Cultural audit as a tool to increase employee involvement in small firms: a case study

Manuela Pardo-del-Val
Facultad de Economía, Universitat de València, Spain

Sonia Dasí-Rodríguez
Facultad de Economía, Universitat de València, Spain

Elvira Cerver-Romero
Facultad de Economía, Universitat de València, Spain

Amparo de-la-Torre-Fernández
Facultad de Economía, Universitat de València, Spain

Abstract. Employee involvement is a common goal for most companies. This research started when managers of a family-run horticultural firm decided to increase employee commitment and improve organizational climate. To help them, we considered the possibility of developing a cultural audit, adapting the tool to the fact that it was a small family business. Therefore, this paper will firstly review the existing literature concerning organizational culture, specially which cultural characteristics should be more valuable to achieve employee commitment and involvement and how to run a cultural audit. Secondly, it will expose the design and implementation of a cultural audit at this company, through an explicative case study that aims to compare the existing culture with the characteristics described theoretically. The study discusses the lack of trust, of a creative atmosphere, and of a shared vision, and suggests some recommendations to develop these characteristics, in order to gain the desired level of employee involvement.
Key words: Employee involvement, organizational climate, cultural audit.

Introduction

Employee commitment and involvement are legitimate objectives for organizations, aiming

Address: Facultad de Economía, Universitat de València, Avda. Los Naranjos, s/n, 46022 Valencia, Spain. E-mail: Manoli.Pardo@uv.es

to gain through them an improvement in their working climate that repels in a greater productivity and enterprise efficiency. In this line, this paper emerges from an empirical study run at *Vitalgardens*[1], a horticultural company that wished to achieve better results and considered the relations with its employees as an obstacle to its objectives.

Managers at *Vitalgardens* had detected that the employee attitudes could affect possible growth, even threatening the organization's survival in the long term. Therefore, they decided to initiate actions to transcend such circumstances and that allowed them to increase employee involvement. In this situation, when they contacted us, we proposed them to initiate a cultural audit. We started from the premise that a better knowledge of the prevailing organizational culture would allow us to identify its fit to the company's objective of increasing employee commitment. Also, the identification of the existing culture would help us to focus on the most appropriate decisions. Although we all were aware of the fact that we were dealing with a small, familiy business, we focused special attention on adapting our research methods and showing that a cultural audit is not just a tool for large firms.

Thus, the present paper tries to expose, first theoretically, how an organizational culture that favors employee involvement should be. Then, it will explain what is understood by cultural audit and how to carry it out. The article finishes with a practical part, where the study run at *Vitalgardens* is presented. Finally, the conclusions and the recommended lines of performance are exposed. We will show that a cultural audit can be considered a very useful tool for those companies that try to gain a greater degree of employee commitment and involvement, no matter their size or ownership.

Description of the kind of culture that fosters employee commitment

In the study of how to improve the degree of employee involvement, the concept of organizational culture plays a fundamental role. Since organizational culture has been defined by so many authors and in so different ways, it seems essential to us to initiate our exhibition with a clear idea of what we understand by it. Thus, we will consider organizational culture as the set of basic presumptions and beliefs shared by the members of an organization, that have exerted sufficient influence to be considered valid, and that operate unconsciously, defining the vision that has the company of itself and of its environment (Schein, 1985).

The more deviation exists between the objectives of the company and the present culture, the more difficult it is to reach them successfully (Zeira & Avedisian, 1989). This idea suggests to insist on the importance of a suitable cultural diagnosis in *Vitalgardens*, to identify if the culture that would respond to its objectives to increase employee involvement is compatible with the existing business culture.

Therefore, the first objective of this paper consists of observing what type of culture favors the involvement and the commitment of employees. Although there are authors who settle down

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[1] The name of this company is fictitious, in order to preserve its anonymity.

typologies of culture and associate some types of culture to certain conditions as the ones exposed here, we would prefer to identify certain characteristics instead of certain types of culture. Moreover, the conditions for a strategy implementation to be efficient are that the characteristics of the organizational culture agree with the strategic exigencies (Garcia & Pümpin, 1988).

