly cadence of product releases. Company X is not afraid of failure but strives to react quickly and change the direction if necessary. Thirdly comes ambitious leadership, meaning that goals are set to be ambitious and not being ashamed to admit that Company X aims for goalball leadership in the category that they are creating. Therefore, the decision-making process internally is flat, and instead of taking

the back seat and waiting, the company aims for a fast decision-making process. (Company X 2021a.)

Finally, the fourth value ties together the caring for users and each other. Company X does not want a human to do a robot's work – and we are not robots ourselves. Company X's products are for people, not for corporations. Therefore, listening to the users, and their experience is one of the top priorities. Internally, jerks are not tolerated, but instead Company X wants to foster a supportive, open, and transparent working environment. Company X is aware that creating the software robot developer ecosystem will ultimately lead to millions of people focusing on more meaningful work than performing simple routines. Countless people around the world will benefit from Company X's work in many ways. And most importantly, the developers who use Company X's technology will be able to do meaningful and fulfilling work in creating software robots. (Company X 2021a.)

4.2 Remote work at Company X

Since the beginning, Company X has based its working practices on remote work. Remote work serves company growth as recruitment can be done online, and the best experts' location does not impact the job. Such flexibility helps employees to combine work and other life as they can live where they want and choose if they're going to spend time traveling to the office or not. Company X examines employee experience regularly, and flexibility and a work-life balance are highly valued among employees. (Company X 2021c.)

To support remote work, Company X has paid close attention to processes and practices. Company X provides needed working equipment to everyone (electric tables, ergonomic chairs, screens, webcams, etc.) regardless of location or employment type. Company X offers stable e-meeting tools and functioning communication channels for all kinds of work-related communication to enhance communication in the remote work environment. On top of that, employees have access to all relevant information via cloud-based services. Also, a remote work toolkit helps employees to support their productivity and wellbeing in remote work. (Company X 2021c.)

Even Company X works on a fully distributed model, which means all work can be done remotely, there are four office spaces for co-working. Three office spaces are located in Finland and one in the US, but the headquarters of the company is online. Working remotely may create challenges in team spirit, building trust, and close relations between employees. Company X strives to arrange regular face-to-face or remote events to enhance the culture and the company spirit. Therefore, it is very important to carry out this

development research to understand the company's current culture and so that values and standards support the growth strategy. (Company X 2021c.)

4.3 Leadership at Company X

At Company X a supervisor oversees the day-to-day performance of employees. Legally, a supervisor is the employer's representative. Company X has a hierarchical organizational chart, so depending on the position, a supervisor might manage a team or entire department. Company X currently has 15 supervisors, and the teams are international. (Company X 2021b.)

Company X requires supervisors to have excellent organizational and communication skills. These skills help supervisors to transfer information from senior management to employees and communicate their teams' performance or needs back to management. Supervisors' responsibilities are to manage workflow, train new hires, create and manage team schedules, evaluate performance and provide feedback, identify and apply career opportunities and help employees to resolve possible issues or disputes. Company X values teamwork and sees high-performing teams as one of its competitive advantages. Great teams are not born, they are made, and therefore, Company X wants its supervisors to recognize what dysfunction prevents in a team. Company X's way to be a supervisor can be seen in the figure 9. (Company X 2021b.)

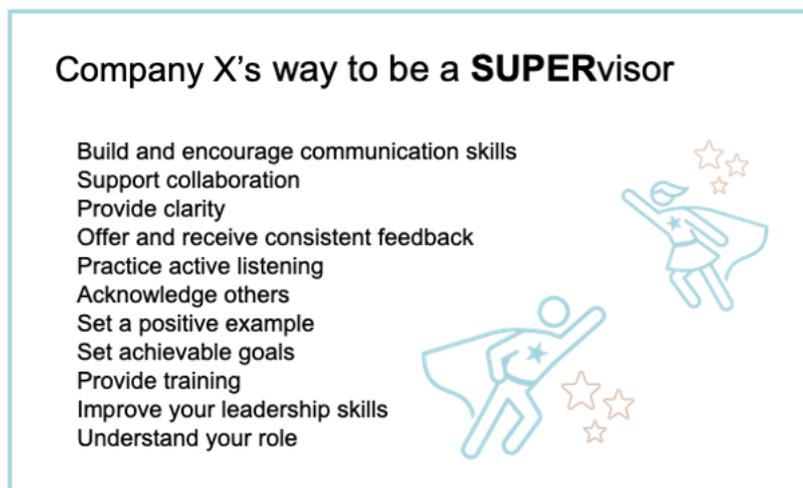


Figure 9. Company X's guidelines for supervisors (Company X 2021b)

5 Research and development methods

This chapter discusses the implementation of research in practice and introduces selected research and development methods. This thesis was carried out as research-based development, which means that study combines development and research in a cyclical process. This thesis's main objective was to compare Company X's current culture to the ideal culture, draw conclusions, and make further development suggestions. The study's sub-objectives were researched with two separate quantitative surveys in order to achieve the study's main objective. The results are based on mainly quantitative data that was collected using two standardized questionnaires.

5.1 Conducting the first survey

The first part of the research was conducted as a quantitative census study, and the author made the primary data collection. There was no secondary data available, as this was the first time for Company X to have an employee survey. The purpose of quantitative research is to clarify issues related to numbers and percentages. Research results are usually illustrated with figures and tables. In this research method, the interdependencies between different items are also often investigated, for example, whether a person's nationality or age affects the answers' nature. Quantitative research is used to map the existing situation, but it cannot explain what has caused it. (Heikkilä 2014, 15.) Therefore, judgments, feelings, emotions, ideas, and beliefs cannot be converted to numbers. These record qualities rather than quantities. (Walliman 2010, 71.) Qualitative elements were brought to the study by open-ended questions, which aimed to understand the phenomenon under study. The open-ended questions aim to obtain spontaneous opinions from the respondents, in which the answer is limited only a little. (Vilkka 2021, chapter 4.)

As discussed previously in subchapter 2.7, there is an ongoing debate among cultural theorists on the right way to research and evaluate organizational culture. There are as many opinions as there are theorists about correct ways to research organizational culture. Hence, it is not possible to conclude what is the best way to study corporate culture. Instead, the researcher should consider and justify the appropriate methods for the target organization and its current situation. Although Schein (2016, 258), one of the pioneers of cultural research, has been vehemently opposed to using surveys in cultural research, this thesis used a quantitative method to draw a current state analysis of the culture. Like Hofstede, Cameron, and Quinn, many other theorists are supporting a qualitative method of cultural research. However, Schein (2016, 277) does not entirely rule out using a quantitative research method. The surveys can be helpful and appropriate when wishing to give an organization a profile of itself to stimulate a deeper analysis of the

culture. The survey was chosen to collect data on Company X's organizational culture's current state, as it combines both quantitative and qualitative methods. Additionally, a quantitative survey as a research approach was chosen because all Company X employees were invited to participate in the research. Besides, the survey's advantages are the ease of reaching the respondents and the speed of response.

5.1.1 Creating and testing the survey

After a comprehensive literature review, it was decided to utilize Hofstede's and Schein's models to define culture and organizational culture, and themes from their research were used in forming some of the survey questions. The most important approach in the survey was the Competing Values Framework by Cameron and Quinn. CVF's four-field division of the definition of culture is a widely used and appreciated framework in cultural studies. This quantitative approach and statements are also easy to understand for employees. However, this questionnaire did not use the usual Organizational Culture Assessment Instrument "OCAI" approach, in which the respondent divides 100 points between the four different statements. Because the survey was implemented as part of the annual employee survey, Company X's survey tool had to be used in data collection. Due to the survey tool's limitations, it was impossible to score the statements according to the OCAI model. Instead of OCAI, the questions were set in statement form, and the respondent answered on a six-point Likert scale from 6 Strongly Agree to 1 Strongly Disagree. This scale was chosen because it was already familiar to the employees and thus instructed respondents to take a stand on each statement in the absence of a neutral response option.

A survey should always be formulated in a way that is familiar to respondents. For this reason, the researcher needs to know the target audience. (Vilkkä 2021, chapter 4.) Cameron's and Quins' statements were not copied word for word but were edited to correspond as closely as possible to Company X's internal language. Using internal language in questions helps the respondent understand the question correctly and reduces misinterpretations. Therefore, the CVF was used as a basis for evaluating the type of culture, but all questions were re-created to match the target company in terms of content and word choices.

Company X's current culture survey was conducted as part of Company X's annual employee survey in March 2021. This choice was made to avoid sending two simultaneous surveys, which may reduce the number of responses. Because the survey included two sets of questions, the questionnaire's total length was quite long, about 20-25 minutes. It took about 13 minutes to complete the cultural section alone. The survey

should always be tested before sending. In order to receive insightful and critical feedback, a representative of the population should be involved in the testing. The assessment should focus on the clarity and unambiguity of question-and-answer instructions, the functionality of the answer options, the length of the survey, and the reasonableness of the time taken to answer. (Vilkkä 2021, chapter 4.) Three different test subjects tested the survey, of which one was a representative of the population and two an external respondent. During the test, the respondents conducted the survey at once, without breaks. The purpose of the testing was to indicate how long it would take to complete the survey. In addition to this, feedback was collected from the test subjects on the questions' layout and content. Based on the feedback, the survey was re-designed and polished before sending it out to employees.

5.1.2 Structure and timeline of the survey

The cultural survey was conducted as part of Company X's employee survey in March 2021. One week before the survey was sent, all employees were informed about the upcoming survey as a part of a company-wide online event. The author encouraged employees to respond to the survey and emphasized the anonymity of the survey. Additionally, was underlined the opportunity to make everyone's voice heard and help develop Company X's work culture and environment. At the same event, it was stated that the employees would have an opportunity to participate in a joint meeting after the results are completed to review the results.

The survey was sent out 2nd of March to all employees working at Company X at the time of the survey. The population of the survey was 38 employees. The author itself did not respond to the survey. The survey can be found in the appendices of this thesis (Appendix 2). The survey was delivered through the Internet, and a tool called Typeform was used to conduct the survey. Invitation to employees to fill the survey was sent both in e-mail and as a message to Company X's Slack channel. A written invitation included a brochure (see appendix 1) briefly explaining why everyone's contribution was important. The survey was open for nine business days, and two reminders were sent to employees through the Slack channel to increase the response rate. The reminders proved to be very useful, as there were four more new replies since the last reminder.

The opening of the survey thanked participants and explained why participation in the survey was important. It was also noted that the survey responses would be treated anonymously and how long it will take to complete the survey. After the foreword, two background questions were asked. It was decided to place the background questions at

the very beginning of the survey so that respondents could see on what basis their answers would be assessed.

Asked background information was related to respondents' age and nationality. Variable about age was a structured question with three answer alternatives. The exact age could not be asked to maintain the anonymity of the respondents. The nationality was also asked in two answer alternatives, either "Finnish" or "Other". All other nationalities other than Finnish had to be combined into the same group, as separately these would have been too small groups of variables. Nationality was chosen as the background question because it was an integral part of the theoretical part of subchapter 2.2, "national culture." The question about gender was excluded, as Company X employs less than five women. Nor could the team be asked as a variable, as Company X has many small teams with four or fewer members. However, extensive background questions were not necessary for this study, as the purpose of the survey was to understand and explore the current state of organizational culture and the cultural type.

The survey contained a total of 50 statements and seven open-ended questions. The survey had six sections. The three first sections (organization, teamwork, and management) included questions from the Competing Values Framework—these questions aimed to measure the culture type (clan, adhocracy, market, and hierarchy). The fourth section had questions according to Company X's goals and values. These questions were intended to map employees' opinions on the values created a year ago and their everyday work implementation. The goals and values section also included two open-ended questions. The fifth section was to map views on Company X's remote-first work environment. This section also included one open-ended question. Finally, the sixth section had in total four open-end questions related to organizational culture. The order of the questions is also essential to the respondent. The questions should be consistent and proceed either from general to individual or vice versa. Questions about the same content should be grouped together. (Vilkkä 2021, chapter 4.) Therefore, not all open-ended questions were left at the end of the survey, as they fit better in the context of the topic being addressed; for example, open-ended value questions were placed after value-related statements.

5.2 Conducting the second survey

After the first survey was closed, it was possible to move on to the second survey. The second survey of the study targeted four company founders (Appendix 3). The purpose of the survey was to answer the same questions as in the first survey but from the perspective of Company X's ideal culture. Founders were asked to avoid reflecting on

Company X's current culture or what it has been in the past and focus on which statements are crucial from the strategic perspective. The questions were the same as in the first survey, but the word layout was modified to match the ideal state, not the present. The second survey did not include open-ended questions asking for development suggestions for organizational culture, remote work, or values. These questions were removed because they were not essential in defining an ideal culture.

Because the first survey was conducted as a part of Company X's annual employee survey, it was pretty time-consuming. However, the second survey included only questions related to the culture, and therefore its length was significantly shorter than the first survey. It took about 10-15 minutes to complete the second survey. A qualitative method, such as an interview, could also have been used to define the target culture, as the population was tiny. However, the survey was chosen as the data collection method, as responses from two surveys can be compared when asked the exact same questions.

A second survey was also conducted using the Typeform tool. It was sent to the founders on March 23, 2021, using a Slack invitation. The survey closed on March 26, 2021. The survey was held open for less than a week as there were only four respondents. Additionally, there was no need to keep the second survey open for long because the founders also acted as the commissioner of this thesis, so answering the survey was agreed upon in advance.

5.3 Analyzing survey data

The research data was obtained using a quantitative research method. Quantitative research can be used to determine issues related to numbers and percentages and interdependencies between different things and changes in the phenomenon under study (Heikkilä 2014, 16). When analyzing the results of opinion questions, averages, standard deviations, percentage tables, and graphs are often the most common ways to analyze and present scale questions (Kananen 2015, 292).

The purpose of the first survey was to explore the current state of Company X's organizational culture. The second survey's purpose was to explore the views of Company X's founders on ideal organizational culture. The same questions were asked in both surveys in order to form a comparison between the employees' and founders' views. The purpose of comparison was to find frequencies of the current culture that aligns with the ideal culture and the focus areas for development.

The results of both surveys were transferred from Typeform to Excel. All survey data were processed and analyzed in Excel. The small population of the study and the use of two background questions supported the selection of Excel as a tool for analysis. The analysis of quantitative survey data used baseline statistical research methods, i.e., distributions, mean, standard deviation, and percentages of responses. The averages provided an overview of each statement, while the standard deviation was used to determine which statements shared the most and least opinions. Percentage tables with distributions provided information about the dispersion in opinions between respondents, i.e., how the responses were distributed. These analytical methods were chosen as they will answer the research questions and achieve the research objectives.

Additionally, the gap analysis between actual and ideal culture was carried out by using the Mann-Whitney U test, which tested the significance (p-value) of the difference between the two independent samples. The Mann-Whitney U test is well suited for opinion scales, as well as small sample sizes. The test was performed with SPSS software. The lower the p-value, the more support the alternative hypothesis receives, and the more evidence argue against the null hypothesis. The most commonly used limit is 0.05, or 5%, but case-by-case consideration should be used when setting the limit. However, the limit cannot be raised very high. (Taanila 25 April 2021.) In this study, the risk of error was set so that all p-values under 0.10 were considered statistically significant.

The answers to the open-ended questions were analyzed by means of content analysis. Content analysis is the basic method of analysis used in qualitative research. Qualitative data can be analyzed using different content analysis methods. (Tuomi & Sarajärvi, chapter 4.3.) In this study, qualitative material was analyzed by theory-driven content analysis. In theory-driven content analysis, the chosen theory or theories support the progress of the analysis. Additionally, analysis emphasizes the importance of previously studied information. The purpose of the content analysis is to form a concise description of the phenomenon under study and to organize the data for conclusions, and research results are often reported based on theory. (Tuomi & Sarajärvi, chapter 4.)

This thesis described models of organizational culture theories according to Hofstede (2005), Schein (2009a, 2016), and Cameron and Quinn (2011). These theories were based on the formation of open-ended questions. Answers were processed first by reading through them multiple times. Answers were processed first by reading through them multiple times and after that focused on reducing the answers, grouping them under selected themes. As a result of the thematic content analysis, common factors and differences were sought in the answers.

Open-ended questions concerning the values were divided into main categories which were Company X's values. The sub-theme under main category was whether the response was manifesting externally meaning it was related to Company X's stakeholders, or internally, meaning it shows inside the organization. Questions related to organizational culture were divided into main categories according to Schein's Organizational Behavior Model (Figure 4). The subcategories were formed based on the themes of the responses. Qualitative content analysis tables from the first survey can be viewed in the appendix 4, and a summary of founders' responses can be viewed in the appendix 5.

5.4 Reliability and validity

In any kind of research, it is essential for the researcher to evaluate the reliability and validity of the work. Reliability and validity will answer the question, can the results be trusted, and can the quality of the work be guaranteed. The reliability means the consistency and repeatability of the results. Reliability of the survey can be difficult to ensure, as it is not often possible to repeat the study. (Kananen 2011, 125.) In this thesis, the reliability was enhanced with a carefully designed survey questionnaire that was based on the studies of the organizational culture pioneers such as Hofstede, Schein, and Cameron and Quinn (see chapter 2). The survey was also tested by a population-representative as well as two external testers. The questions were then reformulated based on the feedback, for the respondents to understand the question in the same way as the researcher means.

Reliability has been enhanced by the fact that the researcher herself works in the organization, and thus may have formulated the questions to correspond to the language commonly used in the organization. Respondents were notified of the survey on several occasions, and the anonymity of the survey was emphasized. This was intended to reduce the risk of the dishonesty of responses when responses cannot be associated with the respondent. The survey was sent to respondents only after the end of the winter holiday season in order to achieve a high response rate and to give respondents enough time to answer all the questions. Nevertheless, the effect of random factors on individuals' responses cannot be ruled out. Responses may have been influenced by the respondent's state of mind, day of the week, or other environmental factors.

Validity refers if the right thing has been studied and measured. External validity means if the study results can be generalized to the population. Content validity refers if the measuring used measures what it is supposed to measure. Theoretical validity explains

how well the study is following the existing theories. Finally, criterion validity is based on the use of other researchers' study results, and how well they support your findings. (Kananen 2011, 127-128.) The survey data was representative. The external validity of the data was enhanced because the distribution of the responses in each group corresponds well to the population's composition. However, the survey data cannot be generalized to the population, because all the members of the population did not respond to the survey. Nonetheless, the strength of this study was the high response rate on the first survey, which was 76.3%. Naturally, all the founders responded to the second survey which was used to define Company X's ideal culture.

Theoretical and criterion validity can be seen strengthened because the theoretical framework of research was based on the research of pioneers of organizational culture. The theories of the study have been carefully selected, and their weaknesses and strengths have been considered. Newly dated articles complementing the used theories and frameworks. The scope of the theory used, and its validity helped to create a strong questionnaire that provided answers to the main objective.

