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FACULTY OF SOCIAL SCIENCES

Institute of Communication Studies and Journalism

Department of Marketing Communication and Public Relations

Bachelor's Thesis

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Corporate Culture of Social Enterprises

Bachelor's Thesis

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Declaration

1. I thereby declare I have compiled this thesis using the listed literature and resources only.
2. I thereby declare my thesis has not been used to gain any other academic title.
3. I fully agree to my work being used for study and scientific purposes.

In Prague on May 10, 2019   Chinh Cong Nguyen

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Abstract

Social enterprises are entities that combine the philosophies, operations or strategies of both the non-profit and for-profit sector. They aim to have an impact on society while ideally incorporating a business model that ensures financial sustainability and ability to reinvest their profits to maintain growth. These goals might be conflicting in the long-term when the organisation has to make decisions on whether to priorities impact or profit.

Such organisational model should have implications on the personnel in terms of management, organisational relationships and psychology. Thus, the focus of this thesis is to examine the corporate culture of two social enterprises and to study the organisations' environment and the social actors, where the main objective is to explore this topic and discover common themes that arise during the research.

The literature review outlines several different conceptual approaches to social enterprises. Afterwards, the theory of corporate culture is presented, including models depicting elements that characterise different types of cultures and variables that make the corporate culture of social enterprises unique. In the empirical part, six in-depth semistructured interviews were conducted with the aim to search for common attributes. One case includes observations to increase data validity. The results revealed twelve categories that could be grouped into three main themes: people and relationships, perception of the future of the organisation and work environment. Discussion interprets these results and relationships between categories.

Title
Corporate culture of social enterprises

Abstrakt

Sociální podniky představují entity kombinující filozofie, procesy a strategie neziskového a komerčního sektoru. Jejich cílem je mít společenský dopad a v ideálním případě aplikuje obchodní model, který zajišťuje finanční soběstačnost a možnost reinvestovat výnosy k udržení růstu organizace. Tyto cíle se mohou v budoucnu střetávat, kdy se organizace musí rozhodovat, zda upřednostňovat společenský dopad nebo finanční zisk.

Tento organizační model by měl mít důsledky pro zaměstnance z hlediska řízení, vztahů v organizaci a organizační psychologie. Proto se tato práce zaměří na firemní kulturu dvou sociálních podniků a bude studovat jejich firemní prostředí a aktéry v něm. Hlavním účelem je prozkoumat toto téma a nalézt společné znaky, které vyvstanou z výzkumu.

Teoretická část popisuje čtyři různé konceptuální přístupy k sociálním podnikům. Poté je představena teorie firemní kultury včetně teoretických modelů, které vykreslují prvky charakterizující různé typy firemních kultur. Proměnné, které činí firemní kulturu sociálních podniků unikátní, jsou taktéž zahrnuty. Empirická část zahrnuje šest polostrukturovaných hloubkových rozhovorů se záměrem nalézt společné znaky firemních kultur. V případě jednoho sociálního podniku je zahrnuto i pozorování k zaručení vyšší validity dat. Dohromady vzniklo dvanáct kategorií, jež lze seskupit do tří hlavních témat: lidé a jejich vztahy, vnímání budoucnosti organizace a pracovní prostředí. Diskuze interpretuje výsledky výzkum a vztahy mezi vzniklými kategoriemi.

Klíčová slova
sociální podnik, sociální podnikání, firemní kultura, hybridní organizace, organizační psychologie, interní komunikace

Název práce
Firemní kultura sociálních podniků

Acknowledgments

TABLE OF CONTENTS

INTRODUCTION

Inequality in otherwise prosperous and wealthy countries is noticeably increasing, and wealth is being accumulated in hands of a few powerful individuals (Jones, 2015). We live in times where capitalism is being questioned whether it is the most effective economic system and many believe that in its current form it benefits the rich while overlooking the poor. Nobel laureate and economist Muhammad Yunnus in his book *A World of Three Zeroes* calls for a new form of capitalism, and he believes social businesses have such transformational power.

A social enterprise is a vague and often contentious term, usually being mistaken for CSR or non-profit companies; for now, we may say it is a combination of non-profit and commercial organisation or so-called hybrid. It is a concept rather than a legal form; nevertheless, its understanding varies depending on different countries. What is evident, the governance and management of social enterprises are extraordinary as it utilises hybrid structure with for-profit and non-profit elements (Dees, 2007) which sometimes leads to conflicting goals such as whether to prioritise profit bottom-line vs impact bottom-line. Hence, such conditions create a particular work environment and people in the organisation should, in an ideal case, be apprehending both commercial and social logic. If it fails to balance this hybrid mindset, the enterprise risks shifting from its mission and eventually failing to survive.

Therefore, this thesis is focusing on corporate culture – beliefs, behaviours and relationships of people inside an organisation. Considering that the topic of organisational culture in social businesses has not been very thoroughly studied, the objective is to explore this topic, find shared themes among examined social enterprises and reveal the narrative of their culture. The main aim is to contribute towards a better understanding of the topic and create a theoretical framework that could be referenced for future studies.

The first part provides a theoretical and conceptual clarification of the notion of social enterprise. Afterwards, the theory of corporate culture is put forward, and several corporate culture models are presented to outline its layers and characteristics. This chapter includes a revision of corporate culture and the implications for social enterprises. The second part arguments the use of methodology and depicts the results of six semi-structured interviews that were conducted with employees of two social enterprises focusing on education and social services – Elpida and PrPom. Only two enterprises were chosen as the number of organisations

in a similar sector willing to cooperate was very limited. Also, ethnographic observation could have been conducted only in Elpida, since PrPom communicates the majority of time online. Therefore, much higher focus was put on the interviews. Due to the extensive length of the interviews, transcriptions are attached separately.

I. LITERATURE REVIEW

1. Theory of social enterprises

In the last two decades, social enterprises have taken on growing importance globally; besides of Europe and the USA in Latin America, Africa or Asia, too (Dohnalová, 2012). They have become a tool for addressing problems such as poverty and inequality but also environmental issues, where the government through public policies or traditional NGOs could not find a systematic solution (Wry, York, 2017).

1.1. Historical background

Social enterprises had existed decades before they gained its prominence and before they emerged as a concept, the focus of academics, policy-makers and subsequently as a field of study together with other closely related terms social entrepreneurship and social entrepreneur (Poon, 2011).

Sepulveda (2015) contests the idea of a social enterprise being a new phenomenon; the concept might be novel as a public policy construct, but the practices and principles of social enterprises are not. He argues that the institutionalisation of social enterprises in the 1990s took place as it better reflected the prevailing free enterprise and laissez-faire ideology together with the socio-political shift that began putting more emphasis on social and environmental principles that would lead towards a sustainable economy. When the first social enterprises have originated varies depending on the literature; nevertheless, MacDonald and Howorth (2018) reviewed histories of charities and philanthropic organisations in England that would meet the current definitions of social enterprise, and they found recurring themes recognisable in today's modern social enterprises dating back to the 17th century.

In academia, economist Joseph Schumpeter was one of the first who tied entrepreneurship to the non-profit sector. In his early work *Theorie der wirtschaftlichen Entwicklung* from 1911 he views entrepreneurs as disruptive changemakers in the otherwise static society and economy, and he claims *they may also demonstrate a form of dynamic behaviour in one of the non-economic areas of society*; we could tie this notion with the term social entrepreneurship how it is perceived today (Steyaert, Hjorth, 2008). Professor Dennis R. Young is considered to be the one who laid the groundwork of social entrepreneurship; in 1983 he wrote a book *If Not for Profit, for What? A Behavioural Theory of the Non-profit Sector Based on Entrepreneurship*, where he too links entrepreneurship with non-profit behaviour and additionally presents an analysis of the field with real-life examples (Bacq, 2011; Young, 2013).

Among other pioneers of social entrepreneurship are personalities appearing later at the end of the 20th century like Bill Drayton, founder of Ashoka[1], or Muhammad Yunnus, founder of Grameen Bank[2] (Young, 2013).

1.2. Defining social enterprises

Being a young discipline, there is a substantial lack of a unifying paradigm which led to a proliferation of definitions (Bacq, 2011) and is a significant short-term barrier for the development of the field where robust and precise definitions are imperative for turning into a full-fledged field of study (Dunkwu, et. al., 2016; Poon, 2011). The borders of non-profits, public and private organisations were blurry, and it became more evident with the appearance of the concept of social enterprises. Also, because of the nature of these organisations, the way how they seek funding or income generation and the employment relations, whether they are paid workers or volunteers, makes it difficult to define the social enterprise sector (Jones, 2006).

Choi and Majumdar (2013) claim that social entrepreneurship is an *essentially contested concept[3]*, and for that reason reaching one universal definition that would be accepted by

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[1] Founded in 1980, Ashoka connects and builds a community of leaders and changemakers that transform institutions and cultures worldwide for the better (Ashoka, 2019).

[2] Grameen bank was established in 1983, and provides micro-credit to the poor in Bangladesh without collateral. It is a banking system based on mutual trust, accountability, participation and creativity, and is deemed to be an effective way how to fight poverty in developing countries (Yunnus, 1999).

[3] Based on the original work of Gallie (1955), essentially contested concepts *inevitably involve endless disputes about their proper uses on the part of their users.*

everyone is hardly possible. They propose to conceptualise social entrepreneurship as a cluster concept, a combination of qualities of several sub-concepts that represent the key properties of the concept as a whole. The identified sub-concepts are social value creation, social entrepreneurship, the social enterprise organisation, market orientation and social innovation.

Different perspectives emerged almost parallelly on both sides of the Atlantic. Major concepts of social enterprise appeared in the 1980s in the United States where two independent streams of practice were classified by business scholars Dees and Anderson (2006) and in 1990s in western Europe where the major research work was conducted by the EMES European Research Network, especially in countries that were part of the European Union before 2004 (Defourny, 2014).

Even though the social mission is at the core of social entrepreneurship, the notion of social enterprises and their perception of responsibilities among these schools vary. Therefore, we will review these directions, and then we are going to examine how is the concept understood specifically in the Czech environment. It is central to understand both European and American paradigms – Czech definition of social enterprises is by a great deal derived from European conceptualisation, while organisation and management research studies were conducted mostly by American academics.

1.2.1. The context in the United States

There is a notable diversity of concepts in the U.S. since the 1980s that described seemingly new entrepreneurial behaviour with social aims and was predominantly associated with the non-profit sector (Defourny, 2012). The term social enterprise was coined in the 1970s by the American non-profit community, which started creating their own businesses to create opportunities for the disadvantaged and otherwise hardly unemployable people, such as the homeless; they wanted to show even non-profits could create social impact while being financially self-sustaining (Alter, 2002). These types of organisations expanded after the social and welfare programs cuts of the U.S. government; the magnitudes of the cuts were $38 billion over the 1970s and 1980s. Non-profits hence responded by creating social enterprises to fill the gap left by the state (Alter, 2002).

a) Social enterprise school of thought

Sometimes referred to as the *earned income school of thought*, how the name suggests, based its conception on earned-income[4] strategies and incorporating market-based solutions to social problems (Defourny, Nyssens, 2010a). The motivation behind was an increasing interest in seeking means of income for non-profit organisations and the idea that social needs create business opportunities (Dunkwu, et. al., 2016). In other words, *the focus is on earned income of organisations while the social tends to be associated with the production of goods and services for a market* (Ziegler, 2013). Within academia, Harvard Business School and Yale School of Management are being associated with this view (Dohnalová, 2012).