Thus, literature allows us to identify three characteristics that culture must have to involve employees in the development of the company and to foment its collaboration and participation, in addition serving as base for innovative behaviors. These characteristics are the existence of trust, of a creative atmosphere and, finally, of a clear and definitive vision.

a) Trust

Employees will not feel involved with the company and will not be encouraged to participate if they do not perceive that an atmosphere of trust exists (Abzug, 1998; Niehoff *et al.*, 2001). Trust animates individuals to think, to experiment and to improve. Organizational culture should promote that each employee feels himself with the possibility of influencing the development of the company, that he perceives that he is enabled for it, and that such attitude is valued to him (Coleman, 1996). Therefore, a trust atmosphere facilitates employee participation and increases other characteristics also favorable, such as communication and creativity (Gundry *et al.*, 1994).

On the other hand, when organizational climate is so that the employees do not have trust in management, whose behaviors are considered by employees as autocratic, it is not probable that the efforts to involve employees would be successful (Sashkin, 1984). Therefore, employees must trust managers and vice versa (Erstad, 1997).

Trust in an organization develops slowly, with a great effort and throughout time (Ghoshal & Bartlett, 1996). Several conditions exist to generate that feeling of trust. One of them is to assure employees that the organization does not have any intention to put their jobs in danger. Thus, job security is a condition to reach employee commitment (Lawler, 1993; Lawler *et al.*, 1992; Levine, 1990). An atmosphere that favors involvement requires labor relations in the long term, since employees will not want to cooperate to increase efficiency and productivity if they know that their jobs are still more in danger with that.

Trust towards employees is demonstrated by means of an agreement of top management of not penalizing the errors that could be committed as a result of employee participation (Levine, 1990; Honold, 1997; Van Oudtshoorn & Thomas, 1995; Schein, 1993). The employees need to make sure that they are not going to be penalized for becoming involved in the decision making, and that a series of rights to criticize and to question any procedure or policy will be respected.

Finally, trust can be eroded if great differences – wage and status differences – between the members of the organization exist. Therefore, a common characteristic to many companies that pursue a high degree of employee involvement is the tendency to reduce these differences (Dessler, 1999; Levine, 1990).

b) Creative atmosphere

Employee involvement is sustained in a creative atmosphere in the company. This atmosphere

is generated under a climate where margin of maneuver for employees exists, as well as time dedicated to the generation of ideas, tolerance and risk assumption when implementing a suggestion, and similar considerations (Gundry *et al.*, 1994). Culture that, in addition to the creative atmosphere, aims the appearance of innovative behaviors among employees, must foster factors like the wish of learn, the force to trust, the will of commitment, and the skill in the execution of tasks (Bartlett & Ghoshal, 1995). Creative atmosphere is favored also through a rewarding policy that compensates innovative thought and experimentation (Schein, 1993).

c) Existence of a clear vision – mission

One of the characteristics of a culture oriented towards employee commitment is the existence of a clear vision, shared by everybody at the organization (Harrison, 1987; Honold, 1997). The vision should always be supported by the attitude of top management, leaded by a dominant value – for example, quality above all, customer orientation, etc. – that goes beyond benefit or growth, and where the members of the organization feel like a direct part and a contribution to the operation (Harrison, 1987).

Once we have exposed the three characteristics that should have the appropriate culture for a company that aims to gain employee commitment and to favor participation, we are going to expound how the company could analyze its culture in relation to the fulfillment of these characteristics. Thus, we are going to study how should a company carry out a cultural audit.

The cultural audit

In order to know the culture of a certain company it is necessary to make a diagnosis or an audit of it. The knowledge and understanding of the culture are only obtained through a cultural audit in depth (Martin & Leal, 1989).

The objective of the audit is, therefore, to define and to describe the existing company culture, but this is not an easy task. Consideration has to be given to the fact that intuition and perception have an significant importance to make a diagnosis (Garcia & Pümpin, 1988), since in business culture we deal fundamentally with qualitative dimensions, with which information that is based on statistical verifications can hardly be offered.

In order to make the diagnosis of the culture of the company there should be internal as much as external personnel involved (Besseyre des Horts, 1989; Deal & Kennedy, 1982; Garcia & Pümpin, 1988; Johnson, 1992; Muñoz-Seca, 1989; Raimond & Eden, 1990; Renter de Cabo, 1988; Schein, 1985). In this sense, the determination of the *cultural essence* (Schein, 1985) must be the result of that joint performance for two reasons. On the one hand, that way subjective approaches are avoided, since the personnel of the company can correct the erroneous interpretations of the events that the external personnel makes. On the other hand, internal uncertainty is cleared, because culture is something so rooted that it sometimes happens inadvertent, but that perfectly becomes visible once it arises to the conscience.