The data of this study has been collected and analyzed systematically. The study's sub-objectives were explored with two separate quantitative surveys in order to achieve the study's main objective. Qualitative elements were brought to the study by open-ended questions, which aimed to understand the phenomenon under study. Organizational culture theorists such as Hofstede, Cameron and Quinn, and Denison are successfully using surveys as a tool to research organizational culture. However, Schein (2016, 258) sees that organizational culture should not be researched only by using quantitative methods. Scott and al. (2003, 935) suggested that organizational culture could be researched by using triangulate research methods, meaning that different layers of culture would be targeted by using different methods.

Therefore, the validity of the research could have been increased if the data would have been collected by using multiple methods. For example, the formation of ideal culture could have been done as an interview, as there were just four founders, or the open-ended questions could have been asked in an interview to receive deeper insights into respondents' thoughts and feelings on Company X's underlying assumptions. Like Schein (2009, 76) believes, surveys can reveal only some artifacts and values and a few basic assumptions. However, the survey does not reach the level of underlying assumptions.

The functionality of OCAI in the form of a Likert scale was reliable. However, if the OCAI was used in its original form, where the respondent divides 100 points between four

statements, the dominant profiles would have appeared stronger, while the non-dominant to appear weaker. Yet, the answers to open-ended questions seemed to support the qualitative data collected in this study. Therefore, the Likert scale was considered functional to assess Company X's organizational culture type, especially because this scale was already familiar to the respondents.

6 Results

This chapter reviews the main findings of both surveys. First is viewed the responses regarding the current state of Company X's organization culture from employees' perspective, and after that, the current culture is compared to the ideal culture defined by the founders.

6.1 Results from the first survey

This section of the thesis will present the results from the first survey. The target group, also called population, of the survey, was 38 employees. This covered all the employees working at Company X. However, the author of the survey, who was also working in the organization at the time of the survey, did not respond. The survey had 29 respondents, which equals a 76,3 % response rate, meaning that three out of four responded to the survey.

The first survey included 50 statements and seven open-ended questions divided into five categories: organization, teamwork, management, values and goals, and remote work. The whole organization and management categories and part of the teamwork category included statements related to Cameron and Quinn's CVF-model, which aimed to answer what kind of organizational cultural type Company X has. The rest of the statements, including the open-ended questions, explored Company X's espoused values and artifacts, following Schein's and Hofstede's organizational culture theories.

Figures and tables supported the survey results' presentation throughout the empirical part. First, the results were viewed from the perspective of the whole data. Each category was reviewed separately, and tables present the mean, standard deviation, and percentages of responses. In the illustration of means, color coding was used to indicate the areas where respondents agreed the strongest and least. After analyzing the results of the whole data, results were viewed at the level of groups. Groups were presented in the next chapter and formed from background information. The differences between groups were illustrated by using bar charts that present the mean scores per group.

6.1.1 Background information of the first survey

At the beginning of the survey, two background questions were asked: nationality and age range of employees (see figure 10). The background questions were asked right at the beginning of the survey because there were only two. Thus, the respondents were able to see immediately which questions can be used to classify the respondents. The survey

emphasized the preservation of anonymity, and therefore employees could not be asked more specific background questions. As a background question, "nationality" was one of the most important for this study. This thesis's theoretical framework presented Hofstede's research on the national cultures, and it has been utilized in the comparison and analysis of the statements.

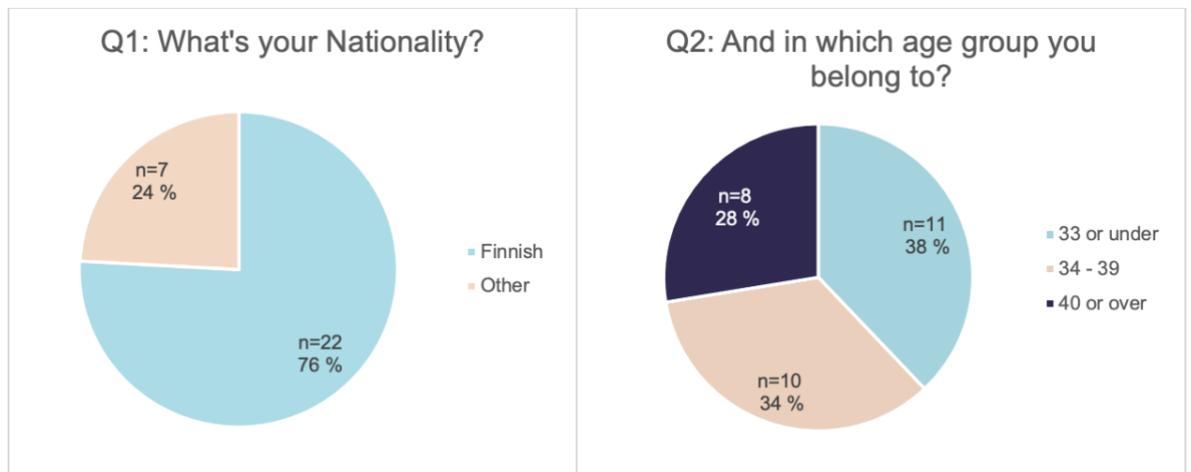


Figure 10. Nationality and age groups of respondents (n=29)

The survey data was representative. The reliability of the data was enhanced because the distribution of the responses in each group corresponds well to the population's composition. The survey was sent to 38 employees, of whom 28 employees were Finnish, and ten employees belonged to other nationalities. The survey had 29 respondents. Figure 10 illustrates the distribution of respondents' nationalities and age groups. Twenty-two of the respondents were Finnish, and seven presented other nationalities. The population in group "other" included four Americans, two Latvians, two Russian, one Italian, and one Indian respondent. Therefore, it was impossible to draw any solid conclusions that consider Hofstede's national culture, as the group of other nationalities was a mixed group of different nationalities.

The data represented the population rather well also in terms of age groups. Respondents were asked to choose between three pre-formed age groups. Approximately one-third of the respondents belonged in each age group. (Figure 10.) The distribution of Company X's entire population between age groups was relatively similar. Therefore, the entire population was evenly distributed between all three age groups, and no group was over-or under-represented. To be noted, the response rate in the age group of 40 or was slightly lower, eight employees, while the population in the same group was 12 employees. Concluding, almost half of non-respondents belonged to the age group 40 or over.

6.1.2 Results of the total data

This chapter discusses the results of the whole data in three categories: teamwork, goals and values, and remote work. The teamwork category had a total of ten statements. However, only six statements are viewed because the remaining four statements are related to the Competing Values Framework that will conclude Company X's organizational culture type. The survey results related to CVF will be presented at the end of subchapter 6.1.

The goals and values category had the most extensive number of questions, a total of 14 statements, and one open-end question. Having a larger number of questions in this category was supported by the fact that values are among the most important factors in the emergence of culture among organizational culture researchers. Also, Company X has co-created its values with employees at the end of 2019. Therefore, it was essential to see how employees perceive the goals and values as a part of Company X's culture.

The remote work category had a total of six statement questions and one open-ended question. Remote work questions were included in this survey because remote work has been a primary way to work at Company X since its beginning. Also, Company X is planning to continue working mainly remotely in the future. Company X is a recently founded company aiming for rapid growth in the future. Therefore, this category of questions sought to understand employee experiences on remote work and how the remote culture could be improved further.

Table 3. Mean, standard deviation and percentages of responses on teamwork (n=29)

TEAMWORK	MEAN (x)	STDEV	Strongly Disagree				Strongly Agree	
			1	2	3	4	5	6
I feel that I am valued member of a team	4,69	1,17	0 %	6,9 %	6,9 %	24,1 %	34,5 %	28 %
I feel that my opinions are taken into account	4,79	1,01	0 %	3,4 %	6,9 %	20,7 %	44,8 %	24,1 %
I have received praise for my work	4,83	1,23	3,4 %	0 %	10,3 %	17,2 %	34,5 %	34,5 %
I give praise for others at work	4,86	1,09	0 %	3 %	6,9 %	24,1 %	31,0 %	34,5 %
In my team, it is safe to bring up problems and tough issues	5,03	1,12	0 %	3,4 %	6,9 %	17,2 %	27,6 %	44,8 %
In the last six months, someone at work has spoken to me about my progress	4,31	1,37	3,4 %	3,4 %	27,6 %	10,3 %	34,5 %	20,7 %

COLOR CODES IN AVERAGES

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1,00 ≤ x < 1,84	1,84 ≤ x < 2,66	2,66 ≤ x < 3,50	3,50 ≤ x < 4,32	4,32 ≤ x < 5,16	5,16 ≤ x ≤ 6,00

Almost half of the respondents (n=13) strongly agreed that it is safe to bring up problems or tough issues in a team. This statement has received the highest average number in the teamwork category. Nine out of ten respondents have slightly agreed or above on the team safety regarding bringing up problems. (see table 3.)

One out of three (n=10) respondents strongly agreed that they give praise for others and receive praise for their work. These statements were included in the survey as presented in subchapter 2.3. Hofstede sees rituals as an influential cultural manifesto, and Schein categorizes Company X's praise culture as an artifact in organizational behavior. Most respondents agreed on some level with both statements regarding giving (n=25) and receiving praise (n=26) at work. This could indicate that Company X has succeeded reasonably well with implementing the praise-ritual at the workplace.

Respondents agreed the least that someone had spoken to them about their progress at the workplace (mean=4,31). It was also interesting that this statement had the highest standard deviation from the teamwork category. Only one of the fifth strongly agreed with the statement. However, even though this statement has divided the answers most, more than half of the respondents felt that someone spoke to them about their work progress.

Table 4. Mean, standard deviation and percentages of responses on goals and values (n=29)

VALUES & GOALS	MEAN (x)	STDEV	Strongly Disagree					Strongly Agree	
			1	2	3	4	5	6	
Everyone in an organization knows our OKRs	4,76	1,09	0 %	3,4 %	6,9 %	31 %	27,6 %	31 %	
The team I am working has very clear goals	4,76	1,12	0 %	6,9 %	3,4 %	24,1 %	37,9 %	27,6 %	
I have very clear goals at work	4,62	1,05	0 %	3,4 %	10,3 %	27,6 %	37,9 %	20,7 %	
Most of employees feel proud of working at Company X	4,66	0,90	0 %	0 %	10,3 %	31 %	41,4 %	17,2 %	
Everyone in an organization knows our values	4,69	1,14	0 %	3,4 %	10,3 %	31 %	24,1 %	31 %	
Our values are lived up in every day at work	4,38	0,90	0 %	0 %	13,8 %	48,3 %	24,1 %	13,8 %	
Employees that live up to the values are praised and recognized	4,83	1,10	3,4 %	0 %	3,4 %	24,1 %	41,4 %	27,6 %	
Values are the basis for every decision that is made in this company	3,83	1,26	3,4 %	6,9 %	31,0 %	34,5 %	10,3 %	13,8 %	
I personally feel proud of working at Company X	4,97	1,09	0 %	3,4 %	3,4 %	27,6 %	24,1 %	41,4 %	
I know our values	5,03	1,02	0 %	3,4 %	3,4 %	17,2 %	37,9 %	37,9 %	
I live up to our values in my everyday work	4,52	1,06	0 %	6,9 %	10,3 %	17,2 %	55,2 %	10,3 %	
I know how I need to act, in order to live up to our values	4,76	0,99	0 %	3,4 %	6,9 %	20,7 %	48,3 %	20,7 %	
I feel that my own values are in alignment with Company X values	4,48	1,38	3,4 %	6,9 %	10,3 %	24,1 %	27,6 %	27,6 %	
If someone acts against our values, there will be an action taken	4,07	1,22	3,4 %	3,4 %	24,1 %	34,5 %	20,7 %	13,8 %	

COLOR CODES IN AVERAGES

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1,00 ≤ x < 1,84	1,84 ≤ x < 2,66	2,66 ≤ x < 3,50	3,50 ≤ x < 4,32	4,32 ≤ x < 5,16	5,16 ≤ x ≤ 6,00

The respondents were asked to assess three statements concerning Company X's goals. (see table 4.) Company X uses Objectives and Key Results (OKRs) to describe company-wide goals. On a team and personal level, these are discussed as goals. Nine out of ten (n=26) reported to slightly agree or higher that everyone knows the organization's OKRs

and that their team has very clear goals. The same trend was followed when asked if they have very clear goals at work, where the majority of respondents agreed slightly or stronger (n=25). Therefore, only one out of ten disagreed with these statements.

Respondents agreed (mean=4,66) that most of the employees feel proud working at Company X. (see table 4.) Two out of ten strongly agreed (n=5), and only one out of ten slightly disagreed. In comparison, employees agreed stronger (mean=4,97) when asked how strongly they feel proud of personally working at Company X. In the teamwork category, this statement gathered the most strongly agreed (n=12) answers. Naturally, the difference could be explained because it might be easier to do self-assessment and answer stronger for your own behalf than evaluate the whole personnel's perception.

Based on this data (see table 4), respondents agreed most (mean=5,03) that they personally know company values, meaning eight out of ten agreed (n=22). Only two respondents felt that they do not know company values. Interestingly, when respondents were asked if they agree that all employees know Company X's values, six out of ten agreed (n=15), and three respondents disagreed. Interestingly, more than half of the respondents agreed or strongly agreed that their own values align with Company X's values. This could indicate that Company X has succeeded in recruiting employees that share similar values with the company. However, it was essential to note that this statement had the highest standard deviation from all the categories, and one-fifth disagreed.

Respondents seemed to feel that values were lived up relatively well in everyday work by all employees (mean=4,38). However, it appeared that values were slightly better known (mean=4,69) than lived upon organizational level. Respondents agreed slightly stronger when asked if they personally live up to values at everyday work (mean=4,52).

Nevertheless, it follows the same trend where employees personally know the values well (mean=,503) but not living up to values in everyday work same strongly. In contrast, two out of three respondents agreed or strongly agreed that the employees who live up to the values were praised and recognized. This could be because Company X has solid praise-centered artifacts implemented at the workplace.

In the goals and values data, respondents least agreed with the statement where values were the basis for every decision made at Company X. This statement had the least strongly agreed (n= 4) and agreed (n=3) responses from the whole category. Seven out of ten responded either slightly agreed (n=10) or slightly disagreed (n=9). In conclusion, it

seemed that employees felt that values were well known and lived up in everyday work, but values do not guide the same strongly decision-making.

Clearly, more than half of the respondents (n= 20) seemed to know how they need to act to live up to the company values. However, respondents agreed the second least on the statement where the action will be taken if someone acts against values (mean= 4,07). Only one-third (n=10) agreed with the statement. Even goals and values appeared to be fairly well known throughout the organization; living up to the values and defining the actions against the values could require some enhancing.

Table 5. Mean, standard deviation and percentages of responses on remote work (n=29)

REMOTE WORK	MEAN (x)	STDEV	Strongly Disagree				Strongly Agree	
			1	2	3	4	5	6
Remote work affects positively on the productivity of my work	4,45	1,18	0 %	10,3 %	10,3 %	17,2 %	48,3 %	13,8 %
Remote work has a positive impact on my well-being	4,14	1,27	0 %	13,8 %	13,8 %	34,5 %	20,7 %	17,2 %
Remote work has made it easier to reconciling work and personal life	4,48	1,24	0 %	6,9 %	13,8 %	31 %	20,7 %	27,6 %
If I could, I would like to meet my colleagues more often	5,17	0,93	0 %	0 %	3,4 %	24,1 %	24,1 %	48,3 %
Remote work is best way for me to work, and I will continue to work mainly remotely	4,52	1,15	0 %	6,9 %	13,8 %	17,2 %	44,8 %	17,2 %
Remote work has a positive effect on Company's working culture	4,48	1,02	0 %	3,4 %	13,8 %	27,6 %	41,4 %	13,8 %

COLOR CODES IN AVERAGES

Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
1,00 ≤ x < 1,84	1,84 ≤ x < 2,66	2,66 ≤ x < 3,50	3,50 ≤ x < 4,32	4,32 ≤ x < 5,16	5,16 ≤ x ≤ 6,00

Almost half of the respondents (n=14) strongly agreed that they would like to meet their colleagues more often if they could. This was the most agreed (mean= 5,17) statement from all survey questions. Only one respondent slightly disagreed, while the rest of the responses were slightly agreed or stronger. (see table 5.) Therefore, it seemed that almost all employees would like to meet their colleagues more often. However, the Covid-19 pandemic could have affected the high agreement percentage because physical contacts have been at a minimum for a year. Also, more than half of the respondents (n=16) agreed that remote work positively affects Company X's culture.

Three out of five agreed (n=18) that remote work positively affects their productivity, while one-fifth disagreed (n=6). In comparison, when respondents were asked if the remote work positively impacted their well-being, two out of five (n=11) agreed. This statement divided the answer most (stdev=1,27) and was the least agreed statement (mean=4,14) in the remote work category. However, even respondents seemed to agree least that remote work positively impacts their well-being, three out of five (n=18) felt that remote work is the

best way for them to work. Respondents seemed to feel that remote work has made it easier to reconcile work and personal life (mean=4,48). Almost half of the respondents (n=14) agreed with that statement. Similar answers were seen in the statement asking if remote work is the best way to work, where more than half agreed (n=18). Therefore, it could be that because remote work eases reconciling work and personal life, the majority of respondents want to continue working mainly remotely.

6.1.3 Comparison between nationality groups

This subchapter presents the survey responses by nationality. Because the survey data was representative and the response percentage was high, it was decided to view differences between the groups. Even though the results cannot be generalized to the whole population, there seemed to be some differences between nationality groups.

