Has COVID-19 affected the organisational culture of non-governmental organisations?

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Abstract: Organisational culture, as one of the key features of any organisation, is related to its performance. This is also true for non-governmental organisations. The purpose of this research is to identify changes in the dimensions of the organisational culture of these organisations caused by the pandemic. Data from 586 respondents, identified through an online OCAI questionnaire, were collected for pre-COVID-19, current, and preferred state. Statistically significant representation of the dimensions was identified in the types of culture. It was found that hierarchy culture was prevalent in pre-COVID-19. The hypothesis of trying to increase competitiveness in times of threat was not confirmed. After COVID-19, clan culture prevailed. It can be noted that individual dimensions of organisational culture changed their location dramatically during the reporting period. But the dimensions in the preferred organisational culture returned mostly to the pre-pandemic state. According to McNemar's test at an overall significance level of 0.05, there was a difference between the now and preferred periods for dominant characteristics in hierarchy type, organisational leadership in market and hierarchy type, management of employees in clan and hierarchy, strategic emphases in adhocracy type. Of the 24 options, a statistically significant difference was confirmed in six cases. The respondents do not significantly experience feelings of exhaustion or disruption of work-life balance in a post-pandemic situation. The practical findings emphasise the necessity for managers to know the location of dimensions, not only the type of organisational culture. Confirmed facts can help managers, leaders, and policy makers in choosing strategies for shaping organisational culture in non-governmental organisations to achieve the required performance.

Keywords: Non-governmental organisations (NGOs), organisational culture, OCAI, COVID-19.

JEL Classification: M1, L31.

Introduction

An important subsystem of any organisation is its culture. Organisational culture (OC) is created in all types of organisations, whatever their purpose, not just profit making. Although intangible and largely invisible, it affects organisational performance, employee (and therefore customer) satisfaction, and quality of work life (Cameron & Quinn, 1999; Miranda-Wolff, 2022; Schein, 1992; Schein & Schein, 2016; Trice & Beyer, 1990).

Thus, it can be said that the outcome of an organisation's activities is influenced not only by the components that can be quantified but also by culture as an unquantifiable component, which according to Denison (1990) consists of the basic values, attitudes and beliefs that exist in an organisation, the patterns of behaviour that result from these shared meanings, and the symbols that express the connection between the beliefs, values, and behaviours of organisational members.

The organisation's culture is the result of a learning process. It is the result of the accumulation of experiences passed on to individuals through the socialisation process. By being informalised, OC can be more easily subject to internal and external influences, whether negative or positive.

One of the last major changes faced by individuals and organisations was the COVID-19 pandemic. It had (and still has) an impact on everyone's personal and professional life. Management must be able to respond to changes and adopt new solutions so that, among other things, the organisational culture as one of the prerequisites for performance, is not weakened.

The research question was formulated:

RQ: Was there a change in the dimensions of the organisational culture of non-governmental organisations during the COVID-19 period?

The processing procedure is as follows. Firstly, the issue of organisational culture is elaborated, highlighting its importance to the organisations, including non-profit organisations. In the following section, the methodology and methods used are described. The statistically processed results obtained from the questionnaire survey in NGOs are presented and discussed. Finally, the key findings of the research are summarised and the limitations and contributions of the research are discussed.

1. Theoretical background

Organisational culture (OC) is the image of leadership and is seen as an important goal of leaders. Organisational culture is not just about the individual or the organisation. Interpersonal relationships, environment, human realisation and human personality development, employee performance and satisfaction, image, and brand of the organisation are all OC. It is associated with the behaviour and attitude of the mana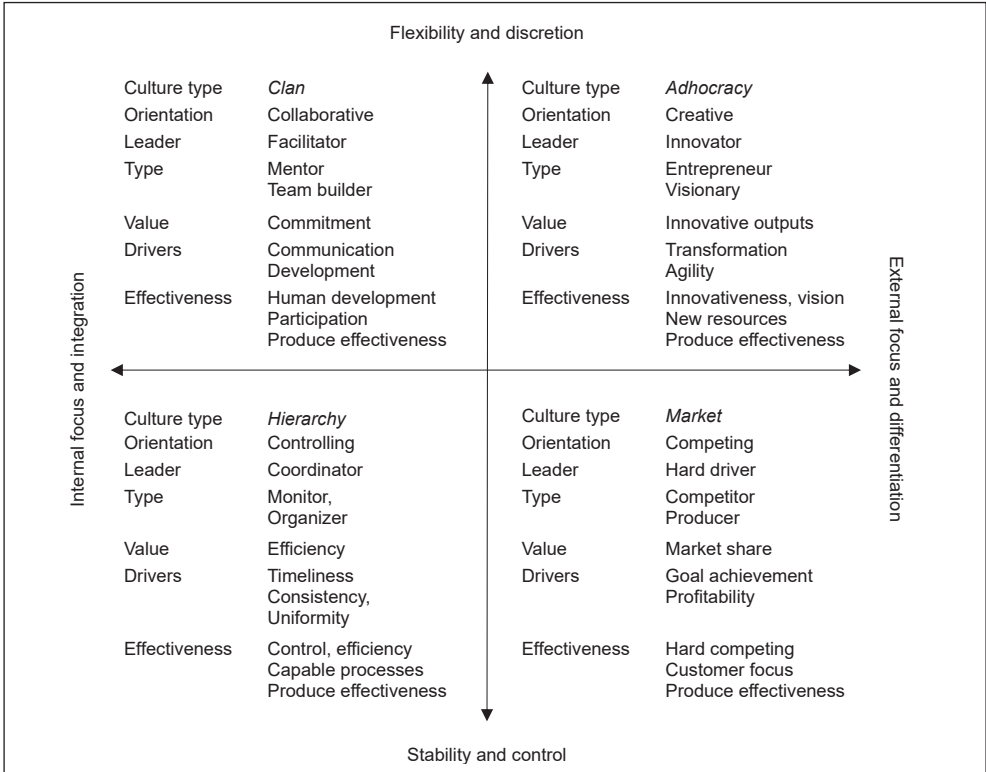gement, the performance of the organisation and the behaviour of the organisation and the employees. Whatever point of view an organisation considers most important, understanding the concept of OC is the key to understanding the organisation and all that comes with it. The specific definition of the content of the term varies, but the framework for understanding the concept of OC is similar (Denison, 1990; Drennan, 1992; Hall, 1995; Kilmann et al., 1985; Sackmann, 2006).

For the purpose of this research, the term organisational culture has been understood as a set of basic assumptions, values, attitudes, and norms of behaviour that are shared within an organisation and that are manifested in the thinking, feeling, and behaviour of organisational members and in artefacts of material and immaterial nature. If managers want to manage the organisation with consideration of its cultural aspects and purposefully shape the content of culture to support performance, they need to know and understand the culture of their organisation (Lukášová, 2015). Based on their knowledge of the content of the culture, they can identify its strengths and weaknesses, and they can purposefully choose effective management tactics. Here the practical relevance of the developed typologies of OCs emerges. Typologies can help managers compare the content of their organisation's culture with typical cases, and thus to know and understand it better (Bridges, 1992; Ghinea, 2016; Handy, 1993; Harrison, 1972; Ipiñazar et al., 2021; Lee & Jang, 2019; Stavrinoudis & Kakarougkas, 2019; Yaari et al., 2016).