The school understands social enterprises broadly and regards them as any company that trades for social purpose - commercial firms that integrate CSR or philanthropic activities, *hybrid organisations[5]* and non-profits with an earned income to support their traditional financing (Bacq, 2011; Dohnalová, 2012). It is widely accepted that at least 50 % of the organisation's total income should be market-based to qualify as a social enterprise (Defourny, Nyssens, 2010b). Additionally, in the past it prohibited any profit distribution to the directors or member; some profit distribution was later deemed as tolerable (Lehner, 2012).

In summary, the main characteristics of such enterprises are creating social value together with using a strategic market-based entrepreneurial mindset to achieve independence from third-party organisations. It is important to note that social enterprise school interprets creating social impact as a collective work with non-profits and the government. Therefore, there is no requirement of a direct link between these firms' social mission and commercial activity (Bacq, 2011).

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[4] Earned-income may include any revenue-generating activity, mostly associated with the non-profit sector (Smith, et. al., 2010).

[5] Hybrid organisations combine characteristics and objectives from both public and private sector. They are usually created to address public needs and produce such services, but also resemble the private sector in the way the organisation is managed and organised (Thomasson, 2009), and are therefore often identified as social enterprises.

b) Social innovation school of thought

The second approach stresses the process of entrepreneurship and the importance of the entrepreneur, who is viewed in the Schumpeterian perspective (Defourny, Nyssens 2013; Dohnalová, 2012). From social innovation school point of view, the entrepreneur is a central figure[6] and plays the role of a change agent in the social sector, by:

- adopting a mission to create and sustain social value (not just private value),
- recognizing and relentlessly pursuing new opportunities to serve that mission,
- engaging in a process of continuous innovation, adaptation, and learning,
- acting boldly without being limited by resources currently in hand, and
- exhibiting heightened accountability to the constituencies served and for the outcomes created (Dees, 1998).

Bill Drayton was the main player in establishing the social innovation school; he founded Ashoka that popularised the term *social entrepreneur* (Sen, 2007) which substituted previously used expressions 'innovator for the public sector' or 'public entrepreneur' (Bacq, 2001). The Schumpeter's theme is quite apparent in Ashoka's philosophy; while a significant weight is put on innovation and transformation in order to create new ways to overcome social problems, there shall be an exceptional personality, entrepreneur, that challenges the status quo and turns big ideas into reality (Sen, 2007).

The understanding of social enterprises by this school is broad as well, crossing a wide range of organisations from the public sector and business ventures to non-profit organisations (Zappala, 2011), thus it should not be restricted to any specific legal form and the choice should depend on the nature and needs of the organisation (Mair, Martí, 2011).

1.2.2. The European context

According to the leading scholars of social enterprise development in Europe Defourny and Nyssens (2008, 2014), the notion of social enterprises first appeared in 1980s in Italy in a journal *Impresa sociale* (Social enterprise) which focused on new entrepreneurial initiatives

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[6] While in Social Enterprise School of Thought the venture is under focus, conversely, the importance of the entrepreneur is subtler and they have more of a subordinate role (Bacq, 2011).

that emerged to address social need inadequately met or not met at all by public services. Later in 1990s researchers noticed similar initiatives across other European countries, although the concept is understood differently among them, and decided to create a network to study the emergence of social enterprises in Europe. Social enterprises, in this case, take place within the third sector[7] and social economy[8]. Such initiatives appeared after a crisis of many welfare programs in European states, characterised by decentralisation, privatisation and a reduction in services. Consequently, the unemployment was growing and so was a need for social services that would address the arising problems (Kerlin, 2006).

1.2.2.1.   The EMES European Research Network

Also inspired by the classic work of Schumpeter (Defourny, Nyssens, 2013; Defourny 2014), the EMES[9] network of scholars was built in 1996 to analyse the social enterprises in all countries of European Union, which consisted of fifteen countries by that time. Instead of trying to formulate a universal definition, the EMES approach chose to create indicators that would describe an *ideal-type* of a social enterprise, rather than a precise set of conditions that need to be fulfilled. The conceptual framework of the *ideal-type* social enterprise is based on two types of indicators: economic and social (Defourny, 2014). These indicators can help identify both new types of social enterprises and older organisations.

To reflect the economic nature, four indicators have been put forward:

(1) A continuous activity of goods and/or services
(2) A high degree of autonomy
(3) A significant level of economic risk
(4) A minimum amount of paid work

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[7] Enterprises and organisations in the third sector are not primarily seeking profit but at the same time are not a part of the public sector (Defourny, 2001).

[8] Defourny, Develtere (2009), social economy means any economic activity done by enterprises, especially co-operatives, associations and mutual benefit societies that priorities community services ahead of profit, are autonomous, have democratic decision-making processes and there is a primacy of people over capital when distributing revenue.

[9] EMES is a network of university research centres and individual researchers focusing on social enterprises. Its main purpose is to build theoretical knowledge about social enterprises, social entrepreneurship, social economy and solidarity economy.

To reflect the social nature, five indicators have been put forward:

(1) An explicit aim to benefit the community
(2) An initiative launched by a group of citizens
(3) A decision-making power not based on capital ownership
(4) A participatory nature, which involves various parties affected by the activity
(5) A limited profit distribution

Great emphasis is put on the participation of various stakeholders in the governing body from employees, volunteers, the benefiting group, public authorities or donors; thus, having management implications, ruling by the principle "one member, one vote" and having a democratic management style unlike the US approach which bases the voting power on the amount invested.

Furthermore, we may find two types of definitions of a social enterprise in European literature: conceptual and legal. Countries establish their own new specific legal definition as the understanding of the concept varies; nonetheless, in some cases, they use traditional business legal forms. EMES took this fact into account and put forward a conceptual definition not rooted in any specific national legislation; it views social enterprises as *organisations with an explicit aim to benefit the community, initiated by a group of citizens and in which the material interest of capital investors is subject to limits* (Defourny, Nyssens, 2006). From this definition, we may infer that the existence of a social enterprise is a collective action. From this standpoint, the organisation is being central, while an exceptional entrepreneur that stands out of the crowd is more of an exception (Bacq, 2011).

1.3. Social enterprise landscape in the Czech Republic

1.3.1. Historical context

During the 18th and 19th century, the Czech national revival began the tradition of associations, while the development of capitalism and market economy, and therefore the uprise of small to medium enterprises and philanthropy, is responsible for the rise of cooperatives (Šorm, 1959); both types of entities deemed to constitute the roots of Czech social enterprises. After the First World War, many charitable organisations were founded to alleviate its devastating effects, and

their number peaked in 1938. Some scholars thus refer to the First Republic, the 1920s and 1930s, as the golden age of the Czech cooperative movement. The Second World War and the communist regime had visible consequences, diminishing the number of these organisations; those remaining lost their autonomy from the government, and because of that were discredited after the fall of communism, which had severe effects on the future development of the social economy and social entrepreneurship (Fraňková, et. al., 2018). Nevertheless, the collapse of the Soviet Union accompanied by the Velvet Revolution was followed by the restoration of democracy, market economy and, as a result, the foundation of new associations, cooperatives and the evolution of the civic sector (Dohnalová, 2015).

The transformation from a centrally planned to a market economy and privatisation led to many issues form a dysfunctional legal system, weak protection of property rights or a collapsing banking system. Hence, Czechia was considered to be a risky environment for both domestic and foreign investors. These problems were later corrected as the Czech Republic was motivated by the EU entry process and ultimately became a member on 1 May 2004, which also meant truly opening the door to foreign trade. The country started to focus more on the development of civil society, elimination of social exclusion or unemployment. Later, the EQUAL program[10], co-financed by the European Social Fund, was established in 2006 and contributed to social inclusion policies and raised the discussion about the definition of social economy and social enterprises in the Czech environment (OECD, 2016).

1.3.2. Defining social enterprises in the Czech Republic

The term social enterprise is well-known and research proves their presence in the Czech Republic, albeit it is not officially defined and grounded in the Czech legislature (Dohnalová, 2015). Fraňková, et. al. (2018) distinguish two lines of understanding of social enterprises in the Czech Republic - the *institutionalised* and the *grass-roots* approach.

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[10] Financed by the European Social Fund, EQUAL focuses on the development and advocacy against discrimination and inequalities on the job market (Ministerstvo práce a sociálních věcí, 2004)

a) Institutionalised approach

The former was substantially inspired by the European *ideal-type* EMES definition of a social enterprise (Appendix 1). It was developed by the Czech national social enterprise network TESSEA[11], and today it is being accepted by authorities and a wide range of other stakeholders. The Network defines social enterprises as a social-entrepreneurial entity. In more details, it establishes the basic principles and specific characteristics that were formed on the basis of the triple bottom line concept - economic, social and environmental (Fraňková, et. al., 2018).

Today, social enterprises are identified by the membership in a database[12] run by the Ministry of Labour and Social Affairs; to sign up, potential members have to accept the principles and identifiers set by this organisation. Furthermore, as these indicators are so similar to the EU operational definition, all these enterprises in the database are considered to be social enterprises according to the EU definition (Dohnalová, 2015).

A large number of social enterprises in the Czech Republic are classified as work integration social enterprises (WISE) (Appendix 2). For this reason, TESSEA also provides indicators specifically for these types of enterprises, nevertheless highly similar to the previous table. The social characteristics include points that stress the employment, inclusion and development of disadvantaged groups of people which includes:

- People with health disabilities
- Youth threatened by socially pathological influences
- The homeless
- Care and prison leavers
- Victims of criminal activities
- Carers for relatives at risk
- People with experience of substance misuse
- Long term unemployed
- Other people at risk of social exclusion, or socially excluded (Wilkinson, 2014).

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[11] TESSEA is a non-profit NGO; its mission is to create a prosperous ecosystem for the development of social enterprises in the Czech Republic (TESSEA ČR, 2019)

[12] Available on: https://ceske-socialni-podnikani.cz/adresar-socialnich-podniku/seznam-podniku

b) Grass-roots approach

The latter approach is grounded in fields such as ecological economics, community economies or social geography and resulted from lack of engagement with mainstream economic concepts and environmental issues.

Besides the traditional view of social enterprises by Defourny or TESSEA, the understanding is somewhat broader and accounts for groups that are either informal, less structured or operating partly or fully outside the market, including more radical initiatives challenging the traditional market-based capitalist system. These organisations may not have a defined legal form, and because of that are not fully recognised by the state - authorities, ministries or municipalities. Therefore, institutional support goes almost exclusively to those organisations fulfilling the TESSEA institutionalised definition. Nonetheless, these two concepts are not mutually exclusive but rather supplementary (Fraňková, et. al., 2018).