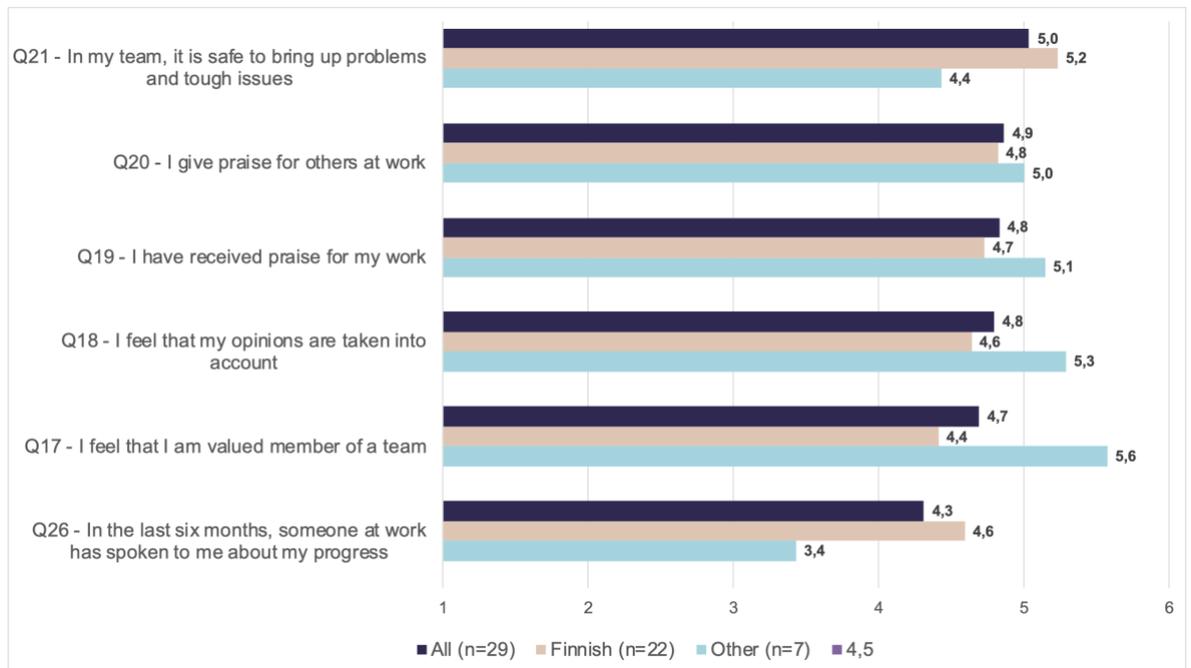


Figure 11. Averages of respondent's views on teamwork by nationality groups (n=29)

When respondents were asked if they felt a valued member of a team, other nationalities seemed to agree more strongly (mean=5,6) than Finnish (mean=4,4) respondents (see figure 11). Similar differences were with a statement asking if employees' opinions are taken into account; other nationalities seemed to agree (mean=5,3) more strongly than Finnish (mean=4,6). However, other nationalities seemed to agree less (mean=4,4) than Finnish (mean=5,5) that they feel safe to bring up problems and tough issues in a team. This could result from the fact that most Finnish employees have physically met their team members, while other nationalities might have never met anyone from their team or the whole organization.

Also, other nationalities seemed to agree less (mean=3,4) than Finnish (mean=4,6) that in the last six months, someone at work has spoken to them about their progress. If all the American employees would have responded to the survey, the low score on this statement could be explained by national cultural differences, e.g., the masculinity dimension. However, this can be only speculated since any conclusions cannot be made, as the actual nationality of respondents in “other” remains unknown.

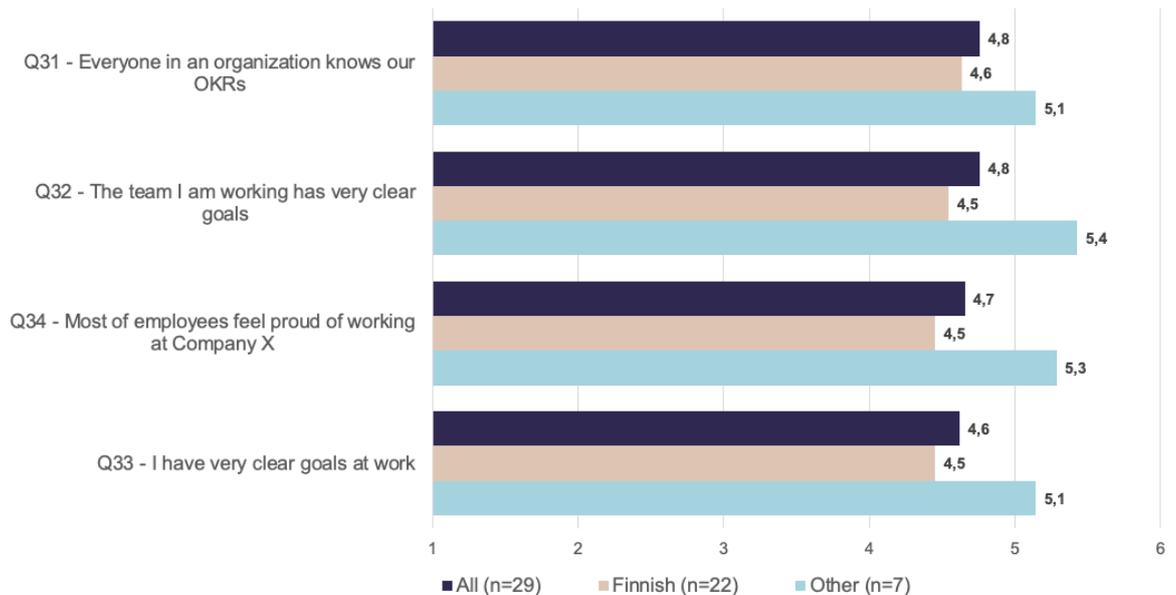


Figure 12. Averages of respondent's views on goals by nationality groups (n=29)

There were some differences between Finnish and other nationalities in the statements concerning goals (Figure 12). Responses in the Finnish group were aligned with the whole survey data. Interestingly, other nationalities had much higher mean values on each statement than Finnish employees. Especially on the team level, respondents from other nationalities than Finnish experience that their team has very clear goals (mean=5,4).

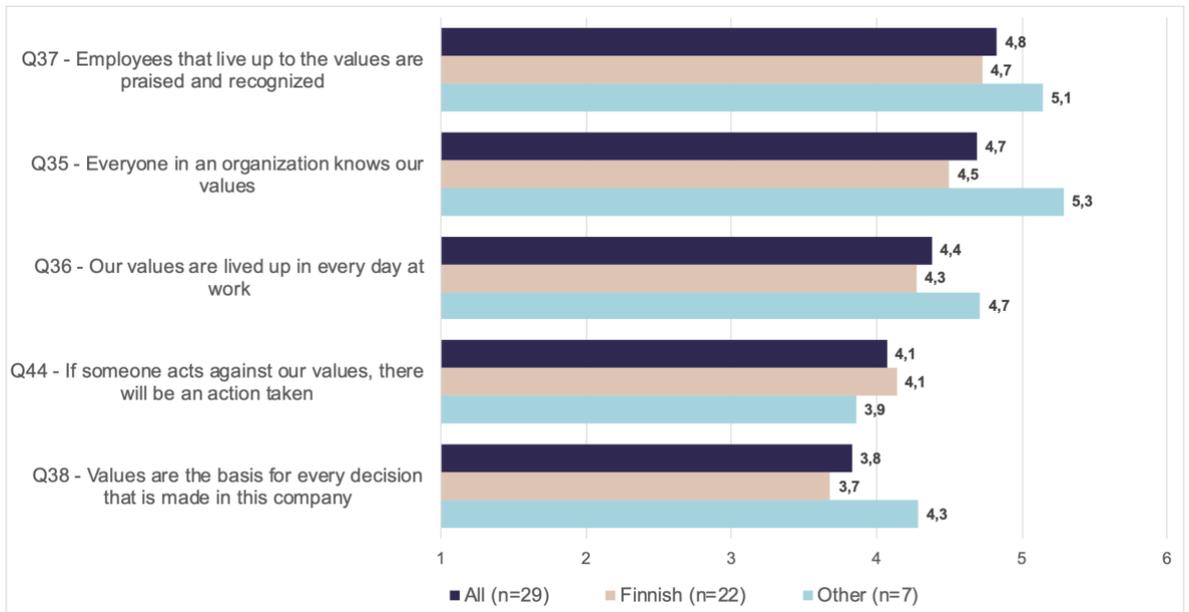


Figure 13. Averages of respondent's views of organizational level values by nationality groups (n=29)

Figure 13 presents the values on an organizational level. Based on this data the biggest difference seemed to be on how strongly other nationalities (mean=5,3) and Finnish (mean=4,5) agreed that everyone in an organization knows the values. Also, there seemed to be a difference that other nationalities (mean=4,3) agreed notably stronger than Finnish (mean=3,7) that values are the basis of every decision made in the company.



Figure 14. Averages of respondent's views of personal level values by nationality groups (n=29)

The final five questions were exploring different nationalities' feelings of values on a personal level. There was barely any difference in these statements between nationality groups (see figure 14). However, it seemed that other nationalities (mean=5,4) felt more proud working at Company X than Finnish (mean=4,8)

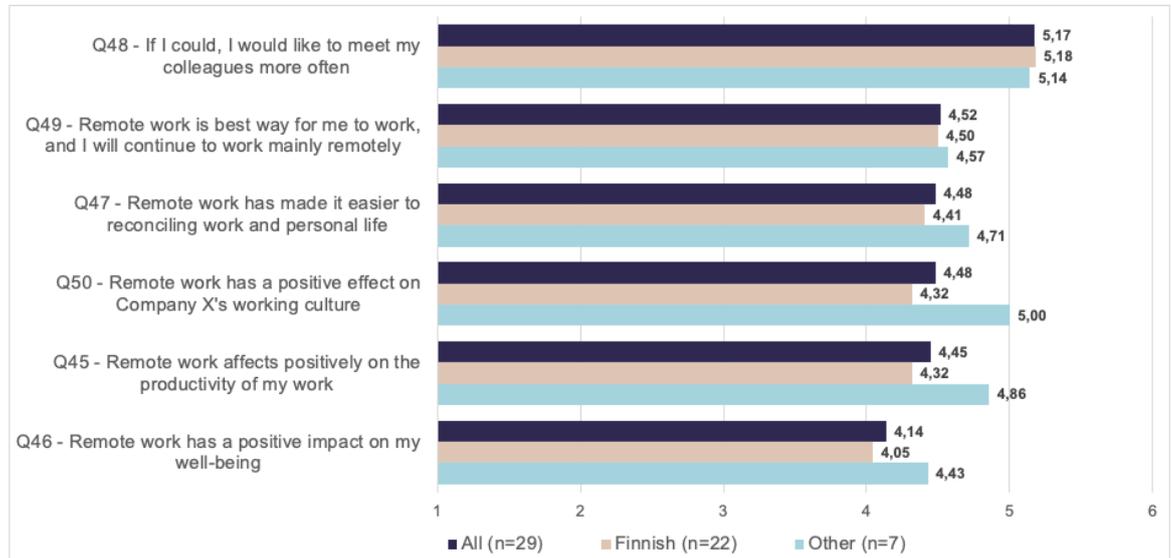


Figure 15. Averages of respondent's views on remote work by nationality groups (n=29)

Responses between the nationality groups were mainly parallel in the remote work category (see figure 15). However, other nationalities (mean=5) appeared to agree more than Finnish (mean=4,32) that remote work positively affects company culture. Additionally, representatives of other nationalities (mean=4,86) agreed notably more than Finnish (mean=4,32) that remote work positively affects their work productivity.

6.1.4 Comparison between age groups

This subchapter presents the survey responses by age groups. Because the survey data was representative and the response percentage was high, it was decided to view differences between the groups. Even though the results cannot be generalized to the whole population, in this data there seemed to be slight differences between age groups. This subchapter views only those statements that have had differences between the age groups.

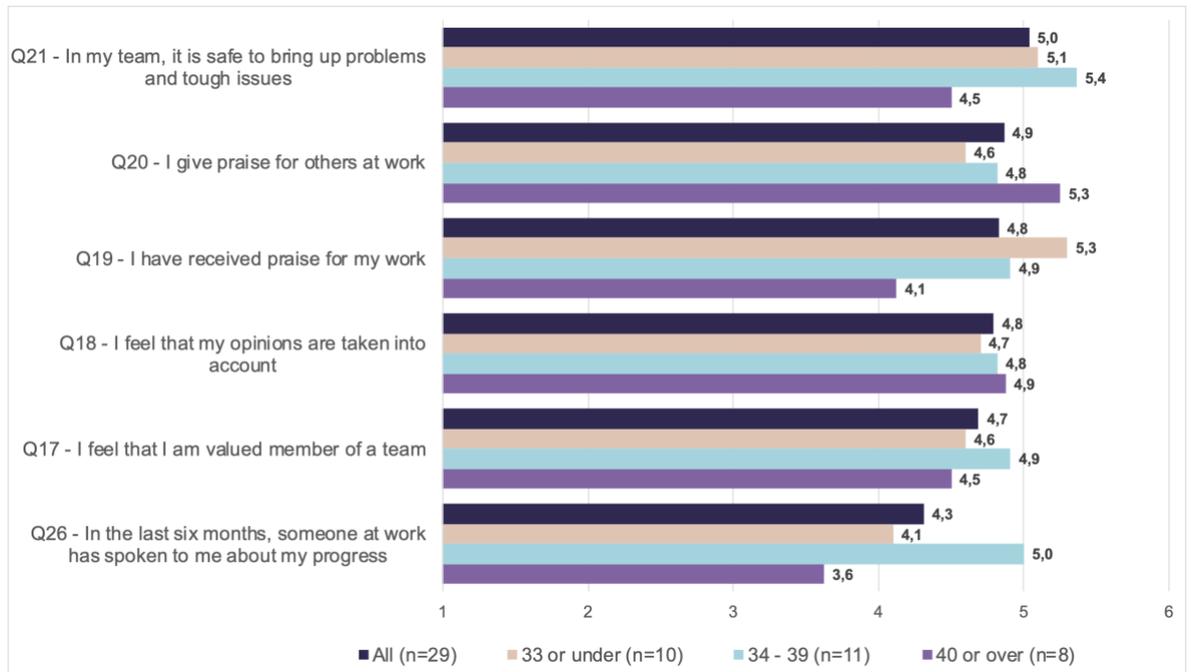


Figure 16. Averages of respondent's views on teamwork by age groups (n=29)

Respondents in the age group 40 or over seemed to agree more strongly on giving praise to others at work (mean=5,3) while they agreed less (mean=4,1) on receiving praise for their work. On the other hand, employees who belonged to the age group 33 or younger seemed to agree stronger (=mean 5,3) than other groups on receiving praise for their work. Respondents in the age group from 34 to 39 years had pretty similar means throughout all the statements. Interestingly, respondents from both age groups, 33 or younger and 34-39, agreed that it is safe to bring up tough issues and problems in their team, while respondents with age 40 or over agreed slightly (mean= 4,5) on the same statement. It seemed that respondents in the age group 34 to 39 agreed stronger (mean=5) than the age group 40 or over (mean=3,6) with the statement that someone at work has spoken to them about their progress. (Figure 16.)

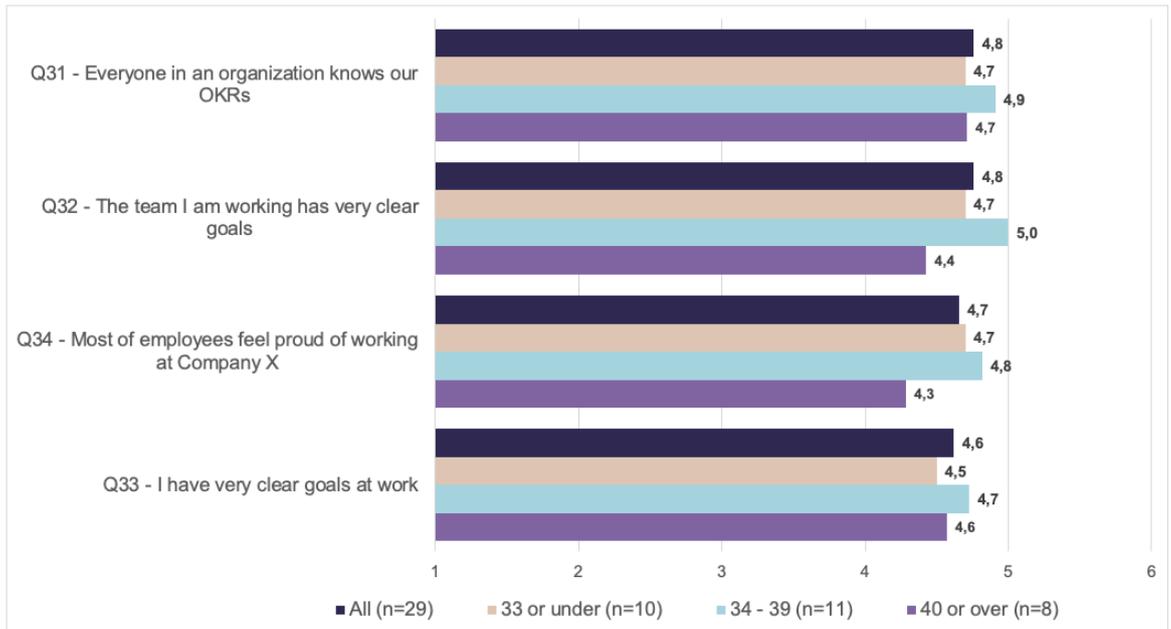


Figure 17. Averages of respondent's views of organizational level values by age group, n=29

Statements considering the values on the organization level, slight differences between age groups were found in this data (Figure 17). The age group 40 and over felt less strongly (mean=3,7) with the statement that everyone in an organization knows the values than other age groups. Interestingly the age group 33 or younger seemed to disagree stronger (mean=3,4) than other age groups with the statements considering the values being the basis of decision making. Interestingly, the age group 34 to 39 seemed to agree slightly more potently than other age groups with all the statements according to organizational level values.

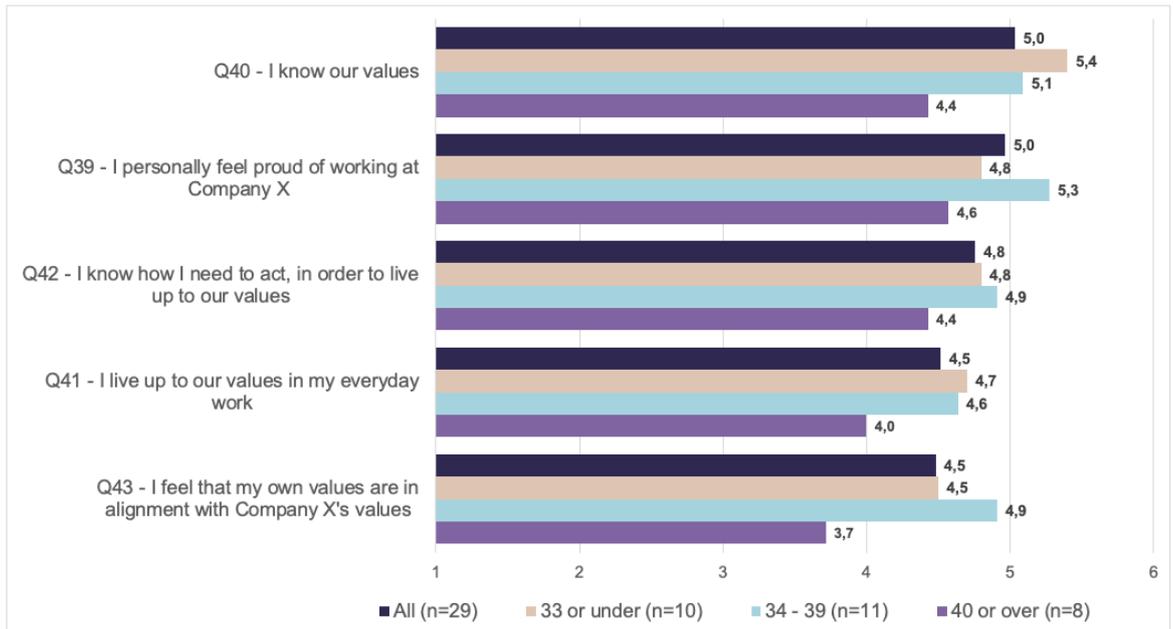


Figure 18. Averages of respondent's views of personal level values by age groups (n=29)

Employees in the age group 34 to 39 (mean=5,3) seemed to feel proudest of working at Company X, while 40 or over (mean=4,6) seemed to least agree with that statement. Another interesting difference was with the statement where respondents were asked if they feel their own values are in alignment with Company X's values; the age group 34 to 39 agreed strongest (mean= 4,9) while age group 40 or over (mean=3,7) least agreed. (Figure 18.)