For the purpose of the research, the model of Cameron and Quinn (1999) was chosen. The OCAI Organizational Culture Assessment has been used in a number of studies. For example in investigations of differences in the success of business process management initiatives (Štemberger et al., 2017), in identifying the success of information system implementation (Mardiana et al., 2018; Samsie et al., 2020), in determining OC relationships with quality performance in construction industry (Teräväinen et al., 2018), or with employee satisfaction (Čuček & Kač, 2020; Dobrin et al., 2021). OCAI was used also in the explorations of the academic and high school environment (Caliskan & Zhu, 2019; Kun & Ujhelyi, 2018), in the family business research field (Marín et al., 2017), or in public institutions (Andrianu, 2020).

The authors chose this model because it captures the prevailing organisational values, the associated strategic priorities in each type of culture, captures the atmosphere in the organisation, the leadership style, and the success criteria of the organisation. This fact is probably related to the fact that the model was formulated in relation to the search for the conditions of organisational effectiveness and that the degree of representation of these types in the culture of the organisation allows an implicit assessment of the strategic orientation of the organisation. The basic dimensions of the model are flexibility versus control and internal versus external focus. The types of culture defined by the authors using these dimensions are referred to as the culture of clan, hierarchy, adhocracy, and market (Fig. 1).

Flexibility and discretion

Culture type	*Clan*		Culture type	*Adhocracy*
Orientation	Collaborative		Orientation	Creative
Leader	Facilitator		Leader	Innovator
Type	Mentor Team builder		Type	Entrepreneur Visionary
Value	Commitment		Value	Innovative outputs
Drivers	Communication Development		Drivers	Transformation Agility
Effectiveness	Human development Participation Produce effectiveness		Effectiveness	Innovativeness, vision New resources Produce effectiveness
Culture type	*Hierarchy*		Culture type	*Market*
Orientation	Controlling		Orientation	Competing
Leader	Coordinator		Leader	Hard driver
Type	Monitor, Organizer		Type	Competitor Producer
Value	Efficiency		Value	Market share
Drivers	Timeliness Consistency, Uniformity		Drivers	Goal achievement Profitability
Effectiveness	Control, efficiency Capable processes Produce effectiveness		Effectiveness	Hard competing Customer focus Produce effectiveness

Internal focus and integration

External focus and differentiation

Stability and control

Fig. 1: **Competing values of leadership, effectiveness, and organisational theory**

Source: Cameron and Quinn (1999)

Each type is characterised by the goals the organisation is working towards and the tools it uses to achieve them. The authors of the model describe the types of organisational culture as follows.

The *clan culture* is characterised by a friendly working environment, shared values and goals, and team thinking. It has more characteristics of an extended family than an organisation entity. The commitment to the organisation is high. The benefits of each individual's development are emphasised, and customers are seen as partners. Teamwork, participation, and consensus are seen as paramount in the organisation. The *hierarchy culture* represents a structured and formalised work environment, emphasising procedures and regulations, with formal rules as the unifying element.

The smooth running of the organisation is considered paramount; the goal is stability and efficiency. Success is defined as reliability of delivery, meeting deadlines, and low costs. Employee management is primarily focused on ensuring employee security. In the *adhocracy culture,* there is a workplace with a dynamic business and creative environment. People are willing to take risks, managers are visionaries and innovators. Innovative approaches and experimentation bring the organisation together. The emphasis is on being a leader in its field or developing new products. Innovation and the ability to adapt to a turbulent environment is seen as a source of profitability, and the success of the organisation is judged in this sense. The main task of managers is to encourage individual initiative and creativity. The *market culture* is characteristic of a results-oriented organisation in which people are competitive and focused on their goals. The organisation is tied by a win-win orientation, with success defined by gaining market share. Long-term attention is paid to competition, fierce competitiveness prevails (Cameron & Quinn, 1999).

1.1 Organisational culture in NGOs – Selected findings

NGOs address a wide range of response and recovery needs. NGOs value their independence and neutrality; they tend to be decentralised, are committed, and are highly practice-oriented (Coppola, 2020). NGOs must mostly fundraise or apply for grants to operate.

As Helmig et al. (2015) stated, researchers often assume a unique non-profit value set, which is a part of OC as a non-profit specific source of competitive advantage. Their findings reject the idea of a unique non-profit value prioritisation. NGOs do not differ in their value implementation either, though some implemented value serve as organisational sources and are associated with better performance. Pinho et al. (2014) prove that organisational performance is higher influenced in market organisational culture type. The research of Chen et al. (2019) demonstrated the important role of OC in shaping risk management practices in NGOs and the crucial role that leaders play in creating and nurturing such a culture within their organisations. The results show that the market-type and innovation are positively associated with the maturity of the risk management practices. The innovation system influences the success of the whole system, and

the OC has influence on the innovation capacity of the organisations (Okatan & Alankuş, 2017). Also, Langer and LeRoux (2017) argue that OC, characterised by innovation and risk-taking, may help NGOs respond to change in their environments and be more effective at their activities. Human resources are the driving force behind innovation processes. Ronquillo et al. (2021) found that job flexibility, the quality and reputation of the organisation are positively related to non-profit innovation climates. Research by Chumg et al. (2016) support the notion that employee sense of well-being is connected with OC and employees' knowledge-sharing behaviour. Knowledge and human capital can be seen as the most important NGOs resources (Zbuchea et al., 2020). Wang (2021) identified low organisational commitment from employees. His research revealed that commitment was positively related to engaged leadership, community engagement effort, degree of formalisation in daily operations, and intangible support for employees. The commitment is linked to the willingness of employees to promote their organisations (Ruge et al., 2020). Organisational culture shapes behaviours and conflict handling styles (Roy & Perrin, 2021). Organisational culture influences the use of media. Ihm and Kim (2021) found that NGOs with authoritarian cultures used all possible medium, including traditional media, while family-like NGOs lagged in using new ICTs. Transparent information practices predicted more use of ICTs, whereas collaborative and democratic communication practices did not. Organisational culture has an impact on strategic planning. Panda (2021) found that the collaborative and error management culture positively impacted the creation and conceptualisation of strategic plans in NGOs.

This overview, although brief, is sufficient to make managers aware that OC does indeed interfere with all of the organisation's activities.

The COVID-19 era presents challenges for both managers and researchers. The first is finding out how resilient the organisational culture is. Which elements of it will be transformed, and which will be sustained? Does the move online lead to rise or decline of the symbolic rituals of organisation life? How will the relationships between people working from home change? What is the impact of separation on your well-being? What impact will change in organisational culture have on organisational performance? (Spicer, 2020). The COVID-19

crisis should be an incentive to build a learning capability for organisational resilience (Orth & Schuldis, 2021). Moreover, OC has a significant effect on crisis management strategies not only in the COVID-19 crisis.