1.3.3. Legal forms of social enterprises

There are several specific legal frameworks that are being utilised, mostly companies with limited liabilities (s.r.o.)[13], community interest societies (o.p.s.), today also called public benefit companies or institutes, and voluntary associations (z.s.). The former operates as any regular for-profit business, the latter two emphasise building a social capital together with limitations regarding profit distribution and profit-making, which cannot be the main activity of the organisation (§ 2 act no. 248/1995 Sb.; § 217 act no. 89/2012 Sb.).

- LLC is the most used legal form of a social enterprise in the Czech Republic, even though it is one of the most time-consuming and costly to establish. On the other hand, they are best perceived by investors and banks as they are more likely to finance this type of business.
- Community interest societies aim to provide beneficial services. They may develop economic activity and earn a profit if it is reinvested into the organisation. Moreover, they may accept funding from the state as well as the private sector.

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[13] An international equivalent for a private limited company or LLC (limited liability company).

- Associations are the most common form of non-profit organisations and may include profit-making if it serves organisational goals. Therefore, it may be considered a social enterprise if they are engaged in the delivery of general-interest services.

Lastly, social cooperatives were introduced in the New Civil Code and the Business Corporation Act came into effect in 2014 (§758 Act no. 90/2012 Sb.); they are supposed to be the only dedicated form for social enterprises. These cooperatives have a specified social mission and rules for profit distribution. Unfortunately, it seems this legal framework does not offer any major advantages, and the number of social cooperatives is at the moment minimal (OECD, 2016).

2. Corporate culture

2.1. Defining corporate culture

Also denoted and used interchangeably as organisational culture, corporate culture implicitly exhibits all the aspects of an organisation's behaviour. Companies that hire like-minded employees who subscribe to their culture can avoid clashes in communication and day-to-day interactions (Gorton, Zentefis, 2019). In recent years, it proved to be an essential strategic asset for successful companies - it influences effectiveness, productivity, employee satisfaction and retention (Warrick, 2017), and in 1980s became quickly a popular topic among managers, consultants and academics. Although corporate and national cultures are not identical phenomena, corporate culture and its strength is partly affected by the national culture elements (Hofstede, 2010).

We may forward a definition of corporate culture - it as a set of shared beliefs, values, norms, attitudes and assumptions that represents the work setting and that leads new employees towards the same way of thinking and feeling. These variables are communicated through myths, symbols and stories about the organisation, developed and adopted through the mutual experience of employees (Janićievié, 2011; Schneider, et. al., 2013). Ideally, employees strive to fulfil these values and act on given norms to reflect them (Graham, 2017). Simplistically, corporate culture is a shared unspoken code of communication among members of an organisation; it is a convention that helps coordination, such as on which side of the road shall we drive (Guiso, et. al., 2015).

Groysberg et. al. (2018) identified common characteristics based on a synthesis of fundamental works of leading culture scholars such as Schein, Schwartz and Hofstede. Corporate culture is:

- Shared; exists only among a group of people, not individuals.
- Pervasive; spreads through an entire organisation, through all its levels.
- Enduring and stable; lasts for a long period of time and is hard to change.
- Implicit; unconscious, yet acted upon by organisation's members.

Despite corporate culture is a contentious concept and there are many definitions and perspectives, the aim of this thesis is not to provide with an exhaustive list. Instead, we will examine frameworks and elements that constitute corporate culture which will later be used in the practical part, especially while developing research questions and interview questions.

2.2. Schein's three levels of culture

The most commonly referred conceptual framework was created by Schein (2010) in which he identifies three levels of organisational culture: artefacts, espoused values and beliefs, and basic underlying assumptions. Each level of cultural phenomena is categorised by their level of visibility to an observer; from tangible and evident manifestations to deeply rooted, unconscious assumptions.

a. *Artefacts* are elements readily accessible, visible and can be felt by an outsider, however challenging to decipher their meaning without further investigation. Examples may include architecture and design of the workplace interior, what clothes employees wear, use of language, observed behaviour and routines. Although it seems the meaning remains the same, the connotations vary based on the particular organisation.

b. *Espoused beliefs and values* are those stated by management. They are usually explicitly articulated, such as vision and mission, to serve as a normative and moral function, and they become integral to the corporate ideology, philosophy and overall identity. Nevertheless, these statements are often projections of an idealised future, so it differs to what extent does an organisation live by its stated values. To truly uncover the behaviour correctly, we have to understand the deeper category of basic assumptions.

c. ***Basic assumptions*** constitute the deepest level of organisational culture. They are taken for granted and firmly embedded, thus tricky to articulate. Employees create a shared subconscious mental framework that guides them through day-to-day tasks, behaviour and interactions. The unspoken consensus results from a repeated and successful implementation of beliefs and values. Once in practice, they are extremely difficult to change.

2.3. Competing values framework (CVF)

The CVF was created by Quinn and Cameron (1988); it was used as a quantitative measurement that allows comparison between one culture to another and initially tried to understand the relationship between organisational effectiveness and culture (Goodman, et. al., 2001). Today, it serves for diagnosis as well as change facilitation in organisational culture, and organisation of the way people think, their assumptions, values and the way they process information (Cameron, Quinn, 2011).
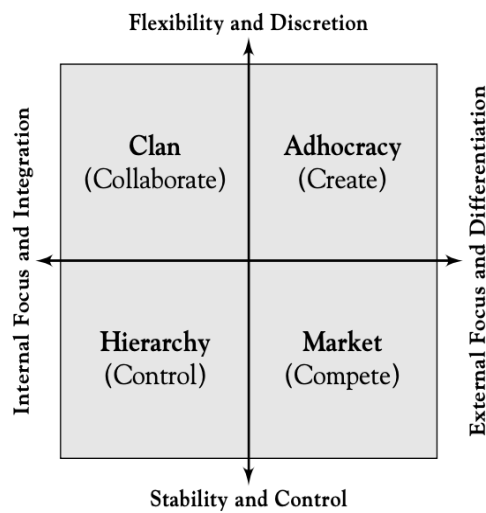
Figure 3.1 The Competing Values Framework

*Image 1: **Competing values Framework**, Source: Cameron, Quinn, 2011*

Based on Cameron's and Quinn's (2011) revisited framework, two major dimensions emerged together with four major clusters. One dimension differentiates flexibility, discretion and dynamism against stability, control and order. The second dimension distinguishes between

internal orientation, integration and unity apart from criteria that emphasise external focus, differentiation and rivalry.

These two dimensions form four quadrants representing core values: hierarchy, clan, adhocracy and market. Each continuum represents a core value that is opposite or contradictory from the value on the other side of the spectrum; for example, flexibility vs. stability and internal vs. external focus.

a.   Hierarchy (control) culture

Hierarchies and bureaucracies were created to maintain stability and to accomplish goals by ensuring an efficient, reliable, smoothly flowing and predictable output of consistent and uniform products. Tasks are integrated and coordinated, and employees are under control under an established authority. Internal control is maintained by a clear line of tasks, decision-making and standardised procedures with control and accountability mechanisms. In the long-term, sustainability, efficiency, predictability and stability is critical. This culture is typical for large organisations and government agencies.

The values proposed by Weber (1974, in: Cameron, Quinn, 2011) and associated with this culture are:

- rules
- specialisation
- meritocracy
- hierarchy
- separate ownership
- impersonality
- accountability

b. Market (compete) culture

Market culture is more oriented towards the external environment rather than internal affairs; specifically, transactions with suppliers, customers, contractors, unions, regulators and other parties involved. The main objectives of such organisation are profitability, strength in the market, stretch targets and secure customer base. It builds on the assumption that the

competitors are hostile, customers are selective, and in order to succeed, the organisation has to gain a competitive advantage.

Therefore, the fundamental values here constitute of:

- competitiveness
- productivity
- result-orientation

These values are achieved by a strong emphasis on external positioning and control; success is determined by market share and market penetration.

c. Clan (collaborate) culture

Typical for Japanese firms, people in a clan culture share strongly the same values and goals. Emphasis is put on participation, individuality and a collective sense of identity. The organisation assumes that the work environment is best managed through teamwork and employee development. Thus, high commitment is expected, too; customers are treated as partners. Regarding the relationships, employees are empowered and share a lot about themselves while managers and supervisors are thought of as mentors or even as parental figures. In this case, success is measured in terms of internal climate and concern for people.

Clan culture is characterised by:

- teamwork
- cohesion
- consensus
- employee involvement
- corporate commitment to employees

d. Adhocracy (create) culture

Adhocracy culture corresponds to the fast-moving environment of the 21st century. These types of organisations assume that innovation and pioneering initiatives lead to success, and they focus on developing new products given their predictions of the future. Management's major task is to promote creative thinking and entrepreneurial spirit. Such culture may be seen in the filmmaking industry, software engineering, aerospace or think-tank consulting.

Some typical features of adhocracies are:

- individuality
- ambiguity
- adaptability and flexibility
- risk-taking and uncertainty
- information overload

That means, usually, it is impossible to draw organizational structure, employees do not have designated spaces - they use temporary bases based on where they are needed, and the roles are changing in accordance to different situations.

2.4. Integrated culture framework

Similar to the CVF, the latest model of corporate culture is more fragmented and was proposed by Groysberg, et. al. (2018), where on a two-dimensional axis, eight distinct cultural styles are identified. It is utilised to define the values of leaders and employees. Each style has its advantages and trade-offs, and usually, two of them coexist inside one company. Therefore, some combinations cause confusion while some are mutually reinforcing.
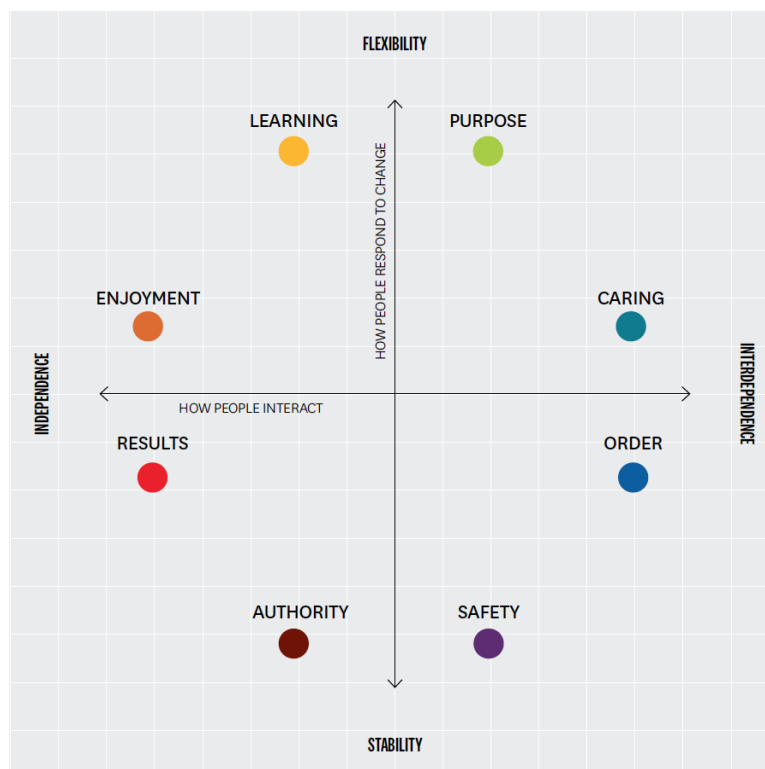