The ways to run a cultural diagnosis are diverse although we have to indicate that the only safe approach is triangulation (Schein, 1985). It consists of the confrontation of each fragment of information with other fragments of information until obtaining a scheme that is revealed by itself. It is recommended the use of at least two different approaches of measurement possible and to go on only if we find convergence in the results is found (Hofstede, 1980). In addition, we should consider that a very important part of this process is the dialogue between the internal and external personnel.

Almost all the ways to develop a cultural audit present common elements, namely, which data to obtain and how to obtain them (Menguzzato & Renau, 1990). Thus a possible mean for the diagnosis is the use of questionnaires to members of the company (Beascoechea & Zubillaga, 1995; Calori *et al.*, 1989; Lorsch, 1986; Muñoz-Seca, 1989; Schweiger *et al.*, 1990). Such questionnaires would go mainly to managers, to middle managers, and to the employees. The sum of the individual perceptions of the values, as well as of the norms of behavior associated to such values, constitutes a mean to know the existing culture or cultures (Calori *et al.*, 1989). In addition, we should go beyond the information obtained with the answers, applying a high degree of cleverness and a special understanding (Louis, 1985), and accompanying questionnaires with observation and information of the company (Beascoechea & Zubillaga, 1995).

In addition to questionnaires, usually in depth interviews are used (Garmendia, 1990; Iborra *et al.*, 1998; Schein, 1985), although some authors (Schein, 1985) do not consider the interview sufficient in itself. The observer has to face culture in an open way, assimilating everything what happens around him and, mainly, trying to know the company's history, since a cultural phenomenon is only considered as such when certain repetition in the answer occurs. Through these interviews, important knowledge about the company's history could be learned. History provides a very rich field for the diagnosis, since it is possible to observe the evolution of the structures, the human resource policy, etc., aspects all of them that can help us to reveal the culture of the company (Thévenet, 1986).

There are also other sources of cultural data that will be used for the diagnosis (Schein, 1985), for example the company structure, which, due to the important functions that it involves, becomes a key element of culture. The formal IS as well as the control systems also are messages' carriers. Also, it is important to investigate the rewarding system existing in the company, since it reveals some of the rules and underlying presumptions of organizational culture. Other sources of data are the management styles; the values expressed in documents – the original declaration put in the lobby and the offices, the speeches of the president and pamphlets, etc.; the different attitudes with respect to the bureaucratic system, to the environment and to the competition; the signs and the symbols – telephone answers, visitors' reception, clothes, rites, etc. (Thévenet, 1986). Myths, legends, anecdotes and statutes constitute other sources of cultural data, although nothing allows to suppose that in both last there is something beyond their expressed values, that can harmonize or not with the real presumptions that are acting. The anecdotes communicate the values and beliefs of the founders or other central personages of the company, and that way they would reflect key points of culture (Schein, 1985).

This way, when *Vitalgardens* told us its concrete problem of lack of employee involvement and commitment, we considered that a cultural audit would be a useful tool in these circumstances.

Next we are going to expose the case study, considering it could be helpful to many companies facing a similar situation.

Research Methodology

This paper will follow a qualitative methodology, which is growing fast throughout our research field[2]. Qualitative data are attractive, give rich descriptions as well as explanations of processes that take place in local contexts (Miles & Huberman, 1984).

Qualitative methodology is focused on studying social phenomena in the natural environment where they take place, insisting on the subjective aspects of human behavior rather than in objective characteristics. They study the social life in its own natural framework, without distorting it or adding experimental controls (Ruiz, Aristegui, & Melgosa, 1998).

We have used the case study method, namely an explicative case study, due to the main goal of the research – constructing and refining theory. Yin (1994) indicates that case study serves to verify theory, running an analitic generalization – and not a statistical one, like in the questionnaires. Moreover, as a research tool, the case study is more apropriate when trying to examinate present events and situations, but the researcher cannot manipulate the relevant behaviors being under study.