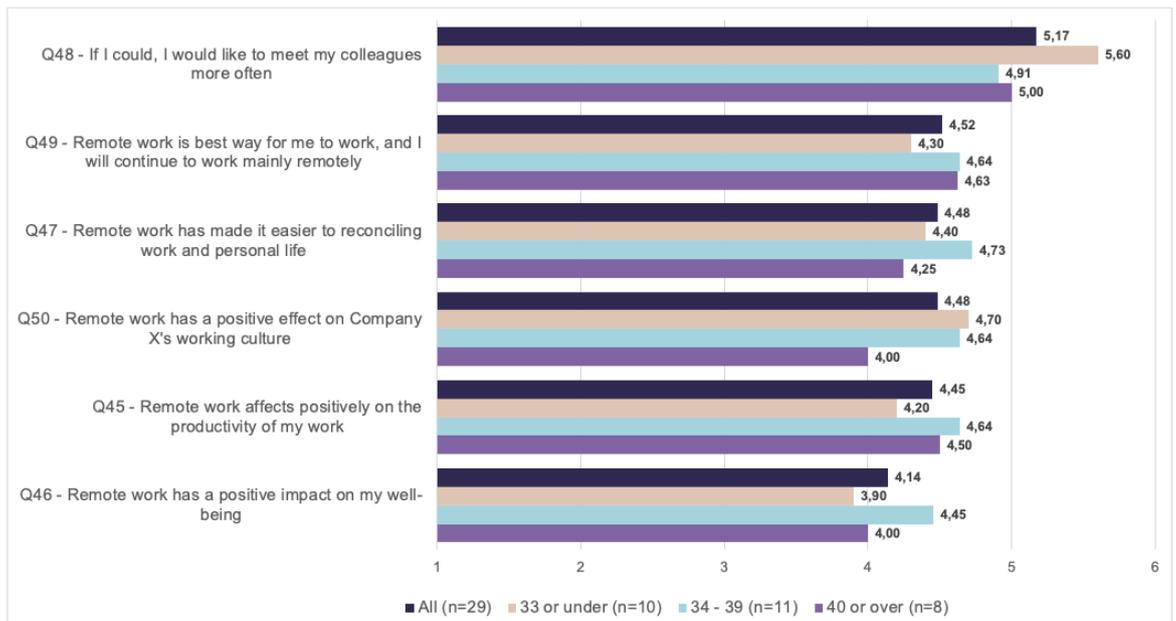


Figure 19. Averages of respondent's views on remote work by age groups (n=29)

The most exciting findings in these results concern respondents from the age group 33 or under, who agreed strongest (mean=5,5) that they would like to meet colleagues more often. In contrast, the same age group agreed least (mean=3,9) on the statement that remote work is the best way for them to work when compared to other age groups. Another interesting finding was that age group 34 to 39 agreed notably stronger (mean=4,45) that remote work positively impacts their well-being while the other two age groups' answers were less in agreement. (Figure 19.)

6.1.5 Current organizational culture type

This part of the analysis of the results focuses on the cultural type using the diagnosis tool, "Competing Values Framework," initially developed by Cameron and Quinn (2011). This assessment consisted of six key dimensions: dominant characteristics, people, working here, work environment, strategic emphasis and success, teamwork and management, and leadership. Each dimension had four statements, and each statement presented one of the four culture types, clan, adhocracy, market, or hierarchy. Altogether this part of the survey had 24 statements. The result of this analysis was to see what Company X employees consider to be the most dominant type of culture.

The most agreed statement from all the cultural type dimensions was that Company X is a very dynamic and entrepreneurial workplace. Nine out of ten agreed (n=26), and only one out of ten (n=3) slightly agreed with that statement. The second most agreed statement was that Company X is very result orientated, where seven out of ten (n=21) agreed. However, when respondents were asked if Company X is hierarchical, only two out of ten (n=5) agreed. Half of the respondents (n=14) either slightly agreed or slightly disagreed. Interestingly, the most disagreed (mean=2,97) dominant characteristics were that Company X feels like their extended family. Four out of ten (n=16) disagreed with the statement, and only one respondent strongly agreed, and three agreed. (Table 6.)

On the dimension of people working here, the most agreed statement was that Company X's employees are willing to take risks (mean=4,41.) More than half (n=17) agreed with the statement. It seemed that respondents also slightly agreed with other statements in this dimension. However, when asked if people working at Company X are very competitive and achievement-orientated, the responses had the highest standard deviation. (stdev=1,28).

The work environment dimension was the most agreed from all the dimensions (see table 6). No respondent strongly disagreed with any of the four statements. It appeared that respondents most agreed that the working environment is innovative and creative

(mean=4,38), while they least agreed that maintaining a smoothly running organization is most critical (mean= 4,4).

Interestingly, respondents took a minor position on the statements that concerned strategic emphases and success. This can be seen from the fact that in all four statements, most of the responses were distributed to the middle stages of the scale. (see table 6.) Two out of five disagreed (n=12) that Company X will succeed because of its products' new and unique features. Only one-fifth (n=4) agreed with the statement. It can be concluded that respondents felt strongest that the key to Company X's success is in terms of revenue and increasing the number of paying customers (mean=4,17).

Table 6. Mean, standard deviation and percentages of responses on organizational cultural type's six key dimensions (n=29)

Dominant Characteristics	MEAN	STDEV	Strongly Disagree				Strongly Agree	
			1	2	3	4	5	6
Company X is a very dynamic and entrepreneurial workplace	5,38	0,68	0 %	0 %	0 %	10,3 %	41,4 %	48,3 %
Company X is very result-oriented	5,21	0,86	0 %	0 %	0 %	27,6 %	24,1 %	48,3 %
Company X is very hierarchical	3,28	1,31	3,4 %	31 %	24,1 %	24,1 %	10,3 %	6,9 %
Company X feels like my extended family	2,97	1,32	13,8 %	24,1 %	31 %	17,2 %	10,3 %	3,4 %
People working here	MEAN	STDEV	1	2	3	4	5	6
People working here are willing to take risks	4,41	0,95	0 %	6,9 %	6,9 %	27,6 %	55,2 %	3,4 %
People working here are very competitive and achievement-oriented	3,93	1,28	3,4 %	13,8 %	10,3 %	41,4 %	20,7 %	10,3 %
My colleagues share a lot of themselves and their personal life	3,86	0,92	0 %	10,3 %	17,2 %	48,3 %	24,1 %	0 %
We stick to the rules	3,66	1,11	0 %	17,2 %	27,6 %	31 %	20,7 %	3,4 %
Work Environment	MEAN	STDEV	1	2	3	4	5	6
Our working environment is very innovative and creative	4,38	0,73	0 %	0 %	6,9 %	55,2 %	31 %	6,9 %
A major concern here is getting the job done no matter what	4,52	1,24	0 %	10,3 %	10,3 %	17,2 %	41,4 %	20,7 %
Maintaining a smoothly running organization is most critical for us	4,07	1,10	0 %	3,4 %	34,5 %	24,1 %	27,6 %	10,3 %
Company X is an extremely friendly place to work	4,41	1,18	0 %	3,4 %	20,7 %	31 %	20,7 %	24,1 %
Strategic Emphases & Success	MEAN	STDEV	1	2	3	4	5	6
The more unique and new features our product has, the more likely we are going to succeed	3,07	1,22	3,4 %	37,9 %	24,1 %	20,7 %	10,3 %	3,4 %
We define success in terms of revenue and increasing the number of paying users	4,17	1,31	3,4 %	6,9 %	20,7 %	20,7 %	34,5 %	13,8 %
Company X will success because it is focused on smoothly running operations and stability	3,38	1,24	3,4 %	27,6 %	20,7 %	24,1 %	24,1 %	0 %
Our key to success is continuous self-development and work-related training	3,76	1,30	6,9 %	10,3 %	17,2 %	37,9 %	20,7 %	6,9 %
Teamwork	MEAN	STDEV	1	2	3	4	5	6
In my team, it is encouraged to take risks even though we could fail	4,59	1,15	0 %	6,9 %	6,9 %	31 %	31 %	24,1 %
My team is focused on achievements and goal accomplishment	4,66	1,08	0 %	3,4 %	10,3 %	27,6 %	34,5 %	24,1 %
Most important thing in my team is that we follow the set rules and practices	3,00	0,96	3,4 %	31 %	31 %	31 %	3,4 %	0 %
Team players are recognized and praised	4,83	1,04	3,4 %	0,0 %	0,0 %	27,6 %	44,8 %	24,1 %
Management and Leadership	MEAN	STDEV	1	2	3	4	5	6
Our management and supervisors are risk takers and innovators	4,79	0,98	0 %	3,4 %	6,9 %	17,2 %	51,7 %	20,7 %
Our management and supervisors are demanding and result-driven	4,62	0,82	0 %	3,4 %	0 %	37,9 %	48,3 %	10,3 %
Our management and supervisors put high importance on employment security and stability	3,10	1,57	24,1 %	3,4 %	41,4 %	6,9 %	17,2 %	6,9 %
Our management and supervisors are considered as coaches and mentors	3,90	1,14	6,9 %	0 %	24,1 %	37,9 %	27,6 %	3,4 %
ADHOCRACY	COLOR CODES IN AVERAGES							
MARKET	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree		
HIERARCHY	1,00 ≤ x < 1,84	1,84 ≤ x < 2,66	2,66 ≤ x < 3,50	3,50 ≤ x < 4,32	4,32 ≤ x < 5,16	5,16 ≤ x ≤ 6,00		
CLAN								

Seven out of ten (n=20) agreed that team players are recognized and praised. Only one disagreed with that statement, and eight respondents slightly agreed. Over half (n=16) agreed that in their team, it is encouraged to take risks. Also, more than half agreed (n=17) agreed that their team is focused on achievements and goals. Respondents seemed to disagree (n=10) most that following set rules and practices are the most important in a team. (Table 6.)

Finally, the most agreed (mean= 4,79) characteristic on management and leadership dimension was that management and supervisors are risk-takers and innovators. Seven out of ten (n=21) agreed with the statement. Respondents also felt that management and supervisors are demanding and results-driven (mean=4,62), where over half (n=17) of respondents agreed. Interestingly, the statement considering if management and supervisors emphasized employment security and stability divided the answers among all statements (stdev=1,57).

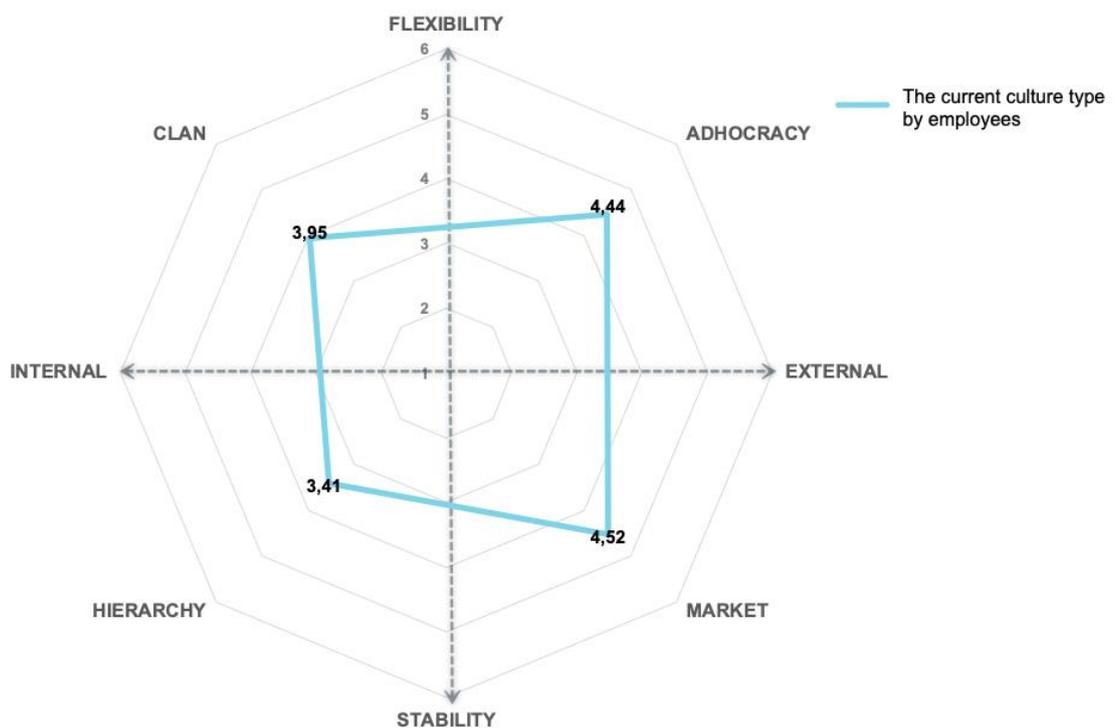


Figure 20. Company X's current culture profile by The Competing Values Framework

After analyzing all the answers in six key dimensions (see table 6), was developed Company X's current culture profile (see figure 20). Based on this data, respondents felt that the dominant cultural type in Company X was the market culture (mean=4,52). However, the adhocracy cultural statements received agreement among respondents (mean=4,44). Therefore, it seemed that Company X has two dominant cultural types, that

can affect teamwork, management, and strategy. Hierarchical culture type was least agreed (mean=3,41), and clan culture was second least agreed (mean=3,95.)

6.1.6 Open-ended questions

Open-ended questions were used in the survey, aiming to understand the visibility of values and the deeper structures of organizational culture according to the models of Schein and Hofstede. Also, some open-ended questions were formed to support the exploration of organizational culture type by Cameron and Quinn. Additionally, open-ended questions aimed to understand how the respondents would like to further develop remote work, values in practice, and working culture. However, visible artifacts such as heroes and symbolic manifestations were not studied in the survey because adding more questions would have further increased the length of the survey and could have negatively impacted the response rate. In addition to this, Company X is a young and relatively small company whose symbols can be detected without a survey. Regarding the heroes, the company's founders are strongly involved in the business operations and therefore are seen as the heroes.

Open-ended questions were optional, and therefore not everyone answered these questions. Content analysis was applied to analyze the answers to the open-ended questions. Answers were processed first by reading through them multiple times and after that focused on reducing the answers, grouping them under selected themes. As a result of the thematic content analysis (see appendix 4), common factors and differences were sought in the answers.

When the respondents were asked to give examples, how values are taken into practice, giving praises and celebrating the success was brought up by four respondents. The praises were mentioned in connection with two different values, developers first and caring for our users and each other. In both of the values, respondents gave examples of how the values were taken into practice from the perspective of external and internal manifestos.

Respondents gave most examples of how the value result-driven action is taken into practice. However, those examples seemed to be internal manifestos. Similarities in the responses were found; for example, responses seemed to align with that Company X has clearly defined tasks and company-wide OKRs. One respondent also said that only the next goal matters. Another similarity in answers was that result-driven action shows Company X is not afraid to make mistakes or change things to achieve the results and

make decisions without much deliberation. These responses seemed to be fairly well aligned with Company X's value definition presented in table 2.

Values ambitious leadership and caring for our users and each other received the least answers. On the ambitious leadership, one respondent mentioned that management has big plans and is not afraid to change things when needed. This answer was aligned with the responses given to the value result-driven action. Interestingly, only one respondent mentioned an external manifesto, that leadership is taken into practice by taking the leadership in the industry. Also, caring for our users and each other did not receive many responses, but those related to giving praises. However, two respondents mentioned that Company X is helping and listening to the community members and users.

When asked how Company X's values could be put better into practice, similar themes arose from the answers. For example, three respondents mentioned that the ambitious leadership inside the organization, especially in middle-level leadership, could be enhanced and more visible. Two respondents said that stability on the workload and using rest to avoid burnout should be considered. One respondent said that caring for users and each other in general would be beneficial. Interestingly, one respondent mentioned that all values should be taken as a part of daily routines.

Respondents were asked to tell how they would improve Company X's remote working environment. All the responses were on the level of artifacts. Schein described cultural artifacts as the most visible part of the culture, things like how employees talk to each other, the dress codes, myths and stories, ways of working, behavior, etcetera. Similarities in the responses were found, as three respondents mentioned the need for increased more thoughtful asynchronous communication, which would help different departments and time zones stay informed and connected.

Three respondents wished to have more off-work activities. Two wished for a casual remote hangout, e.g., via video and voice, and one respondent mentioned the need for regular face-to-face meetings, which could improve Company X's remote working environment. More than half of the responses were related to either increasing internal communication or having more non-work-related events and discussions with colleagues. Only one respondent mentioned that their home office is not meeting the standards for remote working. Additionally, no respondent mentioned any need for improvement in virtual working tools nor remote management and leadership.

To have a deeper understanding of Company X's organizational culture, respondents were asked to describe Company X's culture as a person. This question received varying answers, and a clear description of Company X as a person cannot be drawn based on the spectrum of the responses. However, some similarities can be seen. Based on these similarities, Company X was described as friendly, hardworking, and down-to-earth, but enthusiastic, results-driven, and straightforward. Some respondents said that Company X as a person would be an introvert, a bit distant, and a bit cold or unemphatic on the outside. The differences in the answers could result from Company X having employees from different nationalities and be explained by Hofstede's national cultural differences (see chapter 2.2). For example, Americans could view the Finnish way of behaving as distant or cold, while Finnish employees find it neutral or even friendly. However, this data cannot be generalized to the population, and the possible national differences in this thesis remain uncovered.