*Image 2: **Integrated culture Framework**, Source: Groysberg, et. al., 2018*

a. *Caring* focuses on relationships and trust. The work environment is warm, collaborative and supportive. employees are united by loyalty; leaders promote sincerity and teamwork.

b. *Purpose*: the key values are idealism and altruism. The work environment fosters compassion, tolerance and positive impact on the world in the long run. Employees are united by a focus on sustainability and global communities; leaders emphasise shared ideals and contributing to a greater cause.

c. *Learning* is characterised by exploration and creativity. The work environment is open-minded, a place for new ideas and alternative options. Employees are united by curiosity; leaders emphasise knowledge, innovation and adventure.

d. *Enjoyment* is defined by fun and excitement. The work environment is light-hearted and in general people do what makes them happy. Employees are united by playfulness and stimulation; leaders emphasise spontaneity and humour.

e. *Results* culture is expressed through achievement and winning. Work environment stresses outcomes, is merit-based and people aspire to give out their top performance. Employees are united by capability and success; leaders emphasise goals and their accomplishing.

f. *Authority* is characterised by strength, decisiveness and boldness. Work environments are competitive places where individual success is deemed desirable. Employees are united by control; leaders emphasise confidence and dominance.

g. *Safety* is defined by planning, caution and preparedness. Work environments are predictable, risk-conscious and people think through problems carefully. Employees want to feel protected and anticipate change; leaders are realistic and plan ahead.

h. *Order* is focused on respect, structure and shared norms. In the work environment, employees play by the rules and desire to fit in. They are united by cooperation; leaders promote shared procedures and long-established rules.

2.5. Corporate culture of social enterprises

Researchers do identify the existence of a specific work environment in social enterprises given their different philosophy, vision and mission, and therefore a diverse set of employees in such an ecosystem. A number of academics identify tension in balancing economic and social aims (Seanor, Meaton, 2008) that has several consequences from instability, mission drift[14] or too much emphasis on either social or commercial logic (Cornforth, 2014). Nonetheless, the corporate culture of social enterprises remains an unexplored territory; most of the studies focus on the definitional disputes or comparison between traditional and social ventures, but very few of them focus on strategic issues (Satar, 2018).

There is a limited number of studies indirectly related to corporate culture. To name a few, Eti-Tofinga, et. al. (2018) studied the readiness of social enterprises for organisational culture change; Munoz (2015) focused on how social enterprises spread well-being externally and are a supportive place that facilitates well-being to their employees, too; Jackson, et. al., (2018) review how is leadership promoted given a distinctive mission, legal form, organisational structure and culture of social enterprises.

In the next chapters, we will review the literature that pinpoints the challenges of hybrid organising, factors influencing corporate culture and implications for social enterprises from the perspective of American scholars.

2.5.1. Two fundamentally competing values

Social enterprises strive to achieve a mission that benefits a group of people usually on a local level, and social value creation is essential for fulfilling their mission (Eti-Tofinga, et. al., 2018). They encompass two traditionally separated models - social welfare and revenue generation model. Combining these conflicting goals creates a unique and yet undiscovered environment that may not currently find a supportive ecosystem, from conflicting institutional demands to competing organisational demands. Not only must they carefully balance social and economic objectives; hybrid organizations face specific challenges from as legal recognition, financing, pricing and lastly creating a balanced corporate culture (Battilana, 2012; Eti-Tofinga, et. al. 2018).

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[14] A process of organisational change where the enterprise diverges from its main purpose or mission (Cornforth, 2014).

An immense challenge is to remain focused on the organization's mission. While being small, the entrepreneur is able to unequivocally communicate the values and commitments and the culture is sustained by highly engaged and passionate employees (Stefani, 2016). Managing growth however becomes problematic as the entrepreneur's influence gradually decreases and becomes less powerful with new incoming staff members and the organisation risks losing its vision (Battilana, 2012). There were many incidents where the social enterprise had to prioritise revenue over social impact, and failure to find a proper balance between the economic and social objectives, in the long run, threatens the organisation's sustainability (Satar, 2018). A central question is thus whether a single culture is possible, or whether multiple subcultures are necessary to emerge (Battilana, Lee, 2014).

That is where corporate culture becomes a crucial way how to maintain the firm's beliefs and values. Social enterprises face the unique challenge of building and maintaining a culture committed to sustaining both social mission and effective operations; there must be a healthy balance between these two variables (Battilana, 2012).

2.5.2. Values and leadership

A leader is a person who has a diverse set of skills, gifts and abilities and conveys his vision of the future that resonates with his followers' beliefs and values, and because of that they are willingly and enthusiastically focusing on achieving organisation's missions and goals (Winston, Patterson, 2006). They are pivotal in shaping organisational culture; in social enterprises, *they face a challenge of constructing systems of meaning where multiple conceptions of organisational values are possible* (Battilana, Lee, 2014). Given their high visibility and influence, if they fail to act accordingly to the culture, they cannot expect employees to do the same (Fehr, Ernst, 2018).

Social entrepreneurs have rooted beliefs and are typically deeply involved in a social cause since they have either experienced and have been affected personally by some trauma in their life, or some other kind of transformative event occurred such as living abroad, fighting depression, addictive substances or just simply working with troubled youth (Barendsen, Gardner, 2004). Especially from the point of view of *Social Innovation School*, social entrepreneurs are change agents that recognise and relentlessly pursue opportunities to serve

their mission. They act boldly without being limited to resources at hand and feel accountable for the outcomes created (Van Ryzin, 2009). They have a vision of the future, and there is nothing that will stop them from its realisation (Nicholls, 2008). Therefore, these personalities with their beliefs and vision are predisposed to be ambitious leaders that inspire others in order to fulfil their mission (Leadbeater, 1997).

2.5.3. Employee identity

Employee selection and their management have significant implications in corporate culture. In the current workforce, the amount of people with training and expertise within hybrid organisations is practically non-existent given the novelty of the concept and therefore the limited number of such operating ventures. Hiring people with the same background decreases the likelihood conflict but increases the chance of a mission drift as they will slip back into habits they have learnt in their sector. Having a diverse team from various sectors, on the other hand, may result in more conflicts but helps more to focus on both organisational goals (Battilana, 2012; Satar, 2018). Moreover, not only their skills play a role. Depending on their background, they exhibit characteristics traits associated with their background. A highly for-profit oriented person will likely display selfish behaviour which would contradict the prosocial behaviour and cooperation associated with the social component of social enterprise (Fehr, Ernst, 2018).

Preferably, an organisation has a single identity and associated logic that is salient to all its different members (Wry, York, 2017). That may be hard to achieve in hybrid organisations with two competing logics – social and commercial.

The importance of identities and their impact on a social enterprise was studied by Wry and York (2017). At work, people occupy positions and play certain roles that carry a specific behavioural standard. These *role identities* create expectations of how one will act and provide foundations for the development of professional and peer relationships. In the case of social enterprises, for example, community organisers or social workers are tied to the notion of social welfare logic. On the contrary, managers, accountants or lawyers are associated with the commercial logic.

Besides that, individuals carry *personal identities* encompassing self-meaning about who they are across relationships and situations. They are deemed fundamental to one's personality and create a sense of authenticity when enacted. For example, a person may identify as caring, fighting for social justice and environmental issues; these traits are tied to the notion of social welfare logic. On the opposite side, power, wealth and hedonism are related to the commercial logic.

II.   RESEARCH DESIGN

3.   Methodology

A method of *grounded theory*[15] was chosen for this thesis. It is applied in cases where little to no relevant theory exists at all or when the theories are too abstract and do not offer much detailed guidance and assistance. In such circumstances, researcher wants to develop his own theory that is grounded in data collected. (Martin, Turner, 1986). Nature of such method is naturally inductive[16]; the researcher starts with individual cases and occurrences, and gradually develops them into more abstract conceptual categories to synthesise, explain and understand the data, to identify the relationships between them and to create new insights. These steps should be repeated until a point of saturation is reached (Charmaz, Belgrave, 2007; Leavy, 2017). Thereby, the researcher applies deductive approach as well by looking back at data gathered and revisiting them for further research (Creswell, 2017).

Furthermore, there are two principal methodological approaches towards organisational culture research, objectivistic-quantitative and subjectivistic-interpretative (Janićíjević, 2011). Nature of this research is rather conceptual and exploratory, and given the scale of enterprises examined, the latter approach will be utilised.

In a subjectivistic-interpretative paradigm, culture is a part of an entity that is inseparable and cannot be observed or studied from the distance. The meanings have to be revealed through symbols; the researcher has to be deeply involved in organisation's culture to explore it, and always does so on individual cases. Therefore, there is a limited possibility for comparison (Janićíjević, 2011).

3.1.   Research questions

Research questions are developed to identify the phenomenon or interest, ideally without any assumptions made. They are open-ended and should guide the researcher instead of limiting

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[15] Grounded theory has its roots in symbolic interactionism and was developed by Glaser and Strauss (1967).

[16] Inductive approach is applied to investigate and learn about a social phenomenon and unpack meaning people assign to activities, situations, events and artefacts. Emphasis is put on subjective experiences of individuals (Creswell, 2017).

him (Willig, 2013). The purpose is to understand the phenomena of lived experience of actors in a social enterprise, what meanings to they give to their work and to the culture they live, and how they observe and interact with the managerial structures and behaviour.

Three central research questions have been put forward:

a) How does corporate culture look like in the chosen Czech social enterprises operating in educational and service sector?
b) What are the behavioural and emotional outcomes of such culture?
c) What role does commercial and social logic have for organisational actors?

3.2. Data collection and research techniques

Rich, detailed data of events, personal experiences or records that provide narratives of experiences should be gathered. That includes observers' *field notes* and interviewers' transcriptions. By having this kind of data, researcher is more prompted to discern what participants mean and how they define their experiences (Charmaz, Belgrave, 2007).

When utilising grounded theory in corporate culture research, a combination of participant observation and semistructured interviews is typically used to discover the elements of corporate culture (Martin, Turner, 1986) and thus will be used for this research, too. Two methods are utilised to achieve methodological *triangulation* – a strategy to improve validity and reliability of the research and its findings (Golafshani, 2003).

Hence, we may identify three phases of data collection: (1) preliminary research and preparation from secondary sources, (2a) observation and informal talks with participants if possible, and (2b) formal recorded interviews with participants. Participants observed and interviewed are employees of a social enterprise.

The research takes place in workplaces of these enterprises, where consent was made by the managing directors of these enterprises[17]. All participants gave consent to be recorded and agreed to provide information for further analysis.

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[17] Such people are referred to as *gatekeepers*; they symbolically or literally guard the access to the investigated environment (Nedbálková, 2007).

a. Ethnographic observation

Ethnography incorporates both close observation and participation in a social setting, where spoken words, practices, other means of communication and experiences are related to a cultural framework in which they occurred (Watson, 2012). Ethnographical researcher collects data while being physically present, and because of that mostly represents researcher's views and perceptions (Eberle, Maeder, 2011).