Explicative case studies try to reveal the reasons for a certain organizational phenomenon (Bonache, 1999). The main characteristics of explicative case studies are (Yin, 1994; Bonache, 1999):

- They do not separate the phenomenon from its context.
- They start from a less developed theoretical model.
- The selection of the cases has a theoretical character, looking for their explanatory capability and not for being representative.
- They tend to use more methods or data sources, whereas triangulation is highly relevant.
- The process of research is flexible, since new theoretical framework can be used as soon as new facts are being discovered.

The development of this case study was only possible by having a close contact with the analyzed company. We started with a first contact with the quality manager, who described his version of the phenomenon. After that, a long meeting with the management team took place, together with a visit to the facilities – where more information was gathered. As soon as these data were analyzed, another meeting was organized, taking several hours to compile more specific information.

Then, we considered to develop a questionnaire directed to all employees, designed individually,

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[2] Bonache (1999), indicates that a study run by Grunow (1995) about research methodology in Business Organization states that more than 50 per 100 of the empirical studies were qualitative, specifically case studies. By the end of the seventees, many books were written about qualitative methodology, even in 1979 the *Administrative Science Quarterly* published a special issue dedicated to it – although this journal published mainly quantitative research (Bryman, 1988).

and with some open questions to obtain the highest amount of data. With all that information and with our personal observation, we thought we were able to extract some conclusions about the case study. These ideas were finally discussed with the management team at a last meeting, and we added their comments and adjustements before concluding the case study.

Once the protocol has been explained, we are going to present and discuss the case study.

Vitalgardens: description and structure

Vitalgardens is a horticultural company, whose main activity consists of the growing of ornamental Mediterranean plants and then of the wholesaling in Spain and abroad (main markets are Germany, The Netherlands, France, Belgium, and Switzerland).

According to data of the Spanish Ministry of Agriculture, the surface of nursery farms of ornamental plants grew considerably – 19,4% – between 1998 and 2001. One of the most important areas of these firms is the Valencian Community, holding 973ha of land dedicated to this business from the 2.617ha nationwide (data from 2001) and far from the second main region (Andalucia). Pages (2005) assumes the increasing amount of this sort of land, although no more official data are available.

Vitalgardens consists of 27 employees during the low season, and that number increases to approximately 50 at the time of greater activity – spring and summer. Is a family business, born 1986 as a split of another family business, where the first generation already has retired and there are members of the second and third generation in the present management team.

Although top management is composed of three people – brothers –, one of them personifies more openly the manager functions, acting as operations manager as well. The other two brothers take the responsibilities of the laboratory and technical equipment, and of the accountancy and financial-administrative scope, respectively. A member of the third generation is on top of the quality department and he was the one who contacted our research team to expose the company's problem.

Starting the cultural audit: initial visit and meetings

Top management had been lately observing an increasing rarefieding in the relations with employees, that was being materialized in a lack of motivation and involvement. The consequent problems were a decrease in productivity and efficiency, as well as a high degree of rotation in the youngest workers. Moreover, the imminent retirement of the supervisor caused certain fear to management, because that situation was seen as a circumstance that could made the situation still more difficult. Management maintained a serious preoccupation by the correct substitution of the supervisor, since it supposed both an improvement opportunity, but also a threat because any decision could be badly assumed by the rest of the employees, still getting the already difficult circumstances worse.

With this initial description of the facts expressed by the quality manager, a first meeting

with the whole management team was established. In it, we improved our knowledge of the company and of the sector, and similar reasonings were listened to, that guaranteed the diagnosis displayed by the quality manager. The result of this meeting was the decision to make a cultural audit, which would allow to identify the characteristics of the prevailing culture in the company that were making employee commitment and involvement difficult, with the aim of proposing improvement actions.

This second contact, in addition, served to successfully obtain another type of information. With respect to the management team, three important characteristics were observed, that is to say, their mature age, their family ties and their basic education. From the development of the meeting and in an intuitive way, we perceived a series of deficiencies related to the management team, that could be summarized in a lack of communication with the employees, to which we attributed direct consequences in the problematic they were having. The meeting was carried out in the boardroom, located in a new building of modern and functional style, that openly contrasted with the greenhouses and storage buildings for products and agricultural tools that surrounded it. In this new building were the offices for the managers, as well as a small cafeteria in the ground floor for the employees.