2. Research methodology

A research question was formulated:

RQ: Was there a change in the dimensions of the organisational culture of non-profit organisations during the COVID-19 period?

The hypotheses were constructed:

H1: The dominant type of organisational culture in the pre-COVID-19 is the clan.

Despite the study of a large number of sources, the authors are not known to have a study that would focus on the established hypotheses. The hypotheses are established on the basis of interviews with NGO employees and discussions with experts from the social sphere. The authors assume that organisations whose purpose is not to make profits but to help people will create a relaxed work environment more like an extended family. They will not put pressure on their employees, they will not require their employees to compete with each other. This assumption is related to the fact that many activities are provided by volunteers.

H2: After COVID-19, there is a statistically significant increase in the preference to place dimensions in the market type.

H3: After COVID-19, there is a statistically significant increase in the preference to place dimensions in the adhocracy type.

NGOs have different goals than profit organisations. However, this does not mean that they do not strive for success, that they do not compete for market positioning or for clients. To survive and continue to grow, even NGOs must behave in ways that make them competitive.

H4: In the current and preferred situation, the preferences in each dimension have not changed significantly.

The changes of OC reflect the challenges of a changing environment, forcing organisations to be dynamic and flexible to seek new solutions. The authors suggest that employees have also understood the need to help their organisation to be able to adapt to the rapidly changing environment.

Attention is also paid to the personal impact of the pandemic on the workers themselves, i.e., on the area of well-being and work-life balance. This issue is addressed only marginally. However, to illustrate the personal situation in which the respondents evaluate the different dimensions of OC, the authors also proceed, albeit in a limited way, to the following hypotheses.

H5: There is a statistically significant relationship between organisational culture and employees' feelings of exhaustion.

H6: There is a statistically significant relationship between organisational culture and the perceptions of work-life balance.

Therefore, it is necessary to find the type of OC in pre-pandemic and current time. The preferred type of OC will also be identified. For the preferred type of organisational culture, respondents reflect on the question: if your organisation is to flourish, to achieve dramatic success, in, say, five years, what kind of culture will be required?

To identify the type of organisational culture, the researchers chose the Cameron and Quinn (1999) model, which created the Organisational Culture Assessment Instrument (OCAI). The content of the organisational culture of the surveyed organisations is determined by six content components on which the questionnaire is based. They are as follows:

- Dominant features of the organisation (characteristics of the environment and atmosphere prevailing in the organisation);
- The way of leadership in the organisation (what is understood as leadership in the organisation, what is considered as leadership skills);
- The way employees are managed (what characterises the management style, what methods are used);
- Organisational cohesion (which ensures organisational cohesion);
- Priority strategic factors (what is emphasised in the organisation, what is the focus of the organisation);
- Success criteria (how success is defined in the organisation).

For each of the six dimensions, four statements are presented, each of which characterises one of the four types of culture listed above. Respondents are asked to divide the 100 points among the statements to capture the situation in their organisation, in

the pre-pandemic period, in the current period, and also their preferred type.

For the selection of respondents, the authors used the classification of NI services according to the purpose for which the NGOs spent funds (CZ-COPNI). Social welfare services appeared to be the most suitable area, which is also characterised by volunteering (other areas are public universities, recreational and sports services, others).

Respondents are ordinary employees of NGOs across the Czech Republic identified from The Register of Social Service Providers (mpsv.cz), where 5,500 NGOs are registered. The situation with NGOs is completely different than, for example, with business entities. Most NGOs in social services have a small number of employees (shelters, day care centers, homes for the elderly, homes for people with disabilities, sheltered housing, nursing services, rehabilitation, etc.). For this reason the selection included NGOs operating in the social sector with more than 20 employees. Managers were asked to distribute the link to the questionnaire to their employees. 586 valid responses were received. The survey was conducted online for three weeks in April 2022 (CAWI). The data was processed by a statistical program SPSS. The means of the dimensions in each type

of organisational culture in the pre-pandemic, current, and preferred state are summarised in tables and graphs (Appendix; Tab. A1 and Fig. A1). To proceed further and as a condition to find relationships, it was necessary to determine the representation of the four types of OCs. To this end, the λ^2 goodness-of-fit test was applied. The McNemar test was used to identify trends between the dimensions of the types of OC in the study periods, and the Holm-Bonferroni significance level correction was applied. In the last part, λ^2 test and Mann-Whitney test were used to identify potential relationships between dimensions of the types of culture and influenced factors. A significance level of 5% was chosen.

3. Research results and discussion

It is important for the manager's decision-making to know in which types the different dimensions of organisational culture are located.

3.1 Types of organisational culture (OC) and changes in the location of dimensions in OC types over the periods under review

By calculating means from the relative values of the dimensions, the preferences of the types in the periods of interest can be determined
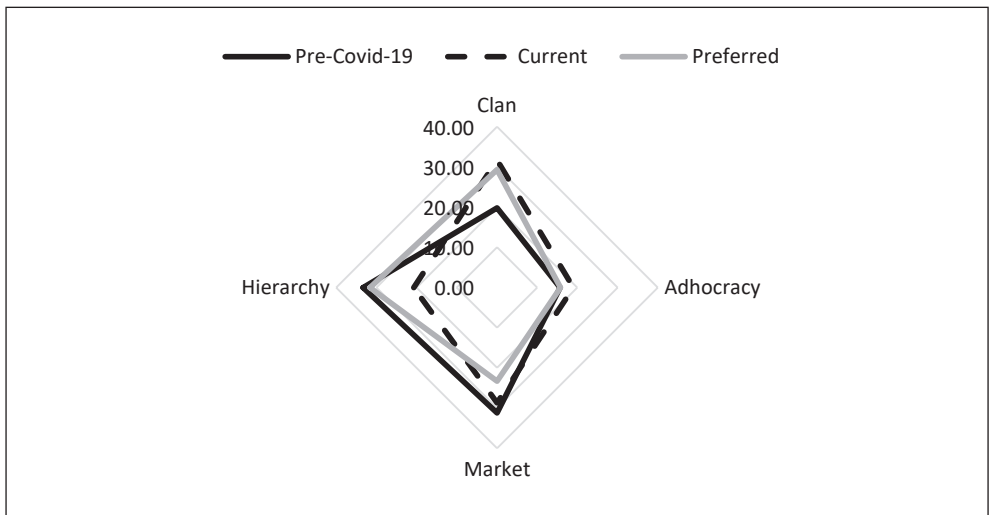

Fig. 2: Types of organisational cultures in the periods under review

(Appendix; Tab. A1). This is the way in which the representation of OC types in the periods under study is found. Furthermore, it can be seen that organisations tend more towards internal focus and towards stability (Fig. 2).

At first view, one could deduce the status of the different types of organisational culture. However, given the different statistical significance, the conclusion could be misleading. It is necessary to proceed to the next steps. We examine the types and their dimensions, their statistical significance, and the statistically significant differences between them. Such confirmed facts can help managers, leaders, and policy makers in choosing strategies for shaping OC in NGOs to achieve the required performance. No organisations were characterised only by one culture (i.e., none gave all 100 points to the same culture type on all questions).