Our research will constitute of non-participatory observation, meaning the researcher does not engage in the same activities as other people in a social setting (Creswell, 2017). As one of the enterprises does not have a common workplace and communicate mostly online, much higher emphasis will be put on interviews regarding data gathering; observation will serve to ensure data validity in the second enterprise.

b. Semistructured qualitative interviews

Interviews produce data useful in grounded theory studies especially when addressing organisations, social worlds as well as individual experiences. Interviewer tries to elicit stories from an interviewee by asking open-ended questions, and tries to locate these stories within the basic social process which may often be implicit. The fundamental question should be: "What is happening here?" (Gubrium, et. al., 2012).

When selecting interviewees, one should think about *representativeness* in a loose sense; it is important to have variation and breadth among them to allow coverage of the phenomenon that researcher tries to understand. He should also be aware of inclining heavily on interviewees most easily accessible as well as overemphasising data that are aligned with researcher's views (Symon, Cassell, 2012). Thus, interviewees from different positions, positions of power and length of employment in given organisation were chosen.

Six semistructured face-to-face interviews, three from each organisation. Some questions were therefore predetermined, some of them were asked as follow-up questions. Open-ended questions were used to explore the phenomena more in-depth and in a wider breadth. The interviews were recorded and then transcribed; interview questions were revisited based on previous interviews as well as data from observations.

3.3. Method of analysis and interpretation

Method of *coding* was utilised, which is a process of defining the nature of data; process, that allows us to reduce and classify the data, where a word or a phrase is assigned to segments of data. It is a pivotal step between data collection and development of an emergent theory that explains the data. (Charmaz, Belgrave, 2007; Leavy, 2017). Software for qualitative analysis NVivo 12 will be used

First step entails open coding. *Open coding* tries to faithfully reflect and explain events that happened from participants' point of view, which in practice means careful examination of collected data, drawing out events and their components. These events are later categorised under conceptual labels that reflect meanings of a single entity. Once we see a direction of the study, *selective coding* is the next step. This stage examines and collapses codes into higher level categories which moves the process into a higher conceptual level. Finally, *theoretical coding* compares and relates codes and categories to each other, where a theory starts to emerge (Symon, Casell, 2012).

During the process of coding, researcher engages in *memo writing*. Memos include thinking and writing about the data gathered and coded, and they become an important link between coding and interpretation. They document impressions, understanding and ideas (Leavy, 2017), and serve as reference documents during the investigatory process that provides a credible record of the theory building process (Symon, Casell, 2012).

3.4. Selected social enterprises

Two enterprises involved in the sector of andragogy and social services were chosen from a list of social enterprises registered by the Ministry of Labour and Social Affairs (Ministerstvo práce a sociálních věcí, 2019a).

a. Elpida, o.p.s.

Elpida is a non-profit publicly beneficial association which supports and encourages seniors to become an indisputable, respected and confident part of the society (Elpida, 2019a). The

association started its operations in 2002 as an info line, and until today, it expanded with many more projects, most notably Old's Cool Festival, Ponožky od babičky – socks made by 'grandma's', Educational and Cultural Centre Elpida and Vital magazine (Elpida, 2019b).

The core team resides and manages its operations in Prague 4 consisting of approximately 15 people, but the number of employees is higher given several other workplaces such as newly opened senior centre Přístavní 7 or the info line which address of residency remains confidential. Prague 4 residence and cultural centre were chosen for observations.

The association was registered in the list of social enterprises in 2007 since the initiation of the project Ponožky od babičky; this project claims to have both environmental and social impact by recycling otherwise unused wool that is knitted by seniors who are generally harder to employ, giving them the opportunity to earn some money (Ministerstvo práce a sociálních věcí, 2019b). This activity generates revenue later reinvested in the association's operations. Nevertheless, other means of earned income are Vital magazine that is being sold and has a subscription-based and advertising revenue model, and educational courses sold on a one-time purchase basis. Despite several activities generating income, the organisation is still dependent on financing through government grants or commercial companies' foundations.

b. PrPom, s.r.o.

PrPom is a small company that began as a start-up and was founded in 2012. PrPom's founders consider current ways of teaching first aid as ineffective and therefore want to change this state of affairs by offering experiential education. The vision is to revolutionise first aid education in the Czech Republic and awaken the inner hero in anyone who is in a life-death situation. The company offers a variety of courses both for organisations and the general public and relies entirely on their sales (PrPom, 2019).

PrPom is a finalist of Social Impact Award in 2015, and is registered in the list of social enterprises (Ministerstvo práce a sociálních věcí, 2019) being one of a few social enterprises that is not WISE. The company consciously follows and adopts the principles of social entrepreneurship.

The company does not have a shared workplace except for a temporary co-working place mostly used by the top management. Almost the entire internal communication takes place via online services such as Gmail, Google Hangouts or Doodle; employees meet each other most of the time during courses. The company consists of over 30 people.

3.5. Interviewee characteristics

Six individuals consented with providing an interview, its recording and transcription for the purpose of further qualitative analysis. Their names remain hidden for confidentiality and will be referred to in further chapters as interviewee A, B, C, D, E, F.

Interviewee A works at Elpida for more than seven years and is a project manager of the educational centre for seniors. Among the main responsibilities is the supervision of a team of several people in the centre and managing the program and processes inside the centre.

Interviewee B works at Elpida for more than seven years and is a part of the upper management, comparable to a C-suite manager, and is responsible for fundraising and investor relationships.

Interviewee C works at Elpida for less than half a year and is responsible for the project Ponožky od babičky, which is gradually being delegated to her.

Interviewee D works at PrPom for less than half a year and was hired to be part of the top management and is responsible for human resources, personnel and office-related workload.

Interviewee E works at PrPom for more than two years and is a lecturer of first aid, but also a part of the PR team where the main workload consists of photographs.

Interviewee F works at PrPom for more than three years and is part of the sales team, chief lecturer and the head of PR, being responsible for the supervision of a small team.

III.   RESULTS AND DISCUSSION

4.   Research results

This chapter begins with outlining common central themes and their categories that have emerged from conducting semistructured interviews from both organisations. This part is rather descriptive; categories with noteworthy codes will be presented and described based on interviewees' statements.

The latter part, discussion, is interpretative and places codes and categories into relations, their relationships will answer research questions that were put forward in the methodology. The description and interpretation should ultimately serve as the proposed theory of corporate culture for social enterprises operating in the sector of education and social services. List of all codes may be found in appendices (appendix 3).

4.1.   Main themes and categories

Future of the organisation

Category 1: Vision, mission and values

Category 2: Organisational development and growth

Category 3: Financial security

People and practices

Category 4: Motivation

Category 5: Rules and rituals

Category 6: Internal communication

Category 7: External communication

Category 8: Structure and team dynamics

Work environment and workload

Category 9: Internal relationships

Category 10: Trust and independence

Category 11: Flexibility, innovation, creativity

Category 12: Result (market) orientation

Category 1: Vision, mission and values

Related codes:

- Organisation's vision
- Organisation's mission
- Leadership and vision
- Importance of shared values and identity

Interviewees were asked what they think to be the organisation's vision or the ultimate goal that the enterprise want to achieve and what activities lead the organisation to achieve this goal. The topics of changing the face of ageing and turning people into heroes were mentioned.

> *'The vision is to build a prestigious organisation which knows how to create conditions for ageing, conditions as favourable and satisfactory as possible for all of us, whether for those who are old now or those, who will be old soon.'*
> – Interviewee C

> *'We make heroes out of people. We teach first aid through experience and we want to awake their inner hero so if the time comes where they will be needed to provide first aid, it is their hero that awakes and that says let's save this person.'* – Interviewee F

Some of them linked the organisation's vision with one particular person, in case of Elpida, the current managing director and regarding PrPom with the founder and co-founder. PrPom is very consciously and visibly trying to pursue the philosophy of social enterprises and social impact.

> *'He* [managing director] *is in this sense very visionary, creative, and he is able to, in some way, look far ahead.* […] *We have learned from him that it is good to have a vision and to move forward.'* – Interviewee C

> *'That is why they* [founder and co-founder] *started it* [PrPom] *in the first place. In the beginning, it was just a hobby and some urge to share their knowledge* […] *and until this point, they still see a purpose in it.'* – Interviewee D

It was mentioned repeatedly, especially by interviewees from the upper management, that shared vision and values among people inside their organisation is a critical factor for the organisation and related it to growth, recruitment, motivation and internal relationships.

> *'In my opinion, the vision and values are alpha and omega. If you have around yourself people and choose people that share those values and vision, then it's straightforward as the person has his own motivation to function the way he does and you don't need strict rules, work processes and so on.'* – Interviewee C

Category 2: Organisational development and growth

Related codes:

- Organisational growth
- Vision of growth
- Working towards growth
- Wanting the organisation to be the same in the future

Those working in the enterprise for more than two years registered growth, particularly in the number of organisational activities and the growing number in employees. They believe the enterprise will further expand and that they are actively working towards growth.

> *'Our time will come* […] *I can definitely see more links and opportunities regarding Elpida centre. I am able to picture a network of franchises throughout the whole republic, expansion in terms of offering lecture academy to external subjects* […]*.'* – Interviewee A

A common concern that has emerged was that once the organisation starts developing, it will affect its mission, vision and relationships; therefore, ideally, these variables should remain the same.

> *'I hope that it* [Elpida] *will still be here for seniors, for the people, helping them and that it will strengthen its projects as I believe they are great and have an impact and purpose* […]*.'* – Interviewee B

Category 3: Financial security

Related codes:

- Lack of money
- Importance of money and funding
- Importance of earned income for financing operations
- Grants or donations as an important part of financing

Both organisations either dealt with or are dealing with lack of funds and are well aware that it can affect people and their relationships drastically; interviewee A recollected how not having enough funds for wages created distrust in the whole organisation. Besides salaries, finances were associated with survival and expansion. While PrPom's business model depends solely on their clients and the number of sold courses, Elpida relies on earned income, grants and investors.

> '*We need to sell* [more courses] *to have money for training the new team in Brno where we want to open our new office.*'   – Interviewee F

> '*When the NGO has some money in reserve, it is serene and may focus on its own work and not stress too much about survival.*'   – Interviewee A

If a question regarding money and motivation arose, interviewees mentioned it is not the most important motivation for retaining their current job.

Category 4: Motivation

Related codes:

- Meaningful work is a motivator
- Pride in organisation's work and mission
- Belief in organisation's mission or vision
- Current job differs from previous ones in a positive way

Having and doing meaningful work with an impact either was or became an important part of their job. They claim the social enterprises have a positive impact on the society, they believe

in what the enterprise does are proud to be part of it, and it does not matter whether their workload is directly related to the cause or conducting the less visible work.

> '[…] *I always enjoyed it* [learning about first aid]. *I think it should be taught in schools and it is one of the most important skills all human beings should know how to execute.* […] *and through experience, because I like experiential education, and that is the philosophy of PrPom, that first aid cannot be learned while sitting.'* – Interviewee E

Some interviewees reflected upon their previous jobs and the differences with the current one. They were either dissatisfied with them or needed a change in general due to other circumstances.

