

Abstract (in English):

The diploma thesis deals with the analysis of the organizational culture of a small company with a specific focus. The organizational culture is a hard-to-grasp concept that affects the operation of every company. The aim of the thesis was to perform a diagnostics of the small company and provide a description of the organizational culture of this particular company, the orientation of this culture, influence on the efficiency of the company and also to try to reflect possible changes of the culture during development of this company. The analyzed company has only 11 employees and two members of the management, therefore I have described the analysis as an empirical probe. To make the probe as complex as possible, quantitative and qualitative methodology has been used. Due to the combination of both types of methodology, it is possible to reflect the changes in certain aspects of the organizational culture that occurred during its development and the employees' preferences regarding the future form of the organizational culture. The quantitative part of the thesis is based on Cameron and Quinn (2006) and uses the set of OCAI indicators made by them. The hypothesis that the dominant type of culture in the company will be the market type has not been confirmed. The results of the set of indicators showed that the culture in analyzed company is a mix of several types of cultures, while the hierarchical and clan culture types are represented the most. The results of the OCAI set of indicators were presented to the managing director of the company, who admitted the possibility of changes in the future so that the changes would improve participation of employees and the situation would be closer to the situation that employees prefer. The qualitative part of the thesis works with the theory of Edgar Schein (2004), which prefers using the qualitative methodology in the analysis of organizational culture. The thesis uses method of the semi-structured interviews and a small workshop with SWOT analysis. Values in the company have not changed much during the company's development. The qualitative probe only confirmed that the trust between management and employees has always been the most important in the company and the breach of the trust is not forgiven in the company. Nowadays, the company puts more emphasis on the professionalism and efficiency of work, which is a result of strong competition in the respective market. The empirical probe indicates the existence of two subcultures, which are formed by the technical and administrative departments. Each subculture perceives culture in the company differently in certain areas. The biggest differences are in terms of strategy, employee participation in the management of the company and motivation. The efficiency in the company is ensured by several tools such as everyday meetings, information system,

or employee flexibility. The empirical probe provides inside view into the organizational culture of the small company with a specific focus. The probe may be useful for future comparative research, it would be very interesting to compare it with larger companies with the same specific focus.