To answer the hypotheses, it is necessary first to find out what changes have occurred in each dimension. Not all changes will be statistically significant. The comparison is done in two steps: first, the chi-squared goodness-of-fit test is calculated to test whether the representation of all four types of culture is the same. If its p-value is less than 0.05, it is shown at the 0.05 significance level that the representation of the four culture types is not equal. This fact is confirmed in the present investigation in all dimensions. In the second step, post-hoc testing follows, in which all pairs of cultures are compared using chi-squared tests of goodness-of-fit with Holm-Bonferroni correction of the significance level. Statistically significant differences are indicated by an asterisk and statistically non-significant differences by n.s. (not significant). The number of respondents is always 586. Tab. 1 shows the data in absolute and relative frequencies and the results of the tests with the significance markers. For the other dimensions, for simplicity, the data are listed in Appendix (Tab. A1) and reference is made only to t-tests for statistical significance of changes in the mean value at the significance level of 5%.

3.2 Dominant characteristic

How do respondents characterise their organisation? (Tab. 1; Appendix – Fig. A1).

In the pre-pandemic era, respondents clearly characterise their organisation as a very controlled and structured place (hierarchy 33 points). The formal procedures and rules set the rules for achieving the goals in an internal competitive environment (market 30 points). A higher emphasis on internal competition is associated with low knowledge sharing and a friendly workplace environment (clan 19 points). The willingness to take risks (adhocracy 18 points) contrasts with the competitive environment (market 30 points).

The pandemic has brought about two major changes. Two types of OC are the most

Tab. 1: Dominant characteristic

	Pre-COVID-19				Current				Preferred			
	C	A	M	H	C	A	M	H	C	A	M	H
Culture type												
Abs	111	105	176	194	194	134	194	64	170	111	141	164
Rel	19	18	30	33	33	23	33	11	29	19	24	28
p-value	0.00				0.00				0.00			
Post-hoc												
Clan	–	n.s.	n.s.	*	–	n.s.	–	*	–	n.s.	n.s.	n.s.
Adhocracy	–	–	n.s.	*	–	–	*	*	–	–	n.s.	n.s.
Market	–	–	–	n.s.	–	–	–	*	–	–	–	n.s.
Hierarchy	–	–	–	–	–	–	–	–	–	–	–	–

Note: *Statistically significant at 5% significance level; n.s. – statistically non-significant (not significant); C – clan culture; A – adhocracy culture; M – market culture; H – hierarchy culture.

Source: own

commonly identified. Achievement orientation has increased slightly (market +3 points) and now has the same value as after the significant increase in clan type (+14 points). The organisation is now seen not only as a very personal place but also as a dynamic place (adhocracy +5 points). The increased representation of the three types is reflected in a sharp decrease for the hierarchy (−22 points). During the pandemic, rules and bureaucracy were replaced mainly by sharing knowledge and experience.

The respondents do not consider the now identified informal environment with relaxed rules desirable. They prefer the same level for set rules (hierarchy +17 points) and a friendly environment (clan −4 points). Willingness to compete with each other has declined (market −9 points) as has willingness to take risks, which has dropped to pre-pandemic levels (adhocracy −4 points). The presented findings can be supported by statistical significance.

In the second part of Tab. 1, statistically significant positions of the dimension in the OC types can be identified. In the situations pre-COVID-19, the representation of the dimension in hierarchy is statistically significantly higher, but no difference from the other types was confirmed. Currently, the dimension has the same status in clan and market type. It is statistically significantly higher than in hierarchy, but no difference from the adhocracy was confirmed. No statistically significant differences in the preferred type are identified.

Summary. A very significant difference between current and preferred values, 17 points, is identified for the culture hierarchy. This area is definitely a point of interest. Also noteworthy is the 9 points decrease in values for market type, although not statistically significant.

3.3 Organisational leadership
How do employees perceive the leaders of the organisation, how do they behave? (Appendix; Tab. A1 and Fig. A1).

Before the pandemic, leaders are first and foremost considered to be hard drivers, and competitors (market 31), then coordinators and organisers (hierarchy 27). Only then do they occupy the position of mentor and parent figures (clan 24) and least of all innovators and risk takers (adhocracy 18).

A statistically significant change was brought about by the pandemic in the type of hierarchy. Leaders cease to be organisers

and coordinators (hierarchy −12) and approach the level of innovators, whose position has not changed. The change in classification is similar to the dimension of dominant characteristics. This means higher ratings in the clan type, where leaders become mentors (clan +8). Leaders with a focus on achieving results have the highest ratings in the current situation (market +4). The requirement for friendly, supportive, and nurturing behaviour of leaders has increased even more as preferred (clan +4), where it clearly occupies the most prominent position. Similarly to the dimension of dominant characteristics, respondents require increased leadership skills as coordinators and organisers (hierarchy +11).

Respondents demand a caring leader and at the same time a good organiser, who is complemented to a lesser extent by the skills of a competitor (market −11) and to an even lesser extent by an innovator (adhocracy −4).

Summary. The hierarchy type dimension deserves increased attention, with an increase of 11 points. This brings it to pre-pandemic levels. The market type dimension also deserves increased attention, with an 11-point reduction, even below pre-pandemic levels. A 2-tailed paired t-test of the means for other values (current and preferred) shows that the change in the mean value is not statistically significant at the significance level of 5%. This statement is also valid for the following dimensions.

3.4 Management of employees
How are employees managed? What methods are used? What characterises the management style? (Appendix; Tab. A1 and Fig. A1).

Security of employment, conformity, predictability, and stability in relationships are the characteristic features of management (hierarchy 36), which are far superior to other types. Teamwork, consensus, and participation (clan 27) is as important as hard-driving competitiveness, high demands, and achievement (market 26). Individual risk taking, innovation, freedom, and uniqueness are the least identified management style (adhocracy 11).

The pandemic has caused significant changes in the representation of the dimension in two types, namely clan and hierarchy. Teamwork, consensus, and participation increased significantly in the managerial style (clan +10). On the contrary, the stability and predictability of the relationship decreased significantly

(hierarchy −10). Managers have even greater demands (+5). Interestingly, innovation and freedom, which was least represented before the pandemic, has now decreased even further (−5). The relationship between clan and hierarchy is similar to the previous dimensions.

Respondents clearly prefer security of employment, predictability, and stability (hierarchy +13). They also expect participation, consensus seeking, and teamwork, but to a lesser extent than now (clan −10). This is accompanied by competition, meeting demands (market −9), but without individual risk taking or seeking and implementing innovation (adhocracy −6). All values are essentially returning to pre-pandemic levels.

Summary. Clearly, attention should be paid to the representation in hierarchy and clan types. The type of market also requires attention. How do managers want to ensure the survival of the organisation? Why do not they look for new approaches?