> '[in a previous job] *the relationship with other units was not so close, we didn't know each other and met only if we had a meeting or during work, so that was not something that would suit me.* […] *it was exhausting for me, so I quit.'* – Interviewee D

Category 5: Rules and rituals
Related codes:
- Formal meetings
- Informal meetings
- Trainings and teambuildings
- Rules that should be followed

The organisations have several types of meetings and gatherings, becoming more formalised the higher the hierarchy is. Formal meetings usually occur regularly. In some meetings, especially management meetings, participants are equal and update or inform each other, have a discussion relating to an issue or solve problems. Supervision meetings have one or more figures in authority who manage the team; they rather inform each other and delegate tasks. Lastly, there are unspoken and rather habitual informal meetings.

> '*It might be an unwritten rule but every morning I try to sit with* [interviewee's supervisor] *for about 10 or 15 minutes* […]*.'* – Interviewee B

'[…] after every course we give each other feedback. […] we sit together, get a coffee, or just in front of a car, and we give each other feedback for let's say 15 minutes, […]'.

– Interviewee E

There are specific rules to be followed, both formally declared and unwritten. In PrPom, there are two documents outlining both communicational and behavioural aspects. In their ethical codex, it is said the lecturer should be clean, smell good, wear corporate clothing and treat both their colleagues and course participants with respect. The other document, marketing aid kit, describes how should the firm be presented to the public and whether they have the privilege to act in the name of the firm towards potential clients or journalists. Such formal document was not found in Elpida; nonetheless, from observations, they dress appropriately since they are in contact with customers and partners on a day-to-day basis, therefore want to look presentable, and since the association works with seniors, it was also mentioned they have to communicate appropriately towards them.

'The way how girls at the reception desk talk, with certain diction, then of course with patience but still like with a customer, with respect.'   – Interviewee A

Category 6: Internal communication

Related codes:

- Emphasis on open communication
- Open communication and honesty
- Feedback culture
- Organisational transparency

People talk to each other informally on a friendly basis, using names in diminutives and sometimes use vulgar language. Everyone speaks openly, honestly and is not afraid to give opinion or feedback on any topic, and it does not matter whether it is a manager or a junior employee that has just been on-boarded. That being said, people should be able to give constructive feedback as well as receive one; talking behind somebody's back is not desirable. If there is an issue, there is an easy solution – name the problem, speak about it openly and solve it. Even though the communication is open, rather than pointing on the culprit they try to solve the problem.

'During that time, it was clearly stated [by the supervisor]. *She did not literally say you have messed it up, but rather she said, this is not right, what is happening and why, this cannot be happening.'* – Interviewee B

The social enterprises are trying to be transparent, showing all the employees what they do, what they have achieved and what they are planning. PrPom is showcasing on regular teambuilding and training what has changed in the organisation since the last one, including achievements, financials and future plans. PrPom council has been organised recently, which is a meeting happening before teambuilding and anyone inside an organisation may join and discuss what they have on their mind. Elpida started their internal communication project called *Greetings from the 4th floor* where they inform all the teams what has happened recently regarding the organisations.

Category 7: External communication

Related codes:

- Building a strong brand
- Maintaining good relationships outside an organisation
- Organisational representativeness
- Treating customers with respect

The communication is more restricted when in contact with someone outside the organisation such as a customer and especially client and partner. The organisations are conscious that each of their employees is representing the social enterprise, and bad conduct might lead to impaired relationships and a tarnished reputation. As it was already mentioned in category 5: rules and rituals, PrPom has even created formal documents on how to communicate with other stakeholders. Elpida started focusing to a great extent on PR activities and presenting themselves in well-known media outlets in order to build a prestigious and recognised brand.

'[…] middle management should not use thousands of emojis in the e-mail communication. […] They [employees] *should act in a way it doesn't damage the name of the firm. For us, it's inappropriate if a stranger would come and said hey, you work*

in PrPom, give me a two-hour presentation […], *because they* [the employee] *would damage our name, and we don't want to be presented this way.'*   – Interviewee F

Category 8: Structure and team dynamics

Related codes:

- Existence of hierarchy
- Emphasis on egalitarianism
- Experience yields seniority and respect
- Importance of teamwork

Interviewees agreed there is a hierarchy and that there are people in a position of power. Even though there is a factual hierarchy, they claim they treat each other like equals and everyone has a say. Nevertheless, the longer have they worked in the enterprise more experience they have, the more respected they are.

'Everything is based on some discussion and mutual respect. I experience this with [the managing director]*, this non-hierarchical approach, and I offer the same to my subordinates.'*   – Interviewee A

Teamwork was also referred to as important among all employees, in upper management in particular. They try to be transparent in their workload, help and update each other such as who are they in contact with and they make important decisions together.

Category 9: Internal relationships

Related codes:

- Maintaining good relationships inside an organisation
- Internal conflict
- Care for need of other colleagues
- Supportive work environment
- Emphasis on team cohesion

Relationships are a crucial component of corporate culture as they directly affect the atmosphere and morale. While people genuinely care and help each other, some people work in a given group and, in general, are not in touch with other teams. Because of that, it is not

necessary to build relationships with everyone. Some lecturers work less frequently. The organisation tries to facilitate relationship building, maintaining good relationships and creating a sense of belonging through several mechanisms such as events where everyone can get together, whether it is a teambuilding, sporting event or a Christmas party. PrPom recently started one-on-one meetings, and one of the purposes is to stay in contact with everyone and maintain the relationship.

> *'This year I think our team is bonding much more, even outside of work since we have created a group solely for sports activities and maybe three times a week different groups go climbing or running […].'* – Interviewee E

Problems and conflicts may arise, both structural and personal. Elpida has opened a new educational centre, and there seems to be an internal competition as described by interviewee A. This topic was brought up by interviewee C as well and this issue gradually being resolved on meetings with other senior personnel. PrPom deals with a relationship conflict but despite that, respondent claims it is only between those two parties and it does not affect any operations or other relationships, and that it is handled in a professional manner.

> *'[…] we have to work on mitigation of feelings of rivalry or unacceptance of our second centre.'* – Interviewee A

Category 10: Trust and independence

Related codes:

- Taking responsibility for one's own work
- Autonomy and independence regarding work responsibilities
- Belief in colleagues' work

Despite they delegate work to project managers or subordinates, they are given great autonomy in their work. Instead of saying exactly what should be done, they are trusted that they can do the work independently. These dynamics work the opposite way, too. The person takes full responsibility for what they are doing.

'I think it's up to everyone's responsibility of each team member, so when someone works here, they know what they are responsible for and of course, it is desirable to do the work well and in a given time frame' — Interviewee D

'They have our trust, they work independently and are responsible for the results […].' — Interviewee C

Category 11: Innovation, creativity, flexibility

Related codes:

- Dynamic work environment
- Importance of learning, improving and personal growth
- Innovation of products
- Lookout for opportunities
- Having flexibility

The organisations are perceived as a living organism that is evolving every day and something is happening all the time. They emphasise the importance of learning and it is expected that they are naturally interested in the work they are doing. They want to improve and maintain personal growth in order to have an impact and provide high-quality services. People should not be afraid of trying new things and coming up with ideas that could be implemented. The workplace is a flexible environment. There are no set rules and control systems in terms of clothing or working hours and it is up to each individual how they set those boundaries.

'I think it is really important to do our best and, in the meantime, learn new things, find new opportunities, so we do not rest on our laurels.' — Interviewee A

'My days vary a lot. […] if I have other responsibilities, then I work from let's say from 7 a.m. until 11 a.m. without a break and then continue late at night. Other days, on the contrary, I work from 9 a.m. until 6 p.m. with a break for lunch […].' — *Interviewee F*

Category 12: Result (market) orientation

Related codes:

- Striving towards efficiency
- Emphasis on high-quality service
- Achieving goals as an indicator of success
- High-quality service as an indicator of success

The enterprises are always on the outlook what could be done differently, ideally to make the most efficient use of their time and other resources. They want to standardise processes and operations to have control over them and could share the know-how and grow quicker. Products and services are revisited after some time so they meet the current demand. The higher demand for services, the amount of sold courses and socks, and the satisfaction of customers and clients are deemed as indicators of success; this success was related to the financial situation.

'[…] w*e are trying to find a new concept of meetings, simply find the most efficient solution so we don't waste time of others, and people who really have to commute, whether it's from the info line or from Přístav or even from downstairs, it interferes with their work, so when they arrive, […] so their presence here is not pointless like listening to something that in the end isn't their concern.'* — Interviewee C

4.2. Discussion

We were able to find several mutual themes and categories in the investigated social realities, which will now be put into a theoretical framework. We do not seek to evaluate the effectiveness and suitability of these corporate cultures, but rather the aim is to present the narrative and reflect on the literature reviewed.

a. Values and impact motivate and unify participants

Both enterprises had diverse personnel in terms of background, but there are two main noticeable motives why they have joined the enterprise – enthusiasm for the cause or a need for personal change, or both.

Regarding the former, the people either had direct personal experience with seniors, in case of Elpida or were immersed in the topic of health and medicine, in case of PrPom; interestingly, all three interviewees had prior experience with PrPom before they started working there. They are intrinsically attached and motivated to work for the cause. These people believe in the

enterprise's vision and the work they do and they are motivated by the impact and visible outcomes of their activities. This environment brings together individuals who are passionate for the cause, it is a topic that connects them, the shared values and goals build a collective sense of identity and create a sense of belonging.

The latter relates to people who were either dissatisfied with their previous jobs or revisited their priorities in their personal life, for instance, focusing on the family. In the past, they have worked in the commercial sector, but sooner or later they realised that the work is not fulfilling. As interviewee B said, it had been more of a routine and necessary evil to earn money in order to make a living or pay the bills, or interviewee D started feeling the increasing anonymity which was discouraging. They sought work that would be fulfilling, but at the same time where they could achieve their full potential and be recognised for the good work done. They seek a job that is a perfect balance of meaningful and challenging work.

b. Existing hierarchy and open communication

We may loosely categorise the whole organisation into top management, middle-lower management and junior employees. The hierarchy is existing but has limited importance. It was emphasised a lot that people are equal regardless of work positions or other labels. In relation to interpersonal communication, anyone may speak openly and honestly about what they think. They solve more challenging problems together and want to know the opinion of the majority.

The employees are interested in the activities and conducts of the enterprise. The organisation tries to embrace the open communication, egalitarian culture and participatory nature by being open and transparent by facilitating meetings and other group sessions where anyone can speak their mind; examples would be PrPom council or one-on-one meetings. The top management listens to everyone and makes decisions based on the inputs of all people. Such an approach makes people feel valued in the company and boosts their well-being.