Developing a questionnaire

Later a second meeting with the management team took place, in order to compile more information on the history of the company, its detailed organizational structure, its IS and control system, as well as on its rewarding system. With the information obtained, we presented them a questionnaire directed to all the employees. This tool had been designed with the goal of obtaining information about the perception that had the interviewed people on the objectives and preoccupations of the company. We also wanted to know which were the characteristics that employees valued most in the job, and which ones they really considered they already had. Also we asked how was their relation with their colleagues, how did they value their wages, what characteristic had the treatment they received from the supervisor and what type of values should have, in their opinion, the person who would occupy that position in the future. The designed questionnaire was approved by management and it was organized how to be able to interview the highest possible number of employees.

The fulfillment of the questionnaire was made in the company's facilities and in a customized way by our team members as interviewers. We run individualized and confidential interviews with each one of the employees, with the aim of obtaining not only answers to the questionnaire but also data, anecdotes and their perceptions on certain symbols and signs of the company. In addition to the first-line employees, the present supervisor was also interviewed.

Results

After the analysis of the questionnaires, we gained a deeper knowledge of the company and its culture, reaching the following information.

As far as the perception of the work by the employees, we observed that they considered their work interesting, simple, satisfactory and that it took place in pleasant physical conditions, although they would not matter if it would be more complicated or if it would need more effort. The interviews aimed to compare such considerations with the factors that employees esteemed as more important in their job. In this sense, employees valued above all a good communication and the respect and consideration of colleagues as much as of management; in addition they clarified that they expected job security and a fitting wage according to their position.

Arriving, then, to the comparison between what was desirable and what was perceived, employees believed that the highest differences were in the relations with management, that were not as open as they would like. Also, they considered that comradeship and team spirit existed, although they simultaneously detected the existence of a displeased group that conducted another more indifferent group towards a rarefied atmosphere. With regard to the appreciation that had employees about the objectives of the company, they thought that management was mainly worried firstly with making money and with satisfying clients, locating employees in a secondary plane. As far as rewarding concerns, the general opinion was that wages were not suitable, because although they were adjusted to the minimum legal wage, employees did not perceive any type of incentive, triggering certain dissatisfaction in this aspect.

The reflections on the supervisor deserve a special section. Undoubtedly the supervisor knew his work well, he was always paying attention to everything and inspected sufficiently. But there is also no doubt that his personality was not the most suitable for this sort of position. He got easily upset, he never asked for advice, he did not praise the well done work and he dealt people without tact; that ended, once again, in a bad communication. An example of that is that, when employees perceived that some tasks were not made correctly, they did not communicate the supervisor since, whenever they had done it, they have realized that their observations went down badly, that their considerations were not taken into account, and that even the fact to expose their opinion confronted them with the supervisor and at the end with management. In the inquiries of the questionnaire regarding the supervisor's replacement, employees judged that the most important quality that should have the future supervisor should be to be able to maintain a good relation with employees and in addition to have control gifts, not considering seniority a specially valued quality.

Final meeting and feedback

Our performance finished with a meeting, in which a detailed final report was given to top management. That report was later adapted by them with the purpose of presenting it to the employees. We maintained then a final conversation with the quality manager, with the intention of obtaining a feedback of the results of the study and the decisions of top management as far as the performances to make. He confirmed us that the simple fact of this investigation, the forwarding of the report and the perception of management worried about employees, have been a sort of motivational aid. Between the group of employees a comradeship feeling was emerging, and relations were improving.

Discussion

With the obtained information, we are going to discuss the present situation of the company with regard to the theoretical background exposed, namely the three characteristics of a culture that favors employee commitment.

In *Vitalgardens* trust does not exist, so and as it has been defined previously. It is necessary to generate an atmosphere in which the serious lack of communication that exists in the company is corrected. Employees do not feel that management trusts them. They are afraid that a greater participation makes the labor climate worse and this limits their feelings of capacity of influencing the development of the company. The absence of an environment that makes them feel valued prevents that employees perceive their involvement possibilities. As well, employees do not seem to trust management either, since they consider that the managers' objectives and behaviors are too much focused to obtain short term benefits, instead of worrying about a better future for the company. Finally, trust is eroded with the high status differences that are perceived in the company, since employees accuse an important distance in aspects such as the differences between the offices building and the rest of facilities, or in daily examples as the enormous disproportion between the categories of the automobiles of the employees and those of the managers.