3.5 Organisation glue
What binds the organisation together? (Appendix; Tab. A1 and Fig. A1).

Before the pandemic, the glue that holds the organisation together is formal rules and policies (hierarchy 48) and an emphasis on goal achievement (market 31). Loyalty and mutual trust (clan 14) and especially a commitment to innovation and development (adhocracy 7) are identified to a much lower extent.

In this dimension, as in the previous ones, we can see that the pandemic has caused a relaxation in formal policies (hierarchy −16) and a strengthening of loyalty and trust (clan +12). Organisations have ceased to be associated to a greater extent with an emphasis on meeting objectives (market −9). On the contrary, the emphasis on being on the cutting edge increased significantly (adhocracy +11).

In preferred, two of the achieved values are at pretty much the same level as in the current situation. Respondents ask that commitment to their organisation runs high (clan −3) as does an emphasis on goal accomplishment (market +1). However, the idea of a formalised environment with well-defined rules has the highest preference (hierarchy +9). On the other hand, commitment to innovation and development has the lowest preference (adhocracy −7).

Summary. If we compare the current and preferred values, we find that there is no pressing problem. However, it may be advisable to focus attention on the hierarchy area.

3.6 Strategic emphases
What is the focus of the organisation? (Appendix; Tab. A1 and Fig. A1).

In the period before the pandemic, respondents identified the strategic emphasis of their organisation on hitting targets and winning in the market as dominant (market 35). Permanence and stability (hierarchy 26) is paradoxically ranked equally with trying new things and prospecting for opportunities (adhocracy 25). The organisation's focus on human development is identified least (clan 14).

However, in the current period, organisations are paying more attention to the development of their employees (clan +18). This puts the clan type on a par with acquiring new resources and creating new challenges in the adhocracy type (+7). Efficiency, control, and smooth operations lose ground (−5), but not as much as the emphasis on competitive actions and achievement (market −20).

Respondents ask that their organisations strategically focus on building high trust, openness, and participation (clan +8). Only then do you ensure permanence and stability (hierarchy +3). Consistent with the other dimensions, while accepting the possibility of internal competition, the respondents do not rule out the importance of competitive actions as a strategic focus (market +6). However, its preferred representation is 14 points lower than before COVID-19. Respondents least value the search for new opportunities (adhocracy −17). The preferred level is lower than before COVID-19.

Summary. It is desirable to reflect on the respondents' assessment of the adhocracy type. Modern organisations, including NGOs, must be flexible, adapting to new directions. This means looking for new ways. Why do respondents resist this? Their attitude is certainly related to the activities of the organisation. There are organisations that do not need to have innovative ideas at all costs. But, on the other hand, no organisation can be stagnant in its development. Employees must accept this fact because it affects their existence.

3.7 Criteria of success
How is success defined in the organisation? (Appendix; Tab. A1 and Fig. A1).

Winning in the market and outpacing the competition (market 34) and efficiency (hierarchy 30) are the most frequently evaluated types. This is followed by teamwork and employee commitment (clan 21). Having the most unique or newest products is the least identified as a success criterion (adhocracy 15), which contrasts with the preference for competitiveness. Winning in the market without trying to be innovative means that the organisation follows the path of cost cutting. But cutting costs has limitations. This applies to NGOs as well.

After the pandemic, the identification of reliable delivery, smooth scheduling and low-cost production decreased (hierarchy −11). This, together with the new product search (adhocracy +2), made it the least identified location. Winning in the marketplace (market +2) consolidated the first position. Although concern for people and employee development efforts increased the most (+7) it is second in the ranking.

In contrast to the other dimensions, winning in the marketplace holds the first position in all three periods, including preferred situation (market −7), although in fewer numbers than currently and before the pandemic. Dependable delivery, and smooth scheduling (hierarchy +9), which is returning to pre-pandemic levels, is similarly strong. The pre-pandemic level returns to employee commitment (clan −9) after reduction as desirable. Identification of unique service as a success criterion has increased even more in the future (adhocracy +7).

Summary. Attention should be paid to this dimension in the clan and hierarchy types.

3.8 Hypotheses

To confirm or reject the hypotheses formulated, the following table is created based on the statistically significant representations of the dimensions in the types of OC found (Tab. 2).

At first glance, it is clear that COVID-19 "broke down" the situation in the placement of dimensions in different types of OC. However, the changes they brought about were not always desirable in the opinion of the respondents. Therefore, most of the dimensions go back to pre-pandemic times (Appendix; Fig. A1 – right column, Fig. A2).

In the pre-pandemic, one type of OC clearly prevails, namely hierarchy. Four of the six dimensions are located here. Thus, we can speak of high congruence here.

The sudden changes caused by the pandemic have also had an impact on the distribution of dimensions in the different types of culture. It is a mix of cultures, and it cannot be said that any culture type is congruent. It can only be said that three dimensions have moved into the clan type, where previously there was no dominance in dimensions. There has definitely been an increased concern for employees and the work environment, and a concern for their development. Respondents do not entirely identify with this concern and are again returning to the stability and predictability of the formalised environment.

Even in the preferred state, one cannot speak of a congruence of types. Great stability in respondents' assessments was identified in the dimensions of organisational glue and criteria for success. In all three periods studied, they were ranked in the same culture type. In the first case, in the hierarchy type, and in the second case in the market type. The glue that holds the organisation together are formal rules and policies that ensure the smooth running of the organisation. The concept of success means that the organisation is winning in the market and the competition with the aim of having a satisfied customer. After the changes in the covid era, the dominant characteristics and management of employees, both in a hierarchy type, returned to the pre-pandemic era. Formal procedures generally governing what people do have been replaced by performance monitoring and internal employee competition, to then return to a formalised environment as the desired state. The security of employment, conformity, predictability, and stability in relationships were replaced by teamwork, consensus, and participation during the pandemic. However, a return to predictability and stability in relationships was identified as desirable. The evaluation of organisational leadership changed in each period. Leadership in the organisation, which is generally considered to exemplify efficiency in coordinating, organising, or smooth operation, changed to an aggressive, results-oriented focus during the pandemic. Perhaps the pressure to achieve results during the pandemic period was reflected in the type of leadership generally desired to exemplify mentoring, facilitating, or nurturing.

H1: The dominant type of organisational culture in the pre-COVID-19 is the clan.

Tab. 2:	Distribution of dimensions in the types of organisational cultures in the periods studied		
	Pre-COVID-19	**Current**	**Preferred**
Clan		Dominant characteristics	
			Organisational leadership
		Management of employees	
		Strategic emphases	
			Strategic emphases
Adhocracy		Strategic emphases	
Market		Dominant characteristics	
		Organisational leadership	
	Strategic emphases		
	Criteria for success	Criteria for success	Criteria for success
Hierarchy	Dominant characteristics		Dominant characteristics
	Organisational leadership		
	Management of employees		Management of employees
	Organisational glue	Organisational glue	Organisational glue

Source: own

Tab. 1 and Fig. 2 show that clan with a value of 19.8 is the penultimate among the types of OC. This fact is confirmed by the distribution of each dimension (Tab. 2). It can be concluded that hypothesis *H1* about the dominance of the clan type in the pre-COVID-19 cannot be confirmed.