The longer the person works in the enterprise and the more perceived experience they have, the bigger respect they have. Elpida has a managing director who is seemingly the highest in the organisation's hierarchy. Despite that, interviewees B and C considered the former managing director to be on the same level as him since she had been in the organisation for a longer period of time. While there is an emphasis on open communication, there seems to be an invisible barrier with people in a position of power. Interviewee B expressed anxiety when she wants to

ask a question that is not directly tied to her workload, since she does not want to bother or waste the time of the management team, showing deep respect to them. Interviewee F claimed she once spoke too directly with the founder about what she thinks, since then this dispute created a somewhat hostile environment. Employees may speak their mind but have to have respect for people in authority despite open communication.

c. Work: responsibilities and relationships

Each employee has a position and represents a certain role that they fulfil, having specific responsibilities tied to that role. If work that was not agreed upon is part of one's workload, it might create an internal conflict. As interviewee B asserted, she would rather not pick up the telephone every time it rings, since it is meant to be for the whole office, not solely for her.

The work environment is both dynamic, yet relaxed and there is an emphasis on work-life balance. Working hours are flexible, and others recognise that their colleagues have families or other activities outside work and are respectful in this sense. Therefore, instead of setting control mechanisms, people are empowered, independent and highly trusted that they would execute their tasks well and in time. Physical presence at work is not demanded, work may be communicated online. In general, individuals work hard and try to do their best, higher managers in particular, but despite that, this culture might occasionally backfire as there is not much pressure. Since employees are satisfied with fair pay, the enterprises have to ensure their employees are highly motivated intrinsically. Good work is not left unseen and is recognised by others.

People maintain good relationships and the environment is friendly. Nevertheless, if they are in separate offices or go to work less often, there are no stimuli to connect with others. Physical proximity builds closer relationships, and separate teams have separate dynamics. The social enterprises though want to create a collective sense of identity, facilitating informal meetings in order to foster those relationships, sense of belonging and increase cohesion of the whole organisation.

d. Managing growth

Both companies are in a similar phase of an organisation's life cycle, although they are entirely different, legally and in terms of financing – while Elpida is an established NGO, PrPom began as a start-up. However, both organisations in the current state are seeking to expand to make

their vision a reality in the whole country, and therefore face multiple challenges such as monetary, competitive, know-how sharing, how to preserve their values and mission or lack of space.

This vision of the future creates tension and uncertainty; it is a new problem for management, and they do not know how to handle it. They are striving to grow and identify new opportunities on the market, exhibiting creative entrepreneurial and innovative behaviour. At the same time, they pursue efficiency with respect to resources allocated, thus standardising some tasks and workload, leaving less space for creativity, on the other hand.

Financing is indubitably essential in order to expand. At this point, the strategy of examined enterprises, given their differences, divert. Elpida as a non-profit relies on corporate and governmental grants despite a fair share of earned income; applying commercial logic is thus not so critical. While they might not be fully financially independent, they are innovative in providing social services. The general idea is, as Interviewee C explained, firms know how to generate income, Elpida knows how to generate social impact. Their goals eventually intertwine, and hence, the focus is on building a strong and recognised brand that would promote and facilitate mutually beneficial partnerships. In contrast, profitability and market strategy is central for PrPom. It is still trying to find a suitable business model that would yield enough revenue to expand, but simultaneously not giving up the social enterprise philosophy. Thus, the organisation focuses on recruiting salesforce to generate more leads; there is higher pressure to provide high-quality services and, in general, being successful on the market.

4.3. Limitations

Our research investigates the subjective lived experiences of individuals and their interactions in a social setting. Presence of a person not naturally involved in the social setting, such as the researcher, influences the behaviour of social actors which might have influenced the process of taking field notes. Furthermore, interviewees were informed in advance about the research, thereby, being aware of the researched topic, their testimonies were by a great deal susceptible to social desirability bias.

Another limit of the study lies in the scope of the research. The focus was solely on social enterprises providing educational and social services. The number of such enterprises in the

Czech Republic is low and the chosen organisations were both in a similar stage of organisational life-cycle. A wider range of enterprises from other sectors and of different sizes would need to be analysed in order to build a theory about social enterprises in general. Grounded theory requires a continuous research until a point theoretical saturation is achieved but given the range of bachelor's thesis and amount of available enterprises, that would be nearly impossible. Additionally, it was described that each organisational culture is unique, and thus finding common themes among different organisations might have limited implications for the future research.

Finally, experience of the researcher is significantly projected in the data quality. Researcher in this case is not yet fully adept at qualitative research techniques. Conducting interviews is a stressful process that involves quick reacting and multitasking which sometimes resulted in asking leading questions or overlooking important information. The same holds true for field notes taking and the process of coding; they are skills that need practice.

4.4. Implications for further research

In the future, it would be desirable to explore a wider range of social enterprises in the Czech Republic and their corporate culture, using a mixed method together with quantitative research techniques to build a more robust theory, the insight of such corporate cultures could discover more variables and their relationships, such as the relationship between motivation and the perception of social impact of social enterprises.

Given the amount of studies focusing on the employee motivation and CSR, it might be interesting to study whether there is a difference between organisations that use social responsibility as a strategy and those using social impact rather as a philosophy that is ingrained in the blood of an organisation. Lastly, a longitudinal study of several social enterprises with high potential growth might be of interest to observe how could they scale without drifting away from their vision.

CONCLUSION

Six interviews with employees from two social enterprises, Elpida and PrPom, were conducted, recorded and transcribed. The analysis based on selective and theoretical coding revealed twelve distinct categories. They were grouped into three main themes – people and their practices, their perception of the future of the organisation and work environment in a broader sense. Based on Schein's theoretical model (2010), we partially focused on how participants view organisational beliefs and values, and tried to uncover their basic assumptions. Artefacts were not inspected as the aim was to find common themes; artefacts, such as office placement, are elements very individual to each culture.

Examined corporate cultures did not fit perfectly to any types of culture outlined in the theoretical part based on Quinn and Cameron (2011) or Groysberg, et. al., (2018). Our social enterprises to some extent resemble the *clan culture* – Elpida and PrPom both emphasised the importance of teamwork, team cohesion, had participatory nature and open communication. The employees are empowered and trusted with their responsibilities, and in response, the enterprises ideally require long-term cooperation. Simultaneously, they started to exhibit some attributes of *control culture*, too. For instance, there is an effort to make things more efficient by standardising processes, responsibilities are becoming more specialised and new rules were being introduced. Moreover, they display *caring* by having a relaxed atmosphere, fostering relationships, helping and supporting each other if necessary and complimenting colleagues for doing good work. Purpose plays a significant role – vision, mission and social impact unite employees, they are motivated and driven by the work as they see a purpose in it. Strong personalities, leaders, such as the founder in PrPom or managing director in Elpida guide people to follow these ideals.

We interpreted the categories and put them into relationships with other variables: (a) how the purpose of the organisation, vision and mission relate to job satisfaction, motivation and how they unite people and create a collective sense of identity, (b) the hierarchical structure and its effect on communication despite being described as open, honest and direct, (c) the relaxed yet dynamic environment and how physical proximity build relationships and (d) how management copes with growth of the organisation. These findings are not generalisable to all social enterprises; nevertheless, they might serve as a theoretical baseline for future studies.

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Předpokládaný název práce v češtině:
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Předpokládaný název práce v angličtině:
Corporate culture of social enterprises

Předpokládaný termín dokončení (semestr, akademický rok – vzor: *ZS 2012/2013*):
(diplomovou práci je možné odevzdat nejdříve po dvou semestrech od schválení tezí)
LS 2018/2019

Základní charakteristika tématu a předpokládaný cíl práce (max. 1000 znaků):

Sociální podniky představují organizace, kde se mísí zdánlivě neslučitelné přístupy a filozofie ziskového a neziskového sektoru. Jedná se tak o kompromis těchto dvou entit, kdy se společenský dopad a prospěch stává hlavním cílem firmy. Zároveň cílem druhotným je profitabilita, resp. finanční nezávislost a udržitelnost organizace. Tyto podniky tak představují dynamické prostředí, kde se střetává kompetitivnost, inovativnost a touha měnit věci k lepšímu. Tyto faktory by měly mít jasný dopad na management a psychologii zaměstnanců uvnitř organizace, které v závěru tvoří její firemní kulturu.

Tato práce se zaměří na charakteristiku a vymezení sociálních podniků, dále teorii a teoretické ukotvení firemní kultury v těchto podnicích. Praktická část se zaměří na tři vybrané sociální podniky v českém prostředí a v daném sektoru s cílem analyzovat firemní kulturu těchto podniků pomocí kvalitativních metod, tj. především pomocí pozorování a hloubkových rozhovorů se zaměstnanci firmy. Výsledky analýzy budou porovnány jak s vytyčenou teorií, tak mezi sebou se snahou najít společné znaky a rysy v rámci firemní kultury.

Předpokládaná struktura práce (rozdělení do jednotlivých kapitol a podkapitol se stručnou charakteristikou jejich obsahu):

Úvod
Teoretická část
1. Sociální podniky – vymezení a charakteristika
2. Teorie firemní kultury
3. Teoretické ukotvení firemní kultury v sociálních podnicích

Praktická část
4. Metodologie výzkumu
5. Deskripce vybraných podniků a argumentace jejich výběru
6. Výzkum
    6.1. Hloubkové rozhovory
    6.2. Pozorování
7. Výsledky výzkumu a jejich komparace

Závěr, shrnutí

Zdroje, literatura

Přílohy

Vymezení zpracovávaného materiálu (např. konkrétní titul periodika a období jeho analýzy):
Odborná literatura, odborné časopisy a vědecké studie, kvalitativní výzkum autora, webové stránky a otevřené zdroje vybraných podniků

Postup (technika) při zpracování materiálu:
Rešerše odborné literatury, deskripce, kvalitativní výzkum – hloubkové rozhovory, pozorování, komparace výzkumného šetření

Základní literatura (nejméně 5 nejdůležitějších titulů k tématu a způsobu jeho zpracování; u všech titulů je nutné uvést stručnou anotaci na 2-5 řádků):

DEFOURNY, Jacques. *Social enterprise and the third sector: Changing European landscapes in a comparative perspective*. Routledge, 2014. ISBN 9780415831567

Publikace zahrnuje první výzkumy a vědecké studie, které se zabývají vznikem a vývoje sociálních podniků v evropském prostředí. Kromě toho jsou zde porovnány koncepty sociálních podniků v různých zemích, problematika řízení a teorie zapojení různých stakeholderů.

DOHERTY, Bob, et al. *Management for social enterprise*. Sage Publications, 2013. ISBN-13: 978-1412947497

Publikace zaznamenává vývoj a historické kořeny sociálních podniky. Zaměřuje se na ně z hlediska podnikového řízení a managementu z různých úhlů pohledů, např. z pohledu strategického managementu, řízení lidských zdrojů nebo obchodní etiky. Kapitoly jsou proloženy konkrétními příklady sociálních podniků ve Spojeném království.

DOHNALOVÁ, Marie. *Sociální ekonomika, sociální podnikání*. Vyd. 1. Praha: WoltersKluwer Česká republika, 2012. ISBN 978-80-7357-269-3.

Dohnalová a kolektiv seznamuje s koncepcí a definicí sociálních podniků. Je srovnáváno evropské a americké pojetí. Značná část se věnuje problematice sociální ekonomiky a sociálních podniků v České republice a jejich legislativní rámec.