When asked what is best in Company X's working culture, similarities seemed to be in the ways of working. Respondents especially mentioned that autonomy and the working methods, such as remote work, are best in Company X's working culture. Therefore, it could indicate that Company X is fulfilling the basic need of autonomy in the workplace described in the self-determination theory. Some answers also indicated a manifesto of the basic need of relatedness. One employee mentioned that the best thing about Company X's culture is the friendliness and warmth, and another respondent said that management and HR are always willing to listen. However, no one mentioned the feeling of belonging to the group or social relationships at the workplace. Also, only one respondent mentioned that people are working at Company X to create something they are proud of, and everyone is there to learn. This response was the only one that could indicate Schein's underlying assumptions from all the responses. Two respondents pointed out that result-driven action and focused on the goals are best about Company X's working culture, which is also one of Company X's values. This could indicate that some of the respondents share similar values in their personal life as Company X has.

When respondents were asked what they would improve in Company X's working culture, two respondents mentioned that they would like to meet their colleagues in person. One respondent proposed that everyone could have a work buddy, that it is not just supervisors that know how the employees are doing. Two respondents pointed out that communication could be improved. These answers were aligned with the responses when asked the development suggestions for Company X's remote working environment. One respondent suggested that improving the feeling of stability would be needed, and another said that culture would be better if everything would not change every two weeks. One

respondent felt that Company X feels like an enterprise due to hierarchy trees and numerical performance review. Interestingly, no respondent mentioned that leadership should be improved.

The final question was aiming to understand what kind of unwritten rules Company X has. This question was based on Hofstede's and Hofstede's (2005, 4) view of cultural phenomena where group members behave through unwritten rules within the shared social environment. The strongest theme was autonomy and working hours, which four respondents pointed out. One respondent felt that employees are required to be on slack around the clock. There were no other strong themes in the responses considering the unwritten rules. However, someone said it is acceptable to approach anyone at the company and employees are expected to treat coworkers with respect. One respondent also seemed to feel that excuses are not appreciated, but mistakes are fixable. Someone also said that there is no need to ask for permission in the workplace.

6.2 Comparing the actual culture to the ideal culture

This section of the thesis will compare the current culture defined in the first survey to the ideal culture that was explored using the same survey format. The second survey was sent to four company founders, and everyone responded to the survey. The second survey included 48 statements and three open-ended questions. Founders answered two statements less than employees because two of the statements were overlapping when thinking of the ideal culture. Also, the founders' survey left out all the open-ended questions related to development and improvement. The two survey results are compared to each other through means and standard deviation. Additionally, was used the Mann-Whitney U test, which tested the significance (p-value) of the difference between the two independent data. In this study, the risk of error was set so that all p-values under 0.10 are considered statistically significant.

6.2.1 Comparing survey results

In the teamwork category, the most significant difference was on how strongly employees and founders agree that employees feel that they are valued members of a team (see table 7). Founders strongly agreed that ideally, Company X's employees would feel valued members of a team. Employees were agreeing with the statement, but not necessarily as strong as would be ideal. The result of the testing was that the difference between the groups was statistically significant. If looking at the means only, a slight difference between the groups was seen with the statement asking how strongly respondents agree that someone has spoken to employees on their progress within the

last six months. Even this statement was least agreed on in this category by employees (mean= 4,31), yet founders do not find this strategically vital because they seemed to disagree slightly (mean=3,5).

Table 7. Mean, standard deviation and the Mann Whitney u-test of actual and ideal culture on teamwork category

TEAMWORK	MEAN	STDEV	MEAN	STDEV	The Mann-Whitney U test	
	actual culture	actual culture	ideal culture	ideal culture	Sig	Decision
Employees feel that they are valued members of a team	4,69	1,17	5,75	0,43	,072 ^a	Reject the null hypothesis.
Employees feel that their opinions are taken into account	4,79	1,01	5	0,71	,811 ^a	Retain the null hypothesis.
Employees receive praise for their work	4,83	1,23	4,75	1,09	,852 ^a	Retain the null hypothesis.
Employees give praise for others at work	4,86	1,09	4,25	1,30	,472 ^a	Retain the null hypothesis.
In an ideal team, it is safe to bring up problems and tough issues	5,03	1,12	5,5	0,87	,439 ^a	Retain the null hypothesis.
Someone speaks to each employee about their progress every six months	4,31	1,37	3,5	1,50	,377 ^a	Retain the null hypothesis.
COLOR CODES IN AVERAGES						
Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree	
1,00 <= x < 1,84	1,84 <= x < 2,66	2,66 <= x < 3,50	3,50 <= x < 4,32	4,32 <= x < 5,16	5,16 <= x < 6,00	

According to the Mann-Whitney U test, the greatest difference was on how proud employees felt working at Company X and how important founders thought that statement was from a strategic point of view (see table 8). Founders seemed to strongly agree that ideally, employees would feel proud of working at Company X (mean=5,5). However, employees were not agreeing with the statement accordingly strongly (mean=4,66). This statement also had the lowest standard deviation among employees (stdev=0,90) and founders (stdev=0,43). There were no other strong differences between the groups in the values and goals category. However, the ideal culture means were lower in many statements in comparison with actual culture statements.

Table 8. Mean, standard deviation and the Mann Whitney u-test of actual and ideal culture on values and goals category

VALUES & GOALS	MEAN	STDEV	MEAN	STDEV	The Mann-Whitney U test	
	actual culture	actual culture	ideal culture	ideal culture	Sig	Decision
Everyone in an organization knows our OKRs	4,76	1,09	4,75	0,83	,894 ^a	Retain the null hypothesis.
Every team have very clear goals	4,76	1,12	5,5	0,50	,224 ^a	Retain the null hypothesis.
Every employee have clear goals at work	4,62	1,05	5,5	0,50	,119 ^a	Retain the null hypothesis.
Most of employees feel proud of working at Company X	4,66	0,90	5,75	0,43	,025^a	Reject the null hypothesis.
Everyone in an organization knows our values	4,69	1,14	4	1,22	,407 ^a	Retain the null hypothesis.
Employees that live up to the values are praised and recognized	4,83	1,10	4	1,22	,246 ^a	Retain the null hypothesis.
Values are the basis for every decision that is made in this company	3,83	1,26	4	1,22	,690 ^a	Retain the null hypothesis.
Every employee live up to our values in their everyday work	4,52	1,06	4,25	0,83	,576 ^a	Retain the null hypothesis.
Everyone know how they need to act, in order to live up to our values	4,76	0,99	5	0,71	,770 ^a	Retain the null hypothesis.
Employees own values are in alignment with Company X's values	4,48	1,38	3,75	0,43	,184 ^a	Retain the null hypothesis.
If someone acts against our values, there will be an action taken	4,07	1,22	4	1,58	,936 ^a	Retain the null hypothesis.

COLOR CODES IN AVERAGES
 Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree
 1,00 ≤ x < 1,84 1,84 ≤ x < 2,66 2,66 ≤ x < 3,50 3,50 ≤ x < 4,32 4,32 ≤ x < 5,16 5,16 ≤ x ≤ 6,00

In the remote work category, there were no strong differences in means between the groups (see table 9). The biggest difference seemed to be with the statement where asked if remote work is the best way for everyone to work, and everyone should continue working remotely. Employees (mean= 4,52) seemed to agree with that statement stronger than founders (mean= 4).

Table 9. Mean, standard deviation and the Mann Whitney u-test of actual and ideal culture on remote work category

REMOTE WORK	MEAN	STDEV	MEAN	STDEV	The Mann-Whitney U test	
	actual culture	actual culture	ideal culture	ideal culture	Sig	Decision
Remote work affects positively on the productivity of work	4,45	1,18	4,5	0,87	,770 ^a	Retain the null hypothesis.
Remote work has a positive impact on employees well-being	4,14	1,27	4,25	1,48	,811 ^a	Retain the null hypothesis.
Remote work makes it easier to reconciling work and personal life	4,48	1,24	4,25	0,43	,651 ^a	Retain the null hypothesis.
If could, everyone should meet their colleagues more often	5,17	0,93	5	0,71	,651 ^a	Retain the null hypothesis.
Remote work is best way for everyone to work, and everyone should continue to work mainly remotely	4,52	1,15	4	1,22	,439 ^a	Retain the null hypothesis.
Remote work has a positive effect on Company X's working culture	4,48	1,02	4,25	1,09	,613 ^a	Retain the null hypothesis.

COLOR CODES IN AVERAGES
 Strongly Disagree Disagree Slightly Disagree Slightly Agree Agree Strongly Agree
 1,00 ≤ x < 1,84 1,84 ≤ x < 2,66 2,66 ≤ x < 3,50 3,50 ≤ x < 4,32 4,32 ≤ x < 5,16 5,16 ≤ x ≤ 6,00

6.2.2 Comparison of actual culture type and ideal culture type

This part of the results focuses on comparing the current culture type (see subchapter 6.1.5.) to the ideal culture type. Competing Values Framework provides an understanding of dominant organization cultural types and the differences between the current and preferred culture.

Table 10 shows that the biggest difference seemed to be on how strongly employees (mean=4,38) and founders (mean=5,5) agreed that Company X's working environment is very innovative and creative. Differences in responses between employees and founders were also notable and statistically significant in two other statements. When asked employees' opinions on how strongly they agree on sticking to the rules at the company level, they seemed to agree slightly (mean=3,66), while founders disagreed (mean=2,25). When asked if people working at Company X are willing to take risks, the founders strongly agreed (mean=5,25) while employees agreed (mean=4,41)

Another interesting difference was that employees (mean=3,28) seemed to find Company X more hierarchical than in ideal culture (mean=2,25). Also, it looked like employees (mean=3,66) slightly agreed that Company X sticks to the rules, while founders (mean=2,25) disagreed with the statement.

When identifying the most dominant characteristics of Company X's culture, it could be concluded that most agreed statements within employees and founders were that Company X is very dynamic and entrepreneurial and that Company X is a very result-orientated workplace. These statements were strongly agreed by employees and had the lowest standard deviation (see table 10).

Table 10. Mean, standard deviation and percentages of responses on organizational cultural type's key dimensions (n=29)

	MEAN actual culture	STDEV actual culture	MEAN ideal culture	STDEV ideal culture	Sig	Decision
Dominant Characteristics						
Company X is a very dynamic and entrepreneurial workplace	5,38	0,68	5,75	0,50	,377 ^a	Retain the null hypothesis.
Company X is very result-oriented	5,21	0,86	6	0,00	,105 ^a	Retain the null hypothesis.
Company X is very hierarchical	3,28	1,31	2,25	0,96	,184 ^a	Retain the null hypothesis.
Company X feels like my extended family	2,97	1,32	2,75	1,50	,852 ^a	Retain the null hypothesis.
People working here						
People working here are willing to take risks	4,41	0,95	5,25	0,50	,093 ^a	Reject the null hypothesis.
People working here are very competitive and achievement-oriented	3,93	1,28	4,25	2,22	,407 ^a	Retain the null hypothesis.
We stick to the rules	3,66	1,11	2,25	1,71	,035 ^a	Reject the null hypothesis.
My colleagues share a lot of themselves and their personal life	3,86	0,92	3,25	0,96	,540 ^a	Retain the null hypothesis.
Work Environment						
Our working environment is very innovative and creative	4,38	0,73	5,5	0,58	,014 ^a	Reject the null hypothesis.
A major concern here is getting the job done no matter what	4,52	1,24	5,5	0,58	,133 ^a	Retain the null hypothesis.
Maintaining a smoothly running organization is most critical for us	4,07	1,10	3,25	1,71	,407 ^a	Retain the null hypothesis.
Company X is an extremely friendly place to work	4,41	1,18	3,75	0,50	,295 ^a	Retain the null hypothesis.
Strategic Empahses & Success						
The more unique and new features our product has, the more likely we are going to succeed	3,07	1,22	3,5	0,58	,377 ^a	Retain the null hypothesis.
We define success in terms of revenue and increasing the number of paying users	4,17	1,31	4,5	1,73	,576 ^a	Retain the null hypothesis.
Company X will success because it is focused on smoothly running operations and stability	3,38	1,24	3,5	1,91	,770 ^a	Retain the null hypothesis.
Our key to success is continuous self-development and work-related training	3,76	1,30	3,5	1,91	,690 ^a	Retain the null hypothesis.
Teamwork						
In an ideal team it is encouraged to take risks even though the team could fail	4,59	1,15	5	0,82	,576 ^a	Retain the null hypothesis.
Teams are mainly focused on achievements and goal accomplishment	4,66	1,08	5,25	0,50	,321 ^a	Retain the null hypothesis.
Most important thing in an ideal team is that they follow the set rules and practices	3,00	0,96	2,75	0,96	,651 ^a	Retain the null hypothesis.
Team players are highly recognized and praised	4,83	1,04	4,5	1,00	,576 ^a	Retain the null hypothesis.
Management and Leadership						
Ideal management and supervisors are risk takers and innovators	4,79	0,98	5	0,82	,811 ^a	Retain the null hypothesis.
Ideal management and supervisors are demanding and result-driven	4,62	0,82	5	0,82	,472 ^a	Retain the null hypothesis.
Ideal management and supervisors put high importance on employment security and stability	3,10	1,57	2,75	0,96	,690 ^a	Retain the null hypothesis.
Ideal management and supervisors are considered as coaches and mentors	3,90	1,14	3,75	1,89	,770 ^a	Retain the null hypothesis.
ADHOCACY						
COLOR CODES IN AVERAGES						
MARKET	Strongly Disagree	Disagree	Slightly Disagree	Slightly Agree	Agree	Strongly Agree
HIERARCHY	1,00 ≤ x < 1,84	1,84 ≤ x < 2,66	2,66 ≤ x < 3,50	3,50 ≤ x < 4,32	4,32 ≤ x < 5,16	5,16 ≤ x ≤ 6,00
CLAN						

Now that the statements have been viewed singly and differences and strengths have been discovered, a cultural profile has been formed from the six dimensions presented in table 10. Figure 21 shows the cultural profile based on responses from employees and founders. The blue line shows the current culture evaluated by the employees, and the green line indicates the founders' view of the ideal culture. It seemed that the market culture was the most dominant culture type both in the current culture (mean=4,52) and in the ideal culture (mean=5,08). The adhocracy has achieved very similar scores to market culture, and thus it appears that Company X might have two dominant types of culture.

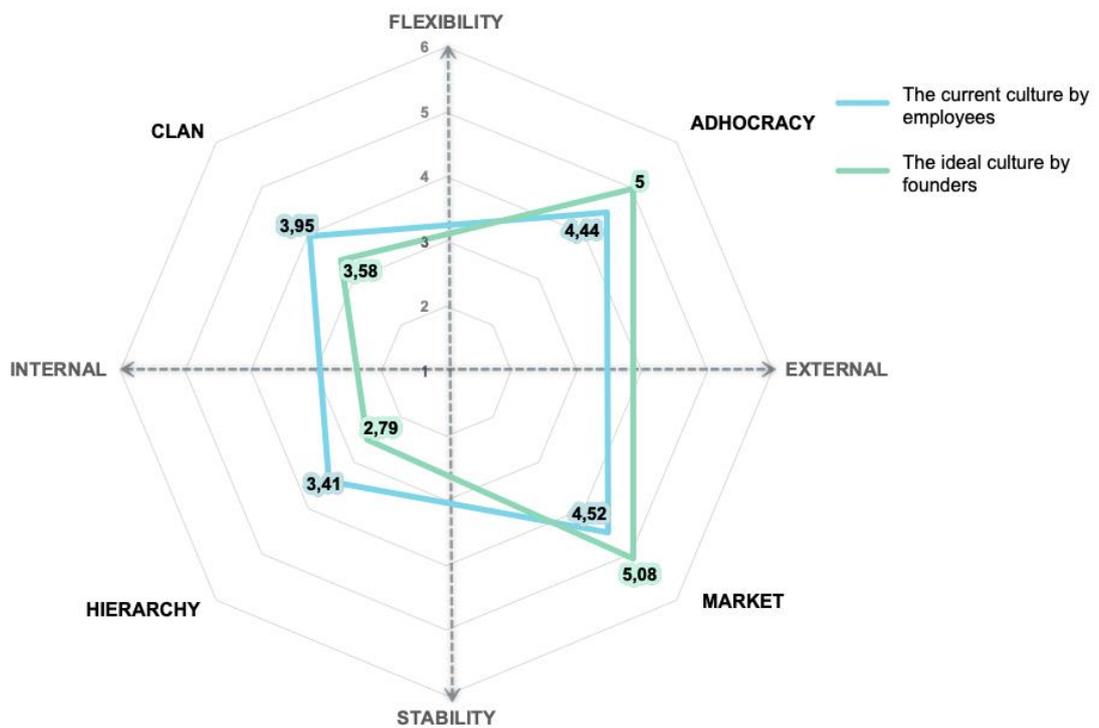


Figure 21. Company X's current and ideal culture profiles by The Competing Values Framework

The biggest difference seemed to be on how strongly hierarchical culture statements were responded to. Both founders (mean=2,79) and employees (mean=3,41) seemed to consider hierarchical culture as the weakest out of the culture types (see figure 21). Employees agreed stronger than founders on the statements that Company X is a very hierarchical workplace, we stick to the rules, and maintaining a smoothly running workplace is most critical for us.

Employees and founders have responded to most of the statements concerning a clan culture similarly. However, employees agreed to some statements much stronger than the founders. For example, employees (mean=4,41) felt that Company X is an extremely friendly place to work, while founders did not agree (mean=3,75) on that same strength.

6.2.3 Comparison of open-ended questions

This subchapter focuses on comparing the open-ended question results between employees and founders. Founders were asked only three open questions because three other questions considered the development and improvement suggestions or hidden rules of Company X. The responses from founders were read through and combined in a table that can be viewed in appendix 5.

Founders were asked to explain how the values would be taken into practice in the ideal Company X. Based on the responses, developers first mean externally that Company X understands the needs of the end-users by making good products for them. Also, Company X would not work against sound open-source principles and welcome everyone in the community. Internally the same value would mean that there is time for the developers, and in-house developers will solve problems proactively and creatively. When comparing the founders' view of the ideal manifestos of developers first with employees' response to how the value is taken into action, many similarities can be addressed. For example, both groups mentioned the importance of the community.

Founders saw result-driven action as action over deliberation, getting things done, and as strong and timely day-to-day decision making. Employees brought up similar themes, as they mentioned that Company X is not afraid to make decisions or mistakes, and decisions are made without too much deliberation. Interestingly, employees emphasized clear goals and tasks in the workplace, which founders did not bring up in their responses. However, this does not mean that founders are not seeing the goals as important, especially since the statements according to goals were valued high among founders.

In Company X's ideal culture, ambitious leadership means being a leader in the developer-driven RPA industry. It would also embody identifying and willingness to pursue the right business opportunities. Internally, supervisors would be setting the bar high and showing dedication to reach the goal by any means. The responses that employees gave were very well aligned with the founders' responses.

Caring for our users and each other would be ideally demonstrated as always having the customer in mind, meaning that everything created in the company should bring tangible business value to the end-user. Internally, this would mean that everyone at Company X keeps their hearts in everything they do. Employees' responses seemed to differ as two of them mentioned the praises and giving credit to the customers. Two answers in this value were also overlapping with the founders' description of the value developers first.