H2: After COVID-19, there is a statistically significant increase in the preference to place dimensions in the market type.

In the pre-pandemic, two dimensions (strategic emphases and criteria for success) dominated market type. In the pandemic, there has been a change and the number of dimensions has now increased to three (dominant characteristics, organisational leadership, and criteria for success) (Tab. 2).

H3: After COVID-19, there is a statistically significant increase in the preference to place dimensions in the adhocracy type.

Before the pandemic, no dimension was dominant in the adhocracy type. Currently, the dominant dimension is strategic emphases, which has moved there from market type (Tab. 2). According to McNemar's test at an overall significance level of 0.05, the type of market showed a statistically significant difference between the pre-COVID-19 only for the dimension of strategic emphases (Tab. 3). Hypothesis *H2* of an increase in the preference for location dimensions in the market type cannot be confirmed.

The adhocracy type showed a statistically significant difference between the pre-COVID-19 only for the organisational glue dimension (Tab. 3). Hypothesis *H3* of an increase in preference for location dimensions in the adhocracy type cannot be confirmed.

H4: In the current and preferred situation, the preferences in each dimension have not changed significantly.

The comparison of the representation of each dimension in the types of organisational cultures now and preferred was carried out using McNemar's test with Holm-Bonferroni correction of the significance level (Tab. 4). According to McNemar's test at an overall significance level of 0.05, there was a difference between the now and preferred periods for dominant characteristics in hierarchy type, organisational leadership in market and hierarchy type, management of employees in clan and hierarchy, strategic emphases in adhocracy type. Of the 24 options, a statistically significant difference was confirmed in six cases. Hypothesis *H4* cannot be confirmed.

Tab. 3: Dimensions in adhocracy and market type (*N* = 586)

	Pre-COVID-19		Current		Significance
	Abs	**Rel**	**Abs**	**Rel**	
Dominant characteristic					
Adhocracy	105	18	135	23	n.s.
Market	176	30	193	33	n.s.
Organisational leadership					
Adhocracy	105	18	105	18	–
Market	182	31	205	35	n.s.
Management of employees					
Adhocracy	64	11	35	6	n.s.
Market	152	26	182	31	n.s.
Organisational glue					
Adhocracy	41	7	105	18	*
Market	182	31	129	22	n.s.
Strategic emphases					
Adhocracy	146	25	187	32	n.s.
Market	205	35	88	15	*
Criteria for success					
Adhocracy	88	15	100	17	n.s.
Market	199	34	211	36	n.s.

Note: *Statistically significant at 5% significance level; n.s. – statistically non-significant (not significant).

Source: own

Tab. 4: Changes in the representation of dimensions in types of organisational culture – Part 1

	Current		Preferred		Significance
	Abs	**Rel**	**Abs**	**Rel**	
Dominant characteristic					
Clan	193	33	170	29	n.s.
Adhocracy	135	23	111	19	n.s.
Market	193	33	141	24	n.s.
Hierarchy	65	11	164	28	*
Organisational leadership					
Clan	188	32	211	36	n.s.
Adhocracy	105	18	82	14	n.s.
Market	205	35	141	24	*
Hierarchy	88	15	152	26	*
Management of employees					
Clan	217	37	158	27	*

| Tab. 4: | Changes in the representation of dimensions in types of organisational culture – Part 2 | | | | |

	Current		Preferred		Significance
	Abs	**Rel**	**Abs**	**Rel**	
Adhocracy	35	6	70	12	n.s.
Market	182	31	129	22	n.s.
Hierarchy	152	26	229	39	*
Organisational glue					
Clan	164	28	147	25	n.s.
Adhocracy	105	18	64	11	n.s.
Market	129	22	135	23	n.s.
Hierarchy	188	32	240	41	n.s.
Strategic emphases					
Clan	188	32	234	40	n.s.
Adhocracy	188	32	88	15	*
Market	88	15	122	21	n.s.
Hierarchy	122	21	142	24	n.s.
Criteria for success					
Clan	164	28	111	19	n.s.
Adhocracy	100	17	142	24	n.s.
Market	211	36	169	29	n.s.
Hierarchy	111	19	164	28	n.s.

Note: *Statistically significant at 5% significance level; n.s. – statistically non-significant (not significant).

Source: own

The changes brought about by the pandemic may have caused work exhaustion and work-life balance, among others. Therefore, although limited in scope, they were observed in each dimension of the current type of culture (Tab. 5).

H5: There is a statistically significant relationship between organisational culture and employees' feelings of exhaustion.

H6: There is a statistically significant relationship between organisational culture and the perceptions of work-life balance.

| Tab. 5: | Dimension "dominant characteristic" in current situation | | | |

Factor	Variant	Abs	Rel	*p*-value
Work-life balance (λ^2 test; *N* = 586)	Can do both	115	19.60	0.182
	Work suffers	158	27.00	
	Personal life suffers	142	24.25	
	Can not do both	171	29.15	
Do you feel exhausted? (Mann-Whitney test)	Never/very little	202	34.30	0.856
	Sometime	194	33.20	
	Frequently	190	32.50	

Source: own

The dominant characteristic in the current time was not statistically significantly related to work-life balance or feelings of exhaustion ($p > 0.05$). The same conclusions were drawn for all other dimensions and types.

H5 and *H6* on the statistically significant relationship between the dimensions and perceptions of work-life balance, and employees' feelings of exhaustion cannot be confirmed.

3.9 Summary of results and discussion

For practical use, it is necessary to know not only the OC type in general, but especially the location of the individual dimensions. Based on these locations, a successful strategy can be built to create a suitable OC.

It is clear from the research results that the pandemic had a significant impact on the change in organisational culture (Tab. 2). In the pre-pandemic era, hierarchy culture was significantly prevalent. Respondents rated their NGO as formalised, coordinated, consistent, and leadership and management of employees were subject to rules ensuring stability and predictability. Set processes were also what united the organisation. Organisations judged their success by the satisfaction of their clients.

The pandemic caused major changes in the distribution of dimensions. In their original places, only formalised leadership remained to bind the organisation together, with client satisfaction the main criterion for success. There is a greater emphasis on competitiveness, which is manifested in the battle for clients led by leaders – competitors and hard drivers – and the search for new resources and innovation. This "competitive" aspect is accompanied by a greater concern for employees, their development, and the working environment.

The perception of their preferred OC differs greatly from the current state. Respondents do not want their organisation to operate as a "big family." They only prefer a situation where they would find mentors and facilitators in the leaders and where the organisation would give them more opportunities for their development. Success is still judged by client satisfaction. Rules and procedures redetermine the nature of the work environment, provide stability, and hold the organisation together. Appendix (Fig. A1 – right column, and Fig. A2) graphically depicts this return to the pre-pandemic state.

The identified shifts in dimensions are described and graphically depicted so that it is clear where managers should focus their attention to build an organisational culture appropriate for their organisation.