URBAN, Jan. *Firemní kultura a identita*. Ústav práva a právní vědy, 2014. ISBN 978-80-87974-05-6

Monografie zkoumá firemní kulturu z teoretického hlediska – její vymezení, význam, jaké jsou její determinanty, typologii, spojitost se zaměstnanci a výkonností aj. Závěrečná kapitola navrhuje, jak analyzovat firemní kultur a jaké otázky pokládat, avšak z hlediska kvantitativního výzkumu.

LUKÁŠOVÁ, Růžena. *Organizační kultura a její změna*. Grada Publishing as, 2010. ISBN 978-80-247-2951-0

Kniha se věnuje definiční problematice firemní (organizační) kultuře, její vliv na strategii a výkonnost firmy. Seznamuje s typologií a východisky pro utváření žádoucí firemní kultury. V neposlední řadě navrhuje definic žádoucí firemní kultury, jak lze kulturu organizace analyzovat a případně implementovat změny.

WEI-SKILLERN, Jane, et al. *Entrepreneurship in the social sector*. Sage, 2007. SBN-13: 978-1412951371

Odborná publikace seznamuje s významem podnikání v sociálním sektoru na základě poznatků odborníků z praxe. Důraz je kladen na technickou stránku od vytváření po vývoj a růst sociálních podniků. Kniha nabízí různé pohledy na aktivity a byznys modely sociálních podniků.

Diplomové práce k tématu (seznam bakalářských, magisterských a doktorských prací, které byly k tématu obhájeny na UK, případně dalších oborově blízkých fakultách či vysokých školách za posledních pět let)

HOŘÍNKOVÁ, Monika. *Kontroverzní povaha sociálního podniku jako komercionalizované organizace občanského sektoru*. Praha, 2017. Diplomová práce. Univerzita Karlova, Fakulta sociálních věd, Katedra veřejné a sociální politiky. Vedoucí práce Frič, Pavol.

HOULÍKOVÁ, Martina. *Marketing sociálních podniků*. Praha, 2017. Bakalářská práce. Univerzita Karlova, Fakulta sociálních věd, Katedra marketingové komunikace a public relations. Vedoucí práce Koudelková, Petra.

NGUYEN, Duc Hieu. *The organizational culture of social enterprises: A comparative study*. Helsinky, 2017. Bakalářská práce. Aalto University, School of Business, Mikkelin kampus department. Vedoucí práce Rannikko, Heikki.

Datum / Podpis studenta/ky

25. 5. 18 *Nguyen*

TUTO ČÁST VYPLŇUJE PEDAGOG/PEDAGOŽKA:

Doporučení k tématu, struktuře a technice zpracování materiálu:

Případné doporučení dalších titulů literatury předepsané ke zpracování tématu:

Potvrzuji, že výše uvedené teze jsem s jejich autorem/kou konzultoval(a) a že téma odpovídá mému oborovému zaměření a oblasti odborné práce, kterou na FSV UK vykonávám.

Souhlasím s tím, že budu vedoucí(m) této práce.

KOUDELKOVÁ PETRA

25.5.18

Příjmení a jméno pedagožky/pedagoga   **Datum / Podpis pedagožky/pedagoga**

TEZE JE NUTNO ODEVZDAT **VYTIŠTĚNÉ, PODEPSANÉ** A VE **DVOU** VYHOTOVENÍCH DO TERMÍNU UVEDENÉHO V HARMONOGRAMU PŘÍSLUŠNÉHO AKADEMICKÉHO ROKU, A TO PROSTŘEDNICTVÍM PODATELNY FSV UK. PŘIJATÉ TEZE JE NUTNÉ SI **VYZVEDNOUT** V SEKRETARIÁTU PŘÍSLUŠNÉ KATEDRY A **NECHAT VEVÁZAT** DO OBOU VÝTISKU DIPLOMOVÉ PRÁCE.

TEZE SCHVALUJE NA IKSŽ VEDOUCÍ PŘÍSLUŠNÉ KATEDRY.

LIST OF APPENDICES

Appendix no. 1: Principles of social enterprises put forward by TESSEA (spreadsheet)

Appendix no. 2: TESSEA principles of work integration social enterprises (spreadsheet)

Appendix no. 3: List of codes (spreadsheet)

APPENDICES

Appendix no. 1: Principles of social enterprises put forward by TESSEA

0. Principles of social enterprises	1. Social benefit	2. Economic benefit	3. Environmental and local benefit
a) publicly beneficial objective is formulated in the founding documents b) publicly beneficial objective is fulfilled through specific activities	a) pursuit of an activity beneficial to the society or a particular group of people b) democratic and inclusive decision-making c) founded through civic initiatives d) innovative approach and solutions	a) profit (if applicable) is reinvested back to the social enterprise, and/or for fulfilling publicly beneficial goals b) pursuit of a continuous economic activity c) management and decision-making independence on indirect founders. d) decreasing economical risks e) trend towards a paid work	a) satisfying local needs and utilising local resources b) take in consideration the environmental aspects of production and consumption c) inclusion of important stakeholders in the organisation's activities d) support social and environmental responsibility cause on a local level

Retrieved from:

TESSEA. 2014a. *Principy sociálního podniku.* [online] Available at:

http://tessea.cz/images/pdf/prehled_indikatoru_obecne-SP_2014.pdf

Appendix no. 2: TESSEA principles of work integration social enterprises

0. Principles of social enterprises	1. Social benefit	2. Economic benefit	3. Environmental and local benefit
a) publicly beneficial objective of employment and social inclusion of people disadvantaged in the labour market is formulated in the founding documents, and is fulfilled through specific activities	a) employment and inclusion of people disadvantaged in the labour market b) employee inclusion in decision-making regarding the enterprise's future directions c) Emphasis on the development of professional skills of disadvantaged employees	a) profit (if applicable) is reinvested back to the social enterprise, and/or for fulfilling publicly beneficial goals b) management and decision-making independence on indirect founders. c) a minimum share of revenues from products and services sales on total returns d) ability to manage economical risks e) asset lock	a) prioritise satisfying local needs and local demands b) prioritise local resources c) environmental responsibility during both production and consumption d) cooperation with local stakeholders

Retrieved from:

TESSEA. *2014*b. *Přehled rozpoznávacích indikátorů pro integrační sociální podniky (WISE).*
[online]. Available at:

http://tessea.cz/images/pdf/prehled_indikatoru_integracni_SP_2014.pdf

Appendix no. 3: List of codes

Name	Files	References
achieving goals (quantifiable) as an indicator of success	2	3
autonomy or independence regarding work responsibilities	4	6
belief in colleagues' work	4	10
belief in organisation's mission or vision	5	10
building a strong brand	3	5
care for colleagues' well-being	3	5
care for needs of colleagues	3	5
careful recruitment	4	4
colleagues help each other	1	5
colleagues work hard	1	1
common working place is beneficial	2	2
competition becoming stiffer	1	1
creativity is welcome	1	2
cultural fit	1	1
current job differs from previous ones in a positive way	3	5
delegation of responsibilities	2	5
diffusion of responsibilities	1	1
direct experience or personal involvement with organisation's mission or work	3	4
direct experience or personal involvement with organisation's target segment	2	2
disappointment with lack of communication	1	2
dissatisfaction with colleagues' work ethics	1	2
dissatisfaction with previous works	2	2
distance hinders relationships	2	5
distinguishing senior people as different	1	1
dynamic working environment	2	3
earned income model that works	1	2
education inside organisation	1	1
emphasis on egalitarianism	3	8
emphasis on high-quality service	4	16
emphasis on open communication	5	12
emphasis on team cohesion	5	10
excitement about organisational growth	1	1

Name	Files	References
existence of hierarchy	5	12
experience yields seniority and respect	3	6
fast-paced high-pressure situations	1	3
feedback culture	3	7
flexible working hours	5	10
focus mainly on one's own responsibilities	1	1
formal meetings	4	4
good relationships inside an organisation	3	7
gossips and communication behind others back is not desirable	2	2
grants or donations as an important part of financing	2	7
growth hinders relationships	2	2
having flexibility	3	9
high amount of workload	3	9
high-quality service is an indicator of success	3	4
importance of a strong brand	4	6
importance of earned income for financing operations	2	2
importance of empathy for work	1	1
importance of learning, improving and personal growth	5	9
importance of money	4	9
importance of shared values and identity	2	10
importance of staying proactive	1	2
importance of teamwork	2	5
influence of money	1	1
informal communication	1	1
informal meetings	3	7
innovation of products	3	5
internal conflict	2	6
job where one achieves his full potential	3	5
lack of human workforce	1	7
lack of information	1	2
lack of money	2	4
lack of space (or other accessories)	3	7
lack of time	1	2
lack of transparency	2	5
leadership and vision	2	5
looking for outstanding talents	1	1

Name	Files	References
looking for technical capabilities in employees	2	3
lookout for opportunities	1	3
maintaining good relationships inside an organisation	5	8
maintaining good relationships outside an organisation	3	13
management meetings are of a high importance	1	1
meaningful work is a motivator	5	12
meetings are good	1	1
meetings solve problems	4	6
mission is a motivator	3	3
more relaxed work environment	4	7
needing a job change	2	2
on-boarding and knowledge sharing	1	1
open communication and honesty	4	13
organisation has a positive social impact	3	3
organisation transparency	2	5
organisation's mission	3	5
organisation's vision	5	8
organisational activity	1	1
organisational growth	3	4
organisational representativeness	1	7
people with background in for-profit	1	1
perception of difference from other organisations	1	1
position in organisation	1	2
pride in organisation's work and mission	2	6
prior experience in creative industries	2	2
prior experience in management	2	3
problems are always resolved	1	1
project meetings where people inform each other	1	1
proximity builds relationships	1	1
respect colleagues' time	1	5
respect other colleagues	1	1
respect seniority or upper management	1	2
revenue as an indicator of success	2	2
role identity	1	1
rules that should be followed	4	8
satisfaction in current job	2	4

Name	Files	References
satisfaction with colleagues' work	1	2
satisfaction with flexibility	2	2
satisfaction with work environment or workload	3	11
senior management has more knowledge	1	1
senior management responsibility	1	1
some people are not a good fit	1	2
striving towards efficiency	5	11
success despite higher competition	1	2
supportive work environment	3	7
taking responsibility for one's own work	3	8
team supervision	1	2
there is competition	1	1
trainings (and teambuilding)	1	1
treating customers with respect	3	4
up-to-date service offers	1	1
value colleagues' work	3	6
vision of financial sustainability	1	1
vision of growth	2	8
wanting the organisation to be the same in the future	3	7
wanting to have an impact	1	2
wanting to learn more about the organisation	1	6
well-being and employees' satisfaction as an indicator of success	1	1
work responsibilities are becoming more focused or specialised	2	4
work responsibilities should become more focused or specialised	1	4
work responsibility	2	5
work routine	2	3
work-related communication	4	7
working hard because one care about the job	2	3
working to have a positive impact	1	2
working towards growth	5	12
workload depending on season	3	4