When founders were asked to describe Company X's ideal working culture as a person, they said it would be hard-working and goal-orientated, obsessed with the customers, and ready to solve problems and find new solutions creatively. Employees agreed that Company X as a person would be hard-working and goal orientated. However, employees' responses were also differing, as they described Company X as friendly, straightforward, and down to earth. On the other hand, some employees felt that

Company X is introverted and a bit distant, which was not visible in the responses considering the ideal culture.

Finally, the founders described what the best in Company X's ideal working culture would be. Founders felt that culture crystallizes the intentions, ideas, and dreams the organization has. On behalf of artifacts in ideal culture, the best things would be common commitment, ambition, and teamwork towards a shared goal. On the espoused values was mentioned that what matters the most is how much growth Company X drives. This was seen in the founders' responses that covered the CVF and showed that the market culture was the most dominant cultural type in the ideal culture. Employees' responses seemed to have some similarities with founders. For example, employees' answers were similar when viewing the espoused values. However, when exploring the artifacts, employees seemed to mention more concrete items such as autonomy, remote working, lack of office policies, different work tasks, et cetera. This could indicate that employees do not necessarily have the same drivers as founders had. Founders appeared to be highly driven by the goals, revenue, and customer focus, while employees relate to their own experience in the work community and ways of working.

7 Discussion and conclusions

The purpose of the thesis was to understand organizational culture and remote working from the organization and employee perspective. At the heart of this study were the company values. The aim was to determine how employees see the values come true in the company's culture and remote work environment. This thesis's main objective was to define and enhance Company X's current culture and make further development suggestions based on the study findings and literature.

Organizational culture as a concept is a comprehensive and multi-dimensional entity. Organizational culture has as many concepts as there are researchers. For this reason, there is not only one well-established way to study organizational culture. Instead, culture should be approached from the perspective that best meets the organization's needs and supports its strategy. This was also the case for this thesis.

7.1 Main findings

This thesis studied Company X's organizational culture from the employees' perspective and compared it to the founders' view of the ideal culture. The aims and objectives of the study were achieved. Based on this study, it seemed that Company X's current culture is pretty much in line with the ideal culture. The thesis has gathered information about Company X's current culture, the extent to which employees and founders agree, and which areas need development. Based on this thesis, no critical development areas were found. Critical in this context means that the survey would have raised some organizational culture themes on which employees and founders would have completely disagreed. Therefore, it can be concluded that the state of Company X's current culture appears to be at a good level. However, a strong organizational culture is not a permanent state but requires constant attention and enhancement, especially in different company lifecycles, when changes in the organization or market occur or the organization has changed its strategy. Although Company X's organizational culture was at a reasonable level, this thesis concluded a few interesting findings that will be discussed next.

The quantitative survey data seemed to indicate that Company X's employees know the values and live up to them more than founders find it needed from the perspective of the ideal culture. When employees were asked to give examples of how the values are lived up in everyday life, responses on two values (developers first and caring for our users and each other) were slightly overlapping, and similar themes were brought up. One employee also mentioned that Company X should find ways to make values part of daily routines. Barret (2014, 53-55) argues that a value-based organization should define two or three

behavior statements or value norms on each value. This will help employees to understand concretely what the value means and how they are expected to act. Mattiske (2020, 84-85) and Malone (2004, 35, 43-33) adds that virtual teams could create their own ground rules or ways of working in a written form, to enhance teamwork and relatedness.

Based on this data, employees might not feel like valued team members as founders think would be ideal. However, responses on the group from other nationalities regarding this statement were aligned with the ideal culture, while Finnish employees did not feel that they valued members of a team. According to Cameron and Quinn (2011, chapter 3), organizations where the clan is the dominant culture type emphasize teamwork, and employees feel a great sense of togetherness. Based on this study, Company X's most dominant culture type seemed to be the market type, which is quite the opposite of the clan culture. Additionally, the group of other nationalities feeling a more valued team member could be explained with Hofstede's (2005, 40-44) national cultural study. He found a great difference between Finnish and Americans on the masculinity dimension. Americans by nation tend to be more drawn for success, ranks, or promotions, and Finnish are more down-to-earth and modest. However, this theory cannot be generalized as the survey did not reveal the actual nationalities of the respondents in the other nationalities group.

Founders seemed to emphasize the company goals over the values, while employees might not experience them as clearly as founders. One employee also mentioned that they would appreciate it if the longer-term goals were more widely discussed. Three employees also pointed out that middle-level leadership could be enhanced and more visible in the organization. Zuberbuhler and al. (2020, 1-2) believe that coaching-based leadership is an effective way to increase competencies and guide the team and individuals towards the shared goals.

Another respondent pointed out that they would develop Company X's culture by more continuous guidance with the vision and direction Company X is heading. Cameron and Quinn (2011, chapter 3) underlined that companies with market culture as the dominant type emphasize competitiveness and demandingness that can be seen as clearly set goals and targets for a team. This was very visible in founders' responses, where they emphasized the importance of goal setting and found the market culture the most critical culture type for Company X's success.

As mentioned, both founders and employees seemed to agree that Company X's most dominant culture type was market culture. Adhocracy culture was nearly as dominant as

the market culture, while clan and hierarchy culture types were the least dominant. However, the largest gap between actual and ideal culture was in the hierarchy type, where employees found Company X's culture more hierarchical than founders saw ideal. Company X's cultural profile seemed to be relatively uncommon. Cameron and Quinn (2011, chapter 4) found out in their study that a fast-growing Bancorp has a similar cultural profile as Company X has. What makes the profile unusual is that it strongly emphasizes the right side of the quadrant – market and adhocracy. This may be because Company X is a very early-stage startup, but the company has strong investors that enable fast growth. Therefore, Company X may appear to be a later-stage company with a great focus on the market, yet it emphasizes the entrepreneurial mindset.

When employees were asked to describe Company X's culture as a person, the responses varied. The most common adjectives were friendly, enthusiastic, down-to-earth, hard-working, and result-driven. Additionally, employees brought up varying answers, such as a pro athlete, a robot, introvert, a bit cold, or unemphatic. Founders felt Company X as a person would be hard-working, obsessed with customers, and goal orientated. Therefore, a clear and consistent picture of Company X's working culture as a person was difficult to draw. Plaskoff (2017, 139) proposes that organizations could benefit from creating employee personas by using the design thinking approach. Employee personas can help organizations crystalize what they value and what kind of behavior they appreciate and ease the recruitment.

Also, employees seemed not to be the same ready to bring up tough issues in their team as founders think. A similar theme was brought up in some of the open-ended responses, where someone said that excuses are not appropriate, but mistakes are fixable. Edmondson (2018, chapter 1) argues that employees with high psychological safety feel safe to take risks and be themselves in a group, and with great psychological safety, organizations will be innovative, creative, and high performing. Additionally, employees did not feel the same pride working at Company X as the founders find ideal. Both statements (being ready to bring tough issues and feeling proud of working at Company X) could be related to a self-determination theory (SDT) from Ryan and Deci (2017, 3-6). According to SDT, people have three basic psychological needs that must be fulfilled in order for a person to be well, grow and develop. When viewing the survey responses, it seemed that employees emphasized autonomy in the remote work environment. Also, employees seemed pleased with the praise culture that Company X has, which supports the competence manifesto. Therefore, it could be that the most considerable improvements could be made on one of three psychological needs, the relatedness.

Finally, many open-ended question responses from employees put high importance on meeting the colleagues face-to-face and remotely. Employees wished to have more casual meetups and hangout possibilities, company events, workshops, communication, and hackathons. Lepsinger and DeRosa (2010, 4, 8-10) argue that it will take a longer time for a virtual team to build an atmosphere of collaboration due to a lack of physical interaction. Collaboration can be increased by creating culture, processes, and workplace events that foster relatedness, inclusion, and communityship (Hallamaa 2020; Minzberg 2007; Gallegos and Ferdman in Thomas 2008, 176). Also, when employees were asked what kind of unwritten rules Company X has, one of the most common themes was Company X's working hours. One respondent felt that being on slack around the clock seems to be expected. Another said that Company X's working hours are suggestive. Grant and al. (2014, 528) discovered in their study that many people find it extremely hard to switch off entirely from work, as there is constant access to technology.

The results were presented verbally to Company X's employees in connection with a biweekly employee meeting in mid-May 2021. In reviewing the results, emphasis was placed on those results that had similarities or differences. Open comments were also reviewed with employees and the most common themes were highlighted. In addition, the survey results were reviewed by a management team where the author presented the results as well as potential development suggestions. The presentation for the management team focused on the differences that have arisen in the current and ideal state of culture, as well as how the current culture could be developed in the direction required by the strategy.

The management team found the results interesting, and the study was seen as valuable. In particular, the truthfulness of current values needs to be considered, as well as the coherence of their content, so that employees could find meaning from the values. Based on the feedback, Company X will utilize the results in the cultural development as well as the work community. In particular, the theme raised in the survey that employees would like to meet each other and spend time with each other more often will be enhanced even before the summer holidays of 2021. In addition, Company X has decided to hold a grand employee event right after the summer holidays, in which all employees from different countries can participate. It was also discussed that the employee event after summer holidays could include workshops that are related to Company X's current values and the value norms.

7.2 Conclusions and suggestions for development

All companies have organizational culture, whether it is consciously managed or formed unconsciously. The entire work community participates in the creation of the organizational culture, but the primary responsibility lies with the company's CEO, founders, or management team. A strong corporate culture based on values, mission, vision, and strategy helps stand out from the competition and creates a proven competitive advantage. A strong and consciously managed organizational culture is resulting in high-performing organizations.

Organizational culture can be enhanced and changed, even if it is difficult and will require much time and constant focus from the management. However, developing a culture is critical, especially if there is a large gap between the actual and ideal culture. Suppose the current culture is not suitable for the industry or organization in general. In that case, it will have far-reaching consequences that impair the economy and efficiency of the company's operations and employees' well-being at work. Culture is difficult, if not impossible, to copy. For this reason, culture must be taken seriously as a competitive advantage. The results of this study did not reveal anything that would be a significant threat to Company X's success. However, based on the study results, management and supervisors can reflect the data on Company X's values and find cultural manifestations in the organization. Once the strengths and areas for development are brought into the daylight, the culture can be developed and changed in a way that is favorable to the company's strategy. As part of this thesis was highlighted a few development suggestions that Company X can use to address the gaps that have emerged in the research.

Schein's (2009a, 21) model of organizational culture has three levels: artifacts, espoused values, and underlying assumptions, and all these should be discovered when studying organizational culture. The responses to open-ended questions presented artifacts and espoused values. However, interpretation of underlying assumptions based on responses was more difficult. Some of the responses could include such beliefs, feelings, and thoughts. In an anonymous survey, it is nearly impossible to study feelings or thoughts deeper, as some of the answers were short, and the respondents could not be asked to justify their responses. In general, the survey seemed to provide relevant and correct information for Company X about the current state of organizational culture. The survey results created a context that allows the organization to bring forth a discussion about cultural enhancement and development. However, it seemed to be clear that the survey alone was insufficient to describe the complex group phenomenon such as organizational culture. Especially the deeper levels of the culture may remain uncovered when using a

survey as the only research method (Schein 2009, 76). That being said, it is highly suggested that when the study is repeated in the future, it should include more extensive qualitative research methods such as in-depth interviews or small group interviews to discover underlying assumptions.

Even though the company values seemed to be reasonably well known and employees live up to the values in their work, the responses on how values are taken in action in the ideal and actual Company X were either different or overlapping with other values. For example, employees' responses to developers first and caring for our users and each other's values seemed to arise from overlapping themes. Therefore, it could be beneficial for Company X to have a look into the current values and how applicable they are in today's world. Ideally, the values could be refreshed and updated in co-creation with employees in a remote or face-to-face event, especially because employees wished for more interaction with their colleagues. After the current values have been polished, creating value norms should be considered for the whole organization to live up to the values and make values-based decisions. When the results and development suggestions were presented to the management theme, this was one of the themes they found important to enhance. Some studies have also indicated that values should be prioritized in rank order, that employees know what value comes first in the decision making. This is something that Company X could also consider, to put high importance on some value, for example, that compliments most the market culture type.

One area for improvement was communicating the company goals. It was also mentioned that middle management and leadership should be more visible and involved in the organization. This kind of theme could be tackled by training the supervisors. After the values and value norms have taken place, Company X could plan and implement a training event for supervisors on value-based culture, goal setting, company strategy and vision, and their role as a cultural ambassador. Additionally, the supervisors' competencies could be enhanced by using a coaching-based leadership to guide the team and individuals towards the shared goals.

Additionally, one respondent suggested that improving the feeling of stability would be needed, and another said that culture would be better if everything would not change every two weeks. Also, many respondents brought up the need for more asynchronous communication throughout the organization. Management could put a higher importance on explaining why certain things are happening in the organization. In addition to this, employees could be involved in brainstorming ways to improve communication and how information could be shared effectively regardless of time and place.

Based on the survey results, a cultural profile of Company X's actual and ideal culture was explored. Employees and founders were asked to describe Company X's working culture as a person. As a result, the responses were differing, and thus no equally clear persona could be concluded. This finding supports that Company X could benefit from defining accurate employee personas. In addition, this could be of considerable benefit to other company processes such as employee attraction, recruitment, employer brand development, and onboarding. When asked from employees about the company culture, the answers can be vague. In order to clarify the culture and the values, employee personas could be a continuum for the value norms that were discussed earlier.

Although Hofstede's national differences were interpreted only superficially in this study, it is important to remember that national differences can affect organizational culture. Therefore, as Company X grows from a startup to a scaleup, national differences can also be examined as part of employee surveys. Thus, the theoretic framework concerning national culture differences may become useful in the future, when there are larger nationality groups to be compared. Therefore, it is recommended that as the organization has grown and cultural research is re-conducted, more importance is also given to the power of national cultures among organizations.

Even though the remote work environment seemed to be experienced positively on the employee level, opinions were divided when asked if remote work has a positive impact on employees' wellbeing. Also meeting face-to-face, having workshops, casual hangouts, and such activities were mentioned multiple times throughout the open-ended questions. It could be that Company X's employees feel more drawn to the clan culture, than the current culture, as the collaboration, team events, casual hangouts, and getting to know each other was brought up. Therefore, Company X could consider some activities that would increase the culture of inclusion, where employees feel more involved and included. For example, the employees seemed to wish to hang out with each other more. In order to increase collaboration and inclusion, employees could be encouraged to participate in organizing and brainstorming future events. Additionally, the next company face-to-face event held in August 2021, could include a workshop where employees could plan "events and fun" ideas for the rest of the year 2021.

In summary, this study has been a leap into the fascinating world of cultural research. Through this process, I have realized that there is no one right approach to the study of organizational culture, and no cultural model or framework is perfect. After exploring the literature and previous studies on the area extensively, I experienced combining the

elements and approaches from different frameworks as a practical way to start cultural research at Company X. As stated earlier, it is challenging to duplicate or copy a culture from one organization to another. I concluded this applies also to cultural research, meaning that the research and possible questions, whether they were part of a survey or interview or some other method, should always be tailored to the culture and needs of the target organization. In this way, it is possible to ensure that the right and necessary cultural items are targeted and researched. However, it does not matter how fully the researcher becomes acquainted with the target organization or theory if the commissioning party is not committed to research and enhancing the culture. Therefore, a serious commitment is needed from each level of the organization. Cultural norms, employee personas, or such, are useless if not taken into account in every company process, such as recruitment, orientation, supervision, internal meetings, communication, et cetera.

7.3 Evaluation of thesis

The objectives of the thesis were met. This study succeeded in raising important themes about Company X's actual culture as well as the ideal culture. Organizational culture as a phenomenon is a challenging area to research, and there is no single right way to study it, just as there is not a right or wrong culture. For this reason, it is essential to approach the study of organizational culture from the perspective of what the research is intended to achieve and which method suits the needs of the commissioning party. For this thesis, a quantitative survey was an effective way to understand a very young organization's culture that has been in operation for a little over a year. Although the study's response rate was relatively high, and the distribution of the responses in each group corresponds well to the population's composition, the study results should be interpreted with caution. However, the survey data cannot be generalized to the population because all the members of the population did not respond to the survey.

The mapping of the current and the ideal culture was successful, and the thesis brought up valuable information about the state of Company X's organizational culture. Additional information on the state of culture was obtained by analyzing the responses to open-ended questions using systematic content analysis. Despite a systematic and well-designed survey, broader qualitative methods could have been considered in establishing the study. Many cultural scholars argue that organizational culture should be studied by using qualitative methods or multi-methods in order to understand the deepest levels of culture. Therefore, in addition to the survey, qualitative methods such as in-depth interviews could have been considered. The reliability and validity of this thesis were discussed more in detail in chapter 5.4.

The thesis as a process has gone well and according to the planned schedule. The thesis process started in the autumn of 2020 when brainstorming for the topic began. I started working at Company X in summer 2020, and therefore deciding an exact topic in a new organization was challenging when the work environment, ways of working, and colleagues were still new to me. For this reason, the topic was confirmed in December 2020, after observing possible areas of development for Company X.

The timeline for the thesis was realistic. Once the topic was decided, it took about five months to finalize the thesis. This time window proved to be appropriate, although it required much time and effort. As a topic, the organizational culture was not familiar to me, so I had to start right from the beginning. However, it was decided to start it easy by listening to podcasts and getting familiar with lighter organizational cultural literature before diving into the world of theories, frameworks, research, and articles.

The thesis process has offered an excellent opportunity to explore the themes of organizational culture, its impacts on company success, and ways to research the culture. The process itself has been instructive and inspiring. While building the theoretical framework, I had dived deep into different theories about organizational culture and remote work. Although organizational culture is a challenging and multidimensional topic, the process has increased my expertise as an HR professional. This thesis has strengthened my understanding of the importance and ways to develop and change organizational culture. This process has given me the readiness to continue developing Company X's culture in my everyday work and tools for strengthening the connection between Company X's culture, values, and strategy.

References

Barrett, R. 2014. *The Values-Driven Organization - Unleashing human potential for performance and profit*. Routledge. Oxford.

Berg, M. E., & Karlsen, J. T. 2016. A study of coaching leadership style practice in projects. *MRN. Management Research Review*, 39, 9, pp. 1122-1142.

Bowen, T. & Pennaforte, A. 2017. *The Impact of Digital Communication Technologies and New Remote-Working Cultures on the Socialization and Work-Readiness of Individuals in WIL Programs'*, in *Work-Integrated Learning in the 21st Century*. Emerald Publishing Limited, pp. 99–112.

Büschgens, T., Bausch, A. & Balkin, D.B. 2013. Organizational Culture and Innovation: A Meta-Analytic Review. *Journal of Product Innovation Management*, 30, 4, pp. 763-781.