The hypothesis of a prevalent clan type before the pandemic has not been confirmed. The authors' reasoning that organisations not focused on profit making will create a relaxed work environment was not correct. Also, the authors' belief that in times of threat, even NGOs must increase their efforts to be competitive was not correct. Hypotheses about the growth of dimension preferences in adhocracy and market type were not confirmed. The authors' idea that the changes in OC caused by the pandemic would be recognised as correct for the continued maintenance and development of the organisation was also incorrect. The hypothesis that preferences in each dimension have not changed significantly in these two periods, was not confirmed.

It can be concluded that respondents do not statistically significantly experience feelings of exhaustion or disruption of work-life balance in a post-pandemic situation, contrary to the claims of Brown et al. (2021) or Farooq and Sultana (2021).

Conclusions

This study has empirically demonstrated the impact of COVID-19 in a specific area such as organisational culture. Confirmed facts can help managers, leaders, and policy makers in choosing strategies for shaping OC in non-profit organisations to achieve the required performance.

Limitations: A retrospective assessment of the characteristics of types of organisational culture in the pre-COVID-19 era may have been inaccurate due to the time delay. The research is based on the simplifying assumption that any changes are the result of a pandemic. The issue of wellbeing and work-life balance is very limited.

The findings offer practical implications for NGOs managers. Knowledge of the location of dimensions in different types can direct managers to reflect on values and support the creation of a healthy organisational culture through strategies that ensure the adoption of values by employees as they operate in an environment of low competing values. The social implication lies in the presentation of OC as a key feature influencing the performance of NGOs. This often unappreciated intangible factor can find its place not only with managers of organisations

but also with policy makers, and other stakeholders. The results on organisational culture and resistance to other changes imply the challenges of further research. In this way, it can be concluded to which traditional values, values of the new organisational culture, and resistance to change are actually present.

As stated by Furnham and Gunter (2015), cultures that are "good" in one situation or time period may be dysfunctional in another situation or time period. It cannot be said that one culture is better than another; it is different in some ways. There is no such thing as an ideal culture, only a culture that is appropriate or suitable.

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Appendix

Tab. A1: Dimensions in types of organisational culture – Part 1

		Clan	Adhocracy	Market	Hierarchy
Pre-COVID-19					
1. Dominant characteristic	Abs	111	105	176	194
	%	19	18	30	33
2. Leadership	Abs	141	105	182	158
	%	24	18	31	27
3. Management of employees	Abs	158	64	152	212
	%	27	11	26	36
4. Organisational glue	Abs	82	41	182	281
	%	14	7	31	48
5. Strategic emphases	Abs	82	147	205	152
	%	14	25	35	26
6. Criteria for success	Abs	123	88	199	176
	%	21	15	34	30
Mean		19.80	15.70	31.20	33.30
Current					
1. Dominant characteristic	Abs	194	134	194	64
	%	33	23	33	11
2. Leadership	Abs	187	105	206	88
	%	32	18	35	15
3. Management of employees	Abs	217	35	182	152
	%	37	6	31	26
4. Organisational glue	Abs	164	105	129	187
	%	28	18	22	32
5. Strategic emphases	Abs	187	187	88	123
	%	32	32	15	21
6. Criteria for success	Abs	164	99	212	111
	%	28	17	36	19
Mean		31.70	19.00	28.70	20.70

Tab. A1: **Dimensions in types of organisational culture – Part 2**

		Clan	Adhocracy	Market	Hierarchy
Preferred					
1. Dominant characteristic	Abs	170	111	141	164
	%	29	19	24	28
2. Leadership	Abs	212	82	141	152
	%	36	14	24	26
3. Management of employees	Abs	158	71	129	228
	%	27	12	22	39
4. Organisational glue	Abs	147	64	134	241
	%	25	11	23	41
5. Strategic emphases	Abs	234	88	123	141
	%	40	15	21	24
6. Criteria for success	Abs	111	141	170	164
	%	19	24	29	28
Mean		29.30	15.80	20.70	31.60

Source: own
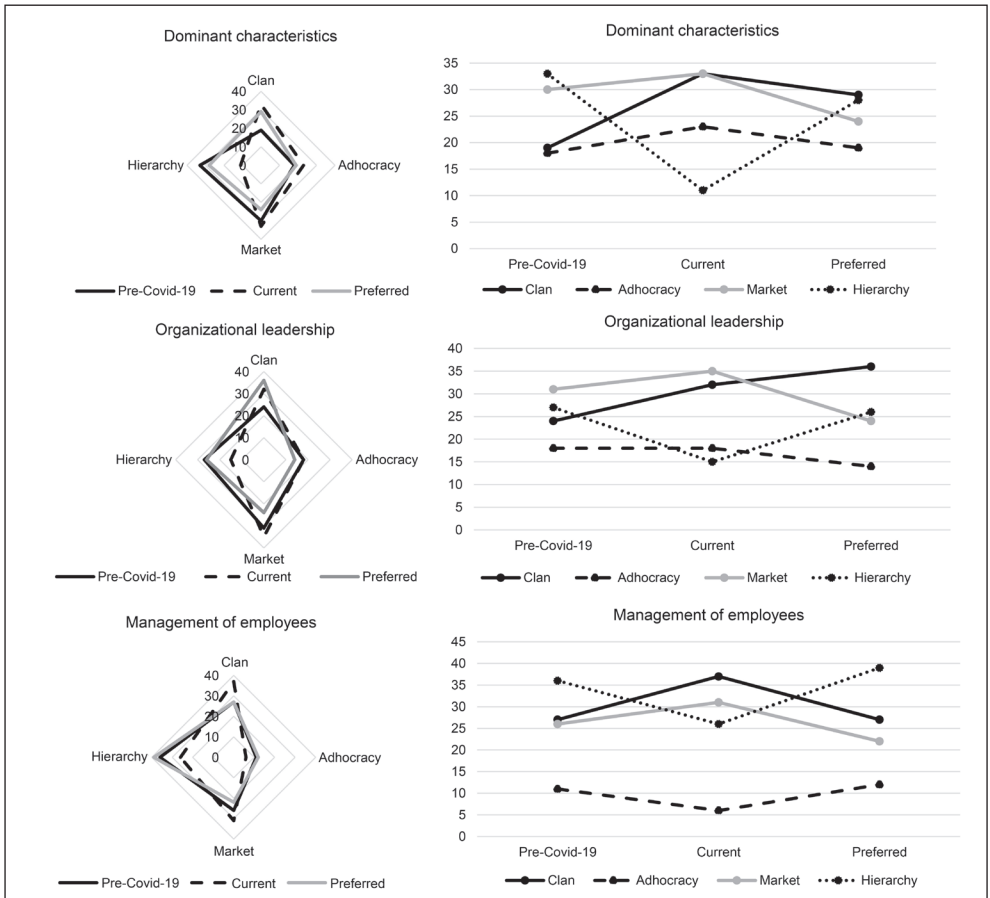
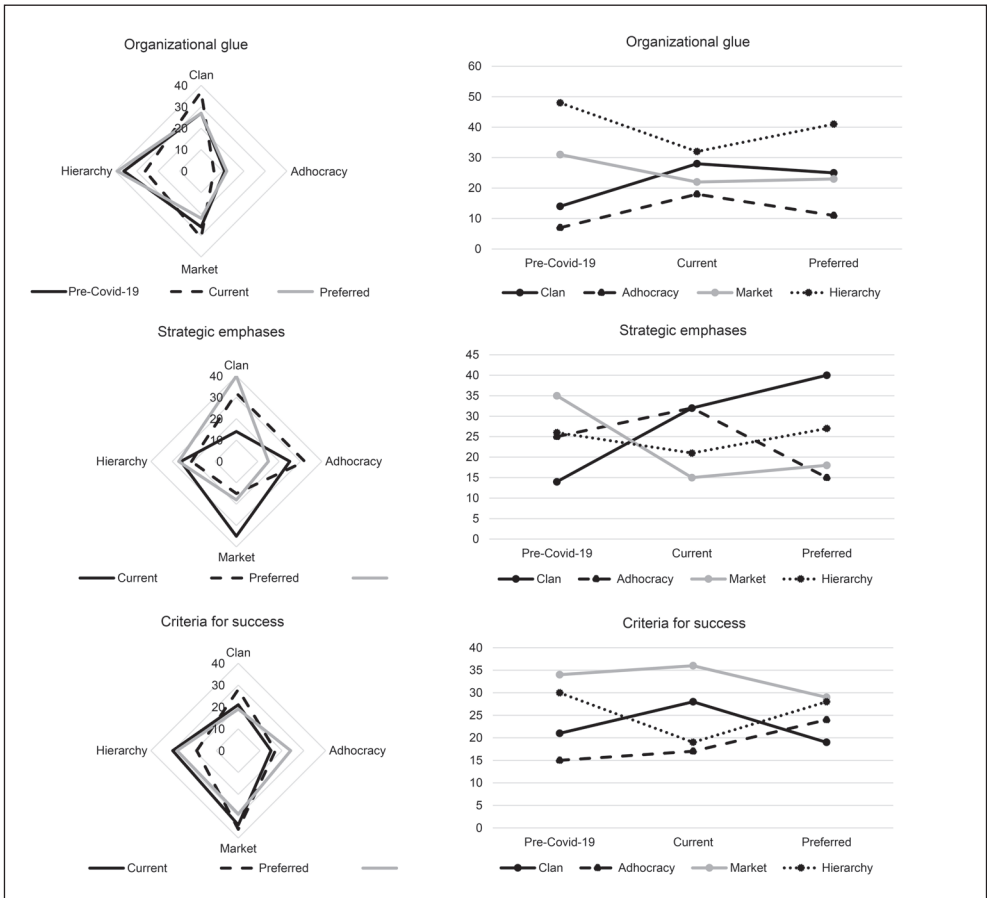**Fig. A1:** Dimensions in types of organisational culture – graphical representation – Part 1