Cameron, K.S. & Quinn, R.E. 2011. *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*. 3rd ed. Jossey-Bass. San Francisco.

Choudhury, P. R. 2020. *Our Work-from-Anywhere Future*. Harvard Business Review. URL: <https://hbr.org/2020/11/our-work-from-anywhere-future>. Accessed: 02 April 2021.

Company X 2021a. *Employee Handbook*. Intranet. *Our Purpose*. Accessed: 10 January 2021.

Company X 2021b. *Employee Handbook*. Intranet. *Supervisors Role & Responsibilities*. Accessed: 25 March 2021.

Company X 2021c. *Employee Handbook*. Intranet. *Ways of Working*. Accessed: 10 January 2021.

Denison, D., Hooijberg, R., Lane, N. & Lief, C. 2012. *Leading Culture Change in Global Organizations: Aligning Culture and Strategy*. Jossey-Bass. San Francisco.

Denison, D., Nieminen, L. & Kotrba, L. 2012. Diagnosing organizational cultures: A conceptual and empirical review of culture effectiveness surveys. *European Journal of Work and Organizational Psychology*, 23, 1, pp. 1-17.

Dobson, S. 2020. Strong culture needed for remote work success. Canadian HR Reporter, 33, 9, pp. 1-4.

Dowling, M. 2012. Enabling remote working: Protecting the network. Network security, 3, pp. 18-20.

Edmondson, A. C. 2018. The Fearless Organization. Creating psychological safety in the workplace for learning, innovation, and growth. John Wiley & Sons. New Jersey.

Ferreira, R., Pereira, R., Bianchi, I. S. & Silva, M. M. D. 2021. Decision Factors for Remote Work Adoption: Advantages, Disadvantages, Driving Forces and Challenges. Journal of open innovation, 7, 70, pp. 1-24.

Ghosh, S. & Srivastava, B.K. 2014. Construction of a Reliable and Valid Scale for Measuring Organizational Culture. Global Business Review, 15, 3, pp. 583-596.

Grant, A. 2010. It Takes Time: A Stages of Change Perspective on the Adoption of Workplace Coaching Skills. Journal of Change Management, 10, 1, p. 61-67.

Grant, A. 2016. How to Build a Culture of Originality. Harvard Business Review. URL: <https://hbr.org/2016/03/how-to-build-a-culture-of-originality>. Accessed: 25 March 2021.

Grant, A. C., Wallace, M. L. & Spurgeon, P. C. 2013. An exploration of the psychological factors affecting remote e-worker's job effectiveness, well-being and work-life balance. Employee Relations, 35, 5, pp. 527-546.

Gratton, L. & Erickson, T. J. 2007. Eight Ways to Build Collaborative Teams. Harvard Business Review. URL: <https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>. Accessed: 23 May 2021.

Groysberg, B., Lee, J., Price, J. & Yo-Jud Cheng, J. 2018. The Leader's Guide to Corporate Culture. Harvard Business Review. URL: <https://hbr.org/2018/01/the-leaders-guide-to-corporate-culture>. Accessed: 13 December 2020.

Haapakoski, K., Niemelä, A. & Yrjölä, E. 2020. Läsnä etänä: Seitsemän oppituntia tulevaisuuden työelämästä. Alma Talent. Helsinki.

- Hallamaa, L. 2020. Henkisen hyvinvoinnin kolme mittaria. Helsingin Sanomat. URL: <https://www.hs.fi/hyvinvointi/art-2000007971590.html>. Accessed: 15 May 2020.
- Hampden-Turner, C. & Trompenaars, F. 1997. Response to Geert Hofstede. *International Journal of Intercultural Relations*, 21, 1, pp. 149-159.
- Harisalo, R. 2009. *Organisaatioteoriat*. Tampere University. Tampere.
- Hartig, T. Kylin, C. & Johansson, G. 2007. The Telework Tradeoff: Stress Mitigation vs. Constrained Restoration. *Applied psychology*, 56, 2, pp. 231–253.
- Heikkilä, T. 2014. *Tilastollinen tutkimus*. Edita. Helsinki.
- Hofstede, G. 2002. Dimensions Do Not Exist: A Reply to Brendan McSweeney. *Human Relations*, 55, 11, pp. 1355-1361.
- Hofstede, G. 1996. Riding the waves of commerce: A test of Trompenaars' "model" of national culture differences. *International Journal of Intercultural Relations*, 20, 2, pp. 189-198.
- Hofstede, G. & Hofstede, G. J. 2005. *Cultures and organizations - software of the mind*. McGraw-Hill. New York.
- Hofstede Insights 2021a. Country Comparison. URL: <https://www.hofstede-insights.com/country-comparison/finland,the-usa/>. Accessed: 15 January 2021.
- Hofstede Insights 2021b. National Culture. URL: <https://hi.hofstede-insights.com/national-culture> Accessed: 15 January 2021.
- Hofstede Insights 2021c. National Culture and Organisational Culture- How are they different? URL: <https://news.hofstede-insights.com/news/national-culture-and-organisational-culture-how-are-they-different>. Accessed: 17 January 2021.
- Hofstede Insights 2021d. Multi Focus Model on Organisational Culture. <https://hi.hofstede-insights.com/multi-focus-model>. Accessed: 15 March 2021.
- Hunter, P. 2019. Remote working in research: An increasing usage of flexible work arrangements can improve productivity and creativity. *Embo Reports*, 20, 1, pp. 1-4.

- Isoherranen, K. 2012. Uhka vai mahdollisuus – moniammatillista yhteistyötä kehittämässä. Doctoral Thesis. Unigrafia. Helsinki. URL: <http://urn.fi/URN:ISBN:978-952-10-7664-0>. Accessed: 13 February 2021.
- Kabigting, J., Loures, L. & Brooks, D. 2019. The Denison Organizational Culture Survey (DOCS): A Culture Measurement Critique. URL: https://www.researchgate.net/publication/344831516_The_Denison_Organizational_Culture_Survey_DOCS_A_Culture_Measurement_Critique. Accessed: 15 March 2021.
- Kananen, J. 2015. Opinnäytetyön kirjoittajan opas. Suomen Yliopistopaino Oy. Jyväskylä.
- Kananen, J. 2011. Rafting through the thesis process. Step by step guide to thesis research. JAMK University of Applied Sciences. Jyväskylä.
- Kelliher, C. & Anderson, D. 2010. Doing more with less? Flexible working practices and the intensification of work. *Human relations*, 63,1, pp. 83-106.
- Lewis, A., Lewis, H. & Lewis, H. R. 2012. *Leading Through Turbulence: How a Values-Based Culture Can Build Profits and Make the World a Better Place*. McGraw-Hill. New York.
- Lindquist, E. & Marcy, R. 2016. The competing values framework. *International Journal of Public Leadership*, 12, 2, pp. 167-186
- Luukka, P. 2019. *Yrityskulttuuri on kuningas: mikä, miksi, miten?* Alma Talent. Helsinki.
- Malone, O. 2004. *101 Leadership Actions for Creating and Managing Virtual Teams*. HRD Press. Massachusetts.
- Martin, J. 2002. *Organizational Culture: Mapping the terrain*. Sage Publications. Thousand Oaks.
- Mattiske, C. 2020. *Leading virtual teams: Managing from a distance during the coronavirus*. The Performance Company. Sydney.

McSweeney, B. 2002. Hofstede's model of national cultural differences and their consequences: A triumph of faith – a failure of analysis. *Human Relations*, 55, 1, pp. 89-118.

Minkov, M. & Hofstede, G. 2012. Hofstede's Fifth Dimension: New Evidence from the World Values Survey. *Journal of Cross-Cultural Psychology*, 43, 1, pp. 3-14.

Minkov, M. & Hofstede, G. 2011. The evolution of Hofstede's doctrine. *Cross Cultural Management. An International Journal*, 18, 1, pp.10-20.

Mintzberg, H. 2009. Rebuilding Companies as Communities. *Harvard Business Review*. URL: <https://hbr.org/2009/07/rebuilding-companies-as-communities>. Accessed: 23 May 2021.

Morgan, G. 1997. *Images of Organization*. Sage Publications. Thousand Oaks.

Morgan, G. 2011. Reflections on Images of Organization and Its Implications for Organization and Environment. *Organization & environment*, 24, 4, pp. 459-478.

Plaskoff, J. 2017. Employee experience. The new human resource management approach. *Strategic HR Review*, 16, 3, pp. 136-141.

Richter, T. 2016. A Conceptual Culture Model for Design Science Research. *International journal of business & social research*, 6, 3, pp. 01-19.

Ryan, R. & Deci, E. 2017. *Self-Determination Theory. Basic Psychological Needs in Motivation, Development, and Wellness*. Guilford Publications. New York.

Schein, E. 2009a. *The corporate culture survival guide*. Jossey-Bass. San Francisco.

Schein, E. 2009b. *Yrityskulttuuri – selviytymisopas - tietoa ja luuloja kulttuurimuutoksesta*. Helsinki. Suomen Laatukeskus.

Schein, E. 2016. *Organizational Culture and Leadership*. 5th Edition. *Organizational Culture and Leadership*. John Wiley & Sons. New Jersey.

Scott, T. Mannion, R. Davies, H. & Marshall, M. 2003. *The Quantitative Measurement of*

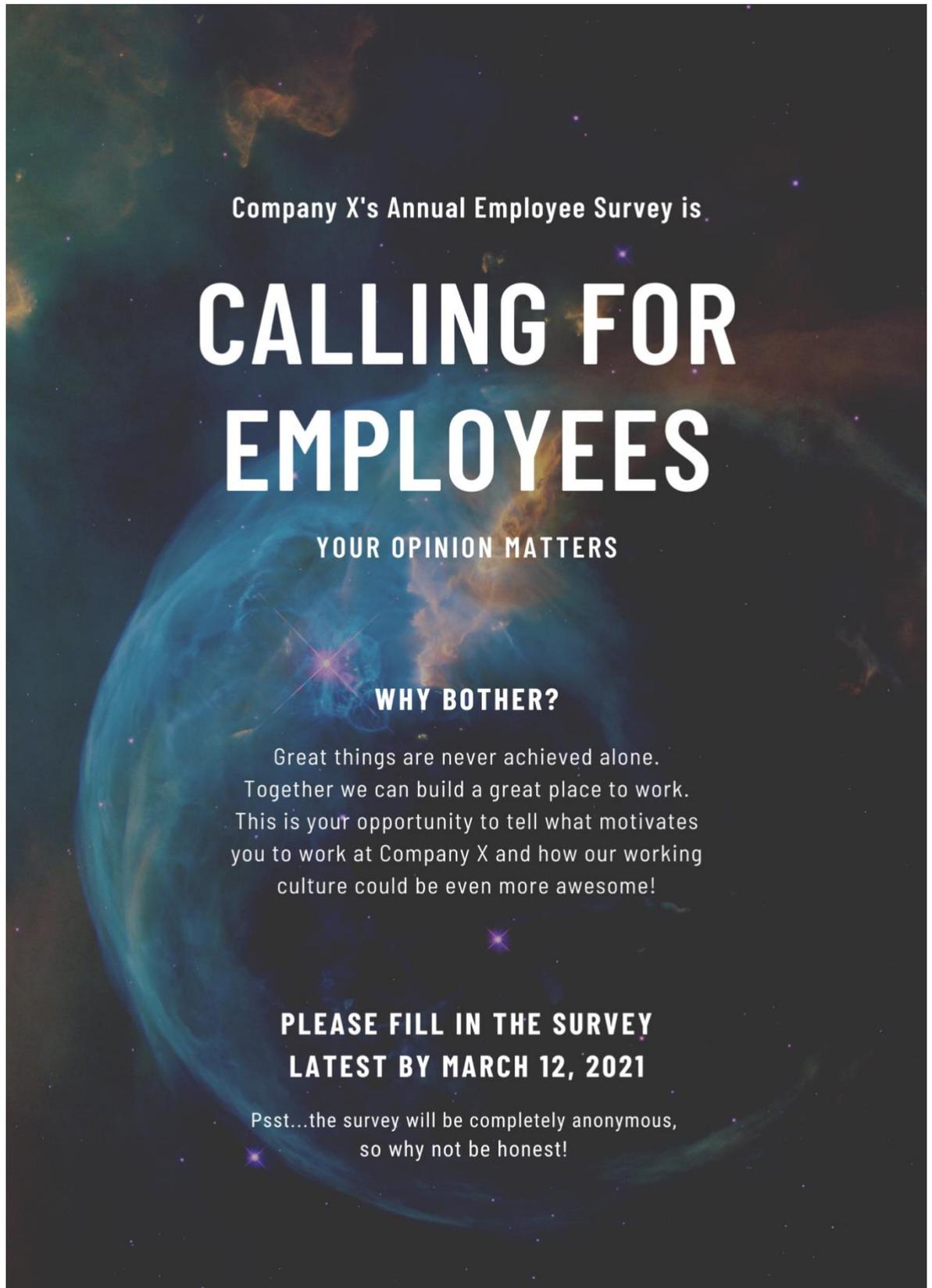
- Organizational Culture in Health Care: A Review of the Available Instruments. A review of the available instruments. *Health Services Research*, 38, 3, pp. 923-945.
- Seeck, H. 2008. Johtamisopit Suomessa. Taylorismista innovaatioteorioihin. Gaudeamus. Helsinki.
- Smircich, L. 1983. Concepts of Culture and Organizational Analysis. *Administrative Science Quarterly*, 28, 3, pp. 339–358.
- Sung, J. & Ashton, D. 2005. High performance work practices: linking strategy and skills to performance outcomes. Department of Trade and Industry. London.
- Sørensen, J. 2002 The Strength of Corporate Culture and the Reliability of Firm Performance. *Administrative science quarterly*, 47, 1, pp. 70-91.
- Taanila, A. 25 April 2021. P-arvo. Akin menetelmäblogi. URL: <https://tilastoapu.wordpress.com/2012/02/14/p-arvo/>. Accessed: 25 April 2021.
- Thomas, K.M. 2008. Diversity Resistance in Organizations. Lawrence Erlbaum Associates. Taylor & Francis Group. New York.
- Tsai, Y. 2011. Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction. *BMC Health Services Research*. URL: <https://rdcu.be/ce8WT>. Accessed: 11 February 2021.
- Tuomi, J. & Sarajärvi, A. 2018. Laadullinen tutkimus ja sisällönanalyysi. Uudistettu laitos. Kustannusosakeyhtiö Tammi. Helsinki.
- Vaisey, S. 2009. Motivation and Justification: A Dual-Process Model of Culture in Action. *American Journal of Sociology*, 114, 6, pp. 1675-1715.
- Vilkkä, H. 2021. Tutki ja kehitä. 5th edition. PS-kustannus. Jyväskylä.
- Vilkman, U. 2016. Etäjohtaminen: Tulosta joustavalla työllä. Talentum Pro. Helsinki.
- Walliman, N. S. R. 2010. Research methods: the basics. Routledge. London.

Zuberbuhler, M., Salanova, M. & Martinez, I. 2020. Coaching-Based Leadership Intervention Program: A Controlled Trial Study. *Frontiers in Psychology*, 10, 3066, pp. 1-22.

Önday Ö. 2016. Organization culture theory: From organizational culture of Schein to appreciative inquiry of Cooperrider & Whitney. *Organizational Behaviour Elixir*, 92, pp. 39002-39008.

Appendices

Appendix 1. Survey invitation to employees



Company X's Annual Employee Survey is

CALLING FOR EMPLOYEES

YOUR OPINION MATTERS

WHY BOTHER?

Great things are never achieved alone.
Together we can build a great place to work.
This is your opportunity to tell what motivates
you to work at Company X and how our working
culture could be even more awesome!

**PLEASE FILL IN THE SURVEY
LATEST BY MARCH 12, 2021**

Psst...the survey will be completely anonymous,
so why not be honest!

Welcome to our Annual Employee Survey!

This is your opportunity to tell what makes you shine like the brightest star in the galaxy and what kind of tinkering does our **starship** require before we can conquer outer space.

Great things are never achieved alone. Together we can build an awesome place to work, and that's why we are calling our **employees** for help!

Thank you for taking the time to answer. Your answers will be completely anonymous. Completing the survey will take approx. **20-25 minutes**.

Let's Start!

press Enter ↵

1 → BACKGROUND QUESTIONS

Let's begin with just **two background questions**, and then we can actually get going.

Continue

press Enter ↵

1 → BACKGROUND QUESTIONS

a. What's your Nationality *

A Finnish

B Other

b. And in which age group you belong to? *

A 33 or under

B 34 - 39

C 40 or over

2 → ORGANIZATION

Alright, let's start!

First, we would like you to think of Company X as an organization. Please, respond to the following statements based on your personal experience of Company X **at the moment**. Try not to think about what Company X could be, have been, or what someone else in the organization thinks.

Continue

press Enter ↵

2 → ORGANIZATION

a. ORGANIZATION *

Take a stand on the following statements.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Company X is a very dynamic and entrepreneurial workplace	<input checked="" type="radio"/>	<input type="radio"/>				
Company X is very result-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company X is very hierarchical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company X feels like my extended family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People working here are very competitive and achievement-oriented	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company X is an extremely friendly place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We stick to the rules	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintaining a smoothly running organization is most critical for us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People working here are willing to take risks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our working environment is very innovative and creative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My colleagues share a lot of themselves and their personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

a. **COMPANY GOALS & VALUES ***

Take a stand on the following statements.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Employees that live up to the values are praised and recognized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Values are the basis for every decision that is made in this company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I personally feel proud of working at Company X	<input checked="" type="radio"/>	<input type="radio"/>				
I know our values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I live up to our values in my everyday work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know how I need to act, in order to live up to our values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my own values are in alignment with Company X's values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone acts against our values, there will be an action taken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

c. **Please give an example, how are our values taken into practice?**

1. Developers first
2. Result-driven action
3. Ambitious leadership
4. Caring for our users and each other

Type your answer here...

Shift ⌘ + Enter ↵ to make a line break

d. **Please describe, how could our values be put into practice even better?**

1. Developers first
2. Result-driven action
3. Ambitious leadership
4. Caring for our users and each other

Type your answer here...

Shift ⌘ + Enter ↵ to make a line break

6 → **Keep going!**

You have already crossed the halfway point!

Continue press Enter ↵

7 → **WAYS OF WORKING**

Yay! Now we will move to ways of working. This section includes topics such as self-efficiency, work relationships, and remote work. Let us know how much you agree with each statement.

Continue press Enter ↵

7 → **WAYS OF WORKING**

c. **REMOTE WORK ***

Take a stand on the following statements.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Remote work affects positively on the productivity of my work	<input checked="" type="radio"/>	<input type="radio"/>				
Remote work has a positive impact on my well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work has made it easier to reconciling work and personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I could, I would like to meet my colleagues more often	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work is best way for me to work, and I will continue to work mainly remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work has a positive effect on Company Xs working culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

d. **How would you improve the remote working environment at Company X ?**

Type your answer here...