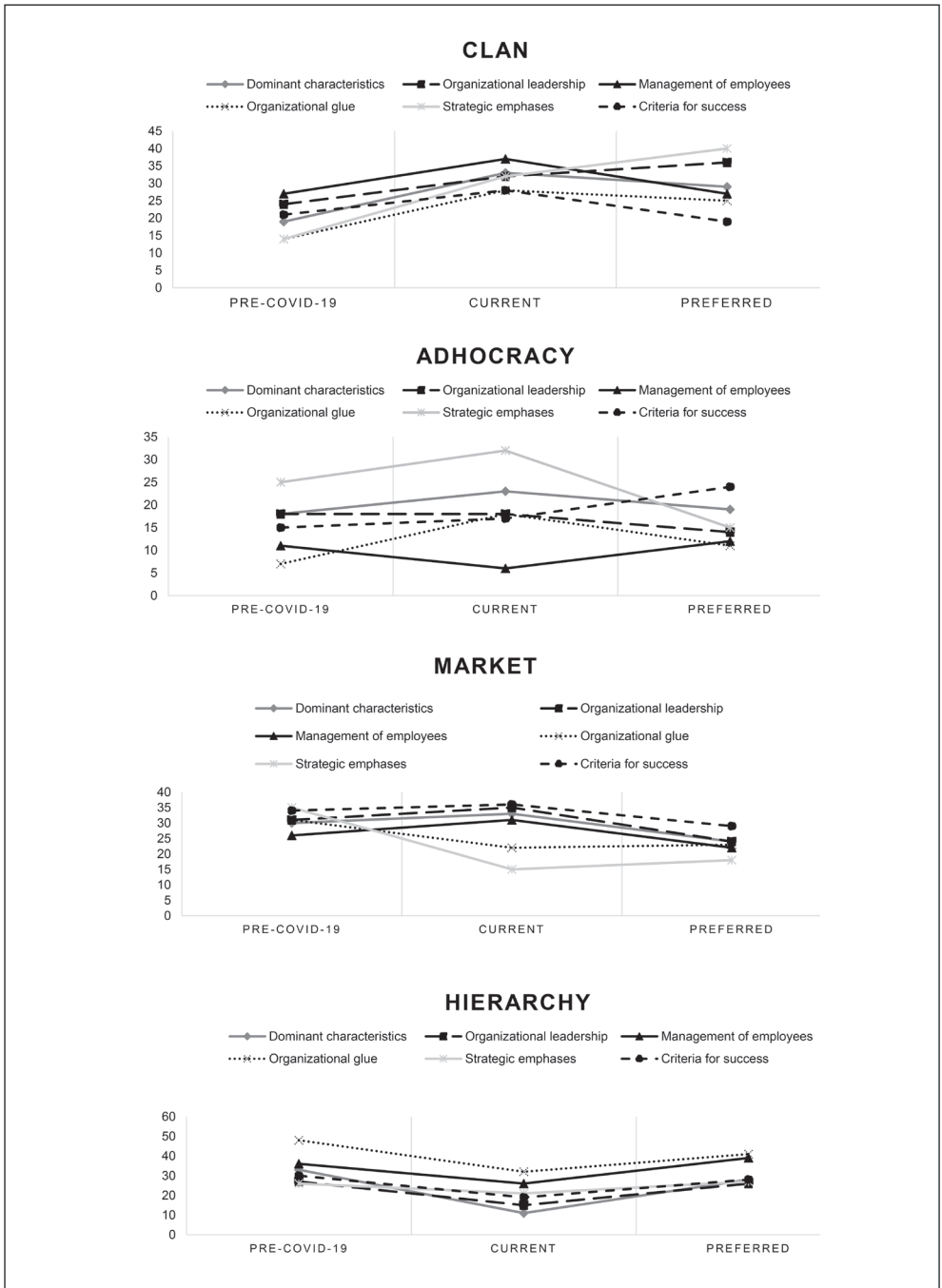**Fig. A1:** Dimensions in types of organisational culture – graphical representation – Part 2

Fig. A2: Types of organisational culture and dimensions