Shift ⌘ + Enter ↵ to make a line break

9 → THE FINISH LINE JUST AHEAD!

Next, we will ask you **five open-ended questions**. Feel free to answer as long or as short as you like.

There is no wrong or right answers. All kinds of answers are appreciated.

Continue

press **Enter** ↵

9 → THE FINISH LINE JUST AHEAD!

- a. **If Company X's working culture would be a person, how would you describe it?**

Feel free to answer as long or as short as you like. All answers are appreciated.

Type your answer here...

Shift ⇧ + **Enter** ↵ to make a line break

- b. **What is best in Company X's working culture?**

Feel free to answer as long or as short as you like. All answers are appreciated.

Type your answer here...

Shift ⇧ + **Enter** ↵ to make a line break

- c. **What would you improve in Company X's working culture?**

Feel free to answer as long or as short as you like. All answers are appreciated.

Type your answer here...

Shift ⇧ + **Enter** ↵ to make a line break

- d. **What kind of unwritten rules does Company X have?**

By unwritten we mean here things that might be never communicated to you, but you have noticed that is the approved way of doing/behaving/acting, etc.

Type your answer here...

Shift ⇧ + **Enter** ↵ to make a line break

Appendix 3. Survey questions for the second survey

Welcome to Company X's ideal culture survey!

Hey Founder!

Now it is time to **DREAM** how would Company X's ideal working culture look from your perspective. Please try to think about Company X's dream culture from a **strategic point of view**.

Try not to think about what Company X is, have been, or what someone else in the organization think. Please, try to forget "nice to have" attributes and think about which statements are crucial for Company X to achieve its strategic goals.

Thank you for taking the time to answer. Your answers will be completely anonymous. Completing the survey will take approx. **10 minutes**.

Let's Start!

press Enter ↵

1 → ORGANIZATION

Alright, let's start!

Throughout this survey, I would like you to think of the **ideal**

Try not to think about what Company X is, have been, or what someone else in the organization think. **Please try to think about Company X's dream culture from a strategic point of view.**

Continue

press Enter ↵

a. ORGANIZATION *

To what extent the following statements are important in Company X's ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Company X is a very dynamic and entrepreneurial workplace	<input type="radio"/>					
Company X is very result-oriented	<input type="radio"/>					
Company X is very hierarchical	<input type="radio"/>					
Company X feels like my extended family	<input type="radio"/>					
People working here are very competitive and achievement-oriented	<input type="radio"/>					
Company X is an extremely friendly place to work	<input type="radio"/>					
We stick to the rules	<input type="radio"/>					
Maintaining a smoothly running organization is most critical for us	<input type="radio"/>					

b. **ORGANIZATION** *

To what extent the following statements are important in Company Xs ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
People working here are willing to take risks	<input type="radio"/>					
Our working environment is very innovative and creative	<input type="radio"/>					
My colleagues share a lot of themselves and their personal life	<input type="radio"/>					
A major concern here is getting the job done no matter what	<input type="radio"/>					
We define success in terms of revenue and increasing the number of paying users	<input type="radio"/>					
The more unique and new features our product has, the more likely we are going to succeed	<input type="radio"/>					
Company X will success because it is focused on smoothly running operations and stability	<input type="radio"/>					
Our key to success is continuous self-development and work-related training	<input type="radio"/>					

2 → **TEAMWORK AND LEADERSHIP**

Great! Let's focus on teamwork, management, and leadership. Let us know how important each statement is in Company Xs ideal culture.

Continue press Enter ↵

a. **TEAMWORK** *

To what extent the following statements are important in Company Xs ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Employees feel that they are valued members of a team	<input checked="" type="radio"/>	<input type="radio"/>				
Employees feel that their opinions are taken into account	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees receive praise for their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees give praise for others at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

b. **TEAMWORK** *

To what extent the following statements are important in Company X's ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
In an ideal team It is encouraged to take risks even though the team could fail	<input checked="" type="radio"/>	<input type="radio"/>				
Team players are highly recognized and praised	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most important thing in an ideal team is that they follow the set rules and practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Teams are mainly focused on achievements and goal accomplishment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In an ideal team, it is safe to bring up problems and tough issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

c. **MANAGEMENT** *

To what extent the following statements are important in Company X's ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Ideal management and supervisors are risk takers and innovators	<input checked="" type="radio"/>	<input type="radio"/>				
Ideal management and supervisors are considered as coaches and mentors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal management and supervisors are demanding and result-driven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ideal management and supervisors put high importance on employment security and stability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Someone speaks to each employee about their progress every six months	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

3 → **GOALS & VALUES**

You've got this! Now is time to think of **Company X's** values and how those should be visible in everyday work. This section contains both statements and open-ended questions.

Continue press Enter ↵

a. **COMPANY GOALS & VALUES ***

To what extent the following statements are important in Company X's ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Everyone in an organization knows our OKRs	<input checked="" type="radio"/>	<input type="radio"/>				
Every team have very clear goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Every employee have clear goals at work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Most of employees feel proud of working at Company X	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everyone in an organization knows our values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees that live up to the values are praised and recognized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Values are the basis for every decision that is made in this company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees feel proud of working at Company X	<input checked="" type="radio"/>	<input type="radio"/>				
Every employee live up to our values in their everyday work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Everyone know how they need to act, in order to live up to our values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employees own values are in alignment with Company X's values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If someone acts against our values, there will be an action taken	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

c. **Please give an example, how would the values be taken into practice in an ideal Company X**

1. Developers first
2. Result-driven action
3. Ambitious leadership
4. Caring for our users and each other

Type your answer here...

Shift ↵ + Enter ↵ to make a line break

OK ✓

press Enter ↵

4 → **WAYS OF WORKING**

Yay! Now we will move to ways of working. This section includes questions on remote work. Let us know how important each statement is in Company X's deal culture.

Continue

press Enter ↵

a. **REMOTE WORK ***

To what extent the following statements are important in Company X's ideal culture.

	1 Strongly Disagree	2	3	4	5	6 Strongly Agree
Remote work affects positively on the productivity of work	<input checked="" type="radio"/>	<input type="radio"/>				
Remote work has a positive impact on employees well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work makes it easier to reconciling work and personal life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If could, everyone should meet their colleagues more often	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work is best way for everyone to work, and everyone should continue to work mainly remotely	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remote work has a positive effect on Company X's working culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OK ✓

5 → **THE FINISH LINE JUST AHEAD!**

Next, we will ask you **two open-ended questions**. There is no wrong or right answers. All kinds of answers are appreciated.

Continue

press Enter ↵

a. **If Company X's ideal working culture would be a person, how would you describe it? ***

Type your answer here...



Shift ⇧ + Enter ↵ to make a line break

b. **What you would say is best in Company X's ideal working culture? ***

Type your answer here...



Shift ⇧ + Enter ↵ to make a line break

Appendix 4. Thematic content analysis of open-ended questions in the first survey

Please give an example, how are our values taken into practice?		
DEVELOPERS FIRST	External manifestos	<ul style="list-style-type: none"> - All of us at Company X jump in to help developers succeed each and every day - Listen our users and welcoming to new community members - Customer developers are praised and valued
	Internal manifestos	<ul style="list-style-type: none"> - I have not been given tasks that don't make sense, I have not been refused tools that I need, and I have not been asked to solve problems in idiotic ways - In-house developers are praised and valued - In product development, developers take part in designing the solution and specifications to fit the end-user goal
RESULT DRIVEN ACTION	External manifestos	<ul style="list-style-type: none"> - None mentioned
	Internal manifestos	<ul style="list-style-type: none"> - Weekly demos - We are not afraid to pivot when we feel that we don't see the results we want to see - We always focus on making concrete decisions and try to avoid "analysis paralysis" at all costs - We're not afraid to make mistakes and learn from them - instead, we focus on velocity - Empowering / encouraging staff to just get stuff done - This value is often shown when a clearly defined task is completed by someone effectively and proactively. - Even big decisions are made without too much deliberation - Only the next goal matters - Really narrow and clear companywide OKRs and that moves the whole company's mindset naturally and logically to result-driven action
AMBITIOUS LEADERSHIP	External manifestos	<ul style="list-style-type: none"> - Take leadership in our industry
	Internal manifestos	<ul style="list-style-type: none"> - Management has big plans and a big vision, and not afraid to change things up if needed to achieve on behalf of the company - When facing a tough decision, we often also reflect back on our values
CARING FOR OUR USERS AND EACH OTHER	External manifestos	<ul style="list-style-type: none"> - We celebrate and give the credit to our customers on their successes - Helping the community members (mostly developers) to succeed with their projects - Listen our users
	Internal manifestos	<ul style="list-style-type: none"> - Praises

Please describe, how could our values be put into practice even better?		
DEVELOPERS FIRST	External manifestos	<ul style="list-style-type: none"> - A degree of stability in product - More direct communication and interaction with our community of users
	Internal manifestos	<ul style="list-style-type: none"> - Informal tech talks - There may be questions from engineering on how to much support to give developers and partners vs enterprise

		<ul style="list-style-type: none"> - Redo the "dogfooding" workshop where we create something using our tools, make it mandatory quarterly.
RESULT DRIVEN ACTION	External manifestos	<ul style="list-style-type: none"> - Focus more on revenue-driving activities.
	Internal manifestos	<ul style="list-style-type: none"> - More emphasis to go over some of the key findings from Bet results and next steps for them - Decisiveness and maintaining focus are key in all of the above - Talk more about our longer-term goals
AMBITIOUS LEADERSHIP	External manifestos	<ul style="list-style-type: none"> - None mentioned
	Internal manifestos	<ul style="list-style-type: none"> - Give employees the opportunity to learn/become better leaders - Continuously guiding everyone with the vision and direction on what we are trying to accomplish - Company level expectations are set regularly on all hands meetings, but the middle level of leadership is not present in the daily work. - Decisions and team leadership - Better communication across teams
CARING FOR OUR USERS AND EACH OTHER	External manifestos	<ul style="list-style-type: none"> - None mentioned
	Internal manifestos	<ul style="list-style-type: none"> - more small, practical, concrete examples of what's happening with our customers during the demos - Any improvement during these times on this value would really help our organization. - Stability on workload - Some developers are currently being pushed to the limit by the tight schedule, they could use some rest to avoid burnout.
ALL VALUES		<ul style="list-style-type: none"> - Find ways to make them part of our daily routines

How would you improve the remote working environment at Company X?		
ARTIFACTS	Work relationships	<ul style="list-style-type: none"> - I sometimes miss working while listening with one ear the random chitchat of an open office. - some kind of virtual walk down the hallway to meet everyone quickly during the first week for new hires - Add regular face-to-face events and workshops to get everyone together and have more fun - More remote off-work activity like after works to hang around in a more casual environment. - Have a more casual hang-out space for voice and/or video
	Communication	<ul style="list-style-type: none"> - More async - More opportunities to connect / inform departments that don't interact on a daily basis. - Let's have an all-hands in person after Covid - Increase more thoughtful asynchronous communication to make work more inclusive across different time zones and to make the decision making less chaotic and spontaneous. - Common open-for-all or open-for-team-members zoom at least once every day.
	Work environment	<ul style="list-style-type: none"> - ability to mix remote and at-office work but corona does make it impossible - Home office does not meet the standards of working there 5 days a week

	Other	<ul style="list-style-type: none"> - It would be nice to have some kind of company discount/deal for housing elsewhere in the world so one could try living in different places from a week to couple of months.
--	-------	---

If Company X's working culture would be a person, how would you describe it?		
ARTIFACTS	Work relationships and community	<ul style="list-style-type: none"> - He would take care of the people he works with and trust that he'll get help when he needs it - Friendly towards everybody, but sometimes forgets to ask how the quiet ones are doing - Friendly and approachable - Loves face-to-face conversations - Down to earth; straightforward; friendly; caring down to earth, practically thinking person
	Ways of Working	<ul style="list-style-type: none"> - A hard-working Angus MacGyver that is able to combine a microwave oven, toaster, toothbrush, and a fridge to create the food replicator from Star Trek - Enthusiastic - An ambitious person who can make quick decisions - Hard-working - Enthusiastic - Knows how to introspect and change when needed - Quick decision-making, strives to be efficient
	Communication	<ul style="list-style-type: none"> - Finnish, introvert, a person who is at the same time very knowledgeable, but uncertain and hesitant to take risk - easy-going, but a bit distant - a bit cold or unemphatic on the outside - open, honest, straight to the point - Doesn't really enjoy long-form documentation/communication.
	Other	<ul style="list-style-type: none"> - Skilled - Pro athlete - Like a robot - Decent person - a cool fellow
ESPOUSED VALUES	Values, strategies and goals	<ul style="list-style-type: none"> - Would not hesitate to try to reach ambitious goals - Competitive, result-driven - A motivated go-getter who's willing to be flexible to get something done. Sometimes steps on some toes, but not out of malice. - Result driven at all costs

What is best in Company X's working culture?		
ARTIFACTS	Work processes and tasks	<ul style="list-style-type: none"> - Wearing many hats, different kinds of tasks - Spotted problems are voiced with low threshold, and usually a possible solution is also provided or at least raised as a discussion point - All processes and activities feel that they come naturally as a result fo a need, not just because "the cool kids are doing it now like this".

	Work relationships and community	<ul style="list-style-type: none"> - Friendliness, and warmness - I feel like everybody does their best.
	Ways of Working	<ul style="list-style-type: none"> - We get 'stuff' done - Autonomy - Modern working methods - Autonomy - Remote work - Freedom
	Communication	<ul style="list-style-type: none"> - Open conversation
	Norms and administrative structures	<ul style="list-style-type: none"> - No office politics and bureaucracy. - best HR what I have ever encountered - Low overhead
	Management	<ul style="list-style-type: none"> - Management and HR make it clear that they are always willing to listen -
ESPOUSED VALUES	Values, strategies and goals	<ul style="list-style-type: none"> - Result-driven action to quickly look for short term solutions. - clear goals - ambition, striving for making something big - focus on the goals - action oriented - Strong focus on pushing out a good and viable product -
UNDERLYING ASSUMPTIONS		<ul style="list-style-type: none"> - People want to create something they feel proud of, and everyone is here to learn.

What would you improve in Company X's working culture?		
ARTIFACTS	Work relationships and community	<ul style="list-style-type: none"> - After Covid some face-time with everyone will help out the comms. - Meet everyone in person after Covid :) - everyone had work buddies, not just supervisors who know how it's going
	Ways of working	<ul style="list-style-type: none"> - Focus and vocal enthusiasm by more. - A bit more focus on good work/free-time division.
	Communication	<ul style="list-style-type: none"> - Move towards more asynchronous thoughtful communication to make the decision making less chaotic and include everyone better from different time zones/locations. Less 1-on-1 or small group synchronous meetings that take a lot of time weekly - More people participating actively - Being visible and vocal results in being praised but doing good work in silence is valuable too. - Communication
	Management and leadership	<ul style="list-style-type: none"> - Make personnel management less formal again, number scored performance reviews and hierarchy trees in the organization chart make Company X feel currently a bit like an Enterprise. - work to improve the feeling of stability would be great.

ESPOUSED VALUES	Values	- More reasoning by first principles wouldn't harm
	Strategies and goals	- Not changing everything in every 2 weeks - More focus on customers and business goals

What kind of unwritten rules does Company X have?		
ARTIFACTS	Work relationships	- Treat your co-workers with respect - It's acceptable to approach anyone at the company - Always make time for anyone in the company
	Ways of Working	- Self-direction and certain kind of autonomy is expected from employees on their work - Being in Slack 24/7 seems to be normal - Working hours are suggestive - 9-5 is not appreciated , which is the way it needs to be in a startup!
	Communication	- Always be on time for meetings - 5 second rule - No bullshit talk - You do not talk about Company X - All discussions and brainstorming are authentic, relevant and appropriate to what is being discussed
	Norms and processes	- you don't really need to ask for permission to do something, but action over deliberation really works - Excuses are not appreciated, but mistakes are fixable - The best solution is the one that gets the job done - Success in Company X is very result-driven - Things happen rapidly, but cannot always know from where they come from
	Tools	- coda

Appendix 5. Thematic content analysis of open-ended questions in the second survey

Please give an example, how would the values be taken into practice in an ideal Company X?		
DEVELOPERS FIRST	External manifestos	<ul style="list-style-type: none"> - We understand our target developer end-users and know what they care about. We don't work against good open-source principles and welcome everyone in the community. - Make good product for customers
	Internal manifestos	<ul style="list-style-type: none"> - Developer does not blindly implement a feature from backlog, but may come up with another feature that solves the issue - Make time for Company X developers,
RESULT DRIVEN ACTION	External manifestos	<ul style="list-style-type: none"> - None mentioned
	Internal manifestos	<ul style="list-style-type: none"> - Action over deliberation. Get shit done. - Strong and timely day-to-day decision making
AMBITIOUS LEADERSHIP	External manifestos	<ul style="list-style-type: none"> - We claim our spot as the leaders in developer-driven RPA. We define our own market category. - Identifying & being willing to pursue the right business opportunities
	Internal manifestos	<ul style="list-style-type: none"> - Manager sets the bar high and shows dedication to reach the goal by any mean
CARING FOR OUR USERS AND EACH OTHER	External manifestos	<ul style="list-style-type: none"> - Everything starts with the customer in mind. We don't create things that don't translate into tangible business value to end-users. - We deliver what we promise to customers.
	Internal manifestos	<ul style="list-style-type: none"> - Keeping our hearts in everything we do

If Company X's ideal working culture would be a person, how would you describe it?		
ARTIFACTS	Ways of Working	<ul style="list-style-type: none"> - Hard-working - Obsessed with our customers. - Stays on target - dismiss what's not important. - Open-minded - Hard-working person on a mission - uses also her/his own brains and ready to find new solutions.
	Other	<ul style="list-style-type: none"> - Jeff Bezos
ESPOUSED VALUES	Values, strategies and goals	<ul style="list-style-type: none"> - goal-oriented - Driven to make her mark, to show she/we can do it better, to succeed - Committed to our targets

What you would say is best in Company X's ideal working culture?		
ARTIFACTS	Work relationships and community	<ul style="list-style-type: none"> - That culture makes Company X a vehicle for realizing the intentions, ideas and dreams we have. It is the stage for hard work and team effort to bear fruit! - Common commitment
	Ways of Working	<ul style="list-style-type: none"> - We minimize time wasted on thinking about theoretical scenarios and problems. - Desire to get things done - Teams work effectively towards a shared goal. - ambition to achieve.
ESPOUSED VALUES	Values, strategies and goals	<ul style="list-style-type: none"> - What matters at the end of the day is how much growth we drive