In order to palliate this lack of trust in both senses, management should generate an atmosphere in which employees felt closer to them and understood by them. To achieve that, the mood and temper of managers must change, as well as their way to deal with employees. Serious efforts in knowing and speaking with each worker would be due to apply. Managers should try to put themselves in each employee's situation to be able to understand him, without arrogance and with education. Proximity and communication are fundamental in the figure of the supervisor; the next supervisor should value the work well done and he should listen to the employees, so that trust between them could increase and it would be extended to the relations with management. The status differences could be saved approaching the offices building to the employees, fostering the use of the cafeteria and encouraging that employees somehow personalize these facilities.

The second characteristic that has been mentioned as necessary in a culture that facilitates employee commitment and involvement is the existence of an atmosphere that favors creativity and innovation. Again, we are facing a source of difficulties, since the prevailing management style absolutely did not foment the initiative of the employees. Even more, employees often did not show their opinion by fear to make their relations with managers still more difficult. The creative atmosphere is sustained in a climate where employees have maneuver margin in their performances, and that possibility is annulled with the management style of the supervisor. He acted in an authoritarian way, without allowing the introduction neither of improvements nor of suggestions by employees. The management style of the supervisor, as well as the one of the manager who was more related to employees, together with the non-existence of any type of training actions, avoided the appearance of factors associated to a creative atmosphere, such as the desire to learn or the skill in the execution of the tasks. Also, the rewarding system, anchored in traditional policies, did not favor neither innovating behaviors nor experimentation.

Creative atmosphere would be improved through behaviors of managers that favored employee participation and showed that they really care and are interested in employees; the key factor in this sense consists of the management style. Creative atmosphere would also improve with a rewarding system that stimulates innovating employees. For that reason, it would be necessary to study the possibility of increasing employees wages seriously, perhaps tying this increase to some productivity indicators, introducing that way a variable part in the salaries.

As far as the third component – the existence of a shared vision – we must clarify that the conversations with management induced us to think that they had a clear customer orientation, but in no case this vision is shared by all. Through questionnaires we stated that employees thought that the company focused mainly in immediate economic interests; nevertheless, managers stated as objectives of the company the improvement of the service to the client, growth, reaching a good competitive position, increasing their market share and implementing a quality improvement system.

In order to reach a clear vision shared by all, management should insist on which are the fundamental objectives of the company, not only through a more forceful communication policy, but also endorsing that vision with certain actions and with the endowment of resources that show the importance of customer orientation and of quality of the service for them. However, as soon as trust and creative atmosphere are achieved, this dilemma will be slowly solved and the vision and the general objectives of the company will tend to be shared by all.

To sum up, we considered that the culture that has been identified with the audit in *Vitalgardens* was not appropriate to reach employee commitment. Thus, actions have been recommended to management for the achievement of a culture that allows to involve employees in the company through the increase of trust, the creation of a creative atmosphere, and the diffusion of a shared mission. Considering the circumstances, the clear definition of the profile of the new supervisor is demonstrated as highly relevant, aiming that this middle manager's role allows to surpass some communication barriers with employees and top management. In addition, we considered fundamental as well and we recommended management to increase their interest and implication regarding training, especially in the fields of management and of motivation. One of our recommendations was also the organization of extra-labor activities, for example the attendance to the International Sectorial Fair – *Iberflora*, held in a city very close to the company's location –, and the organization of meals or meetings of managers and employees in a different environment, to improve and ensure communication.

Conclusions

The goal of involving and committing employees is only possible with a certain culture that is characterized by a climate of trust, creativity and by the existence of a clear vision shared by all the members of the organization.

Some companies complain that a rarefied labor climate makes difficult its habitual operation and impedes them to grow and to improve their competitive position. However, they should repair in the possibilities of improving that climate. In this sense, our paper offers the cultural audit as a

tool to analyze how far is the present culture of the wished one. Cultural audit also enables us to identify possible performances to tend to gradually generate the desired culture of commitment and involvement.

The study of a small Spanish company shows how to actually apply the cultural audit, showing that is not an exclusive tool for large companies. The analysis of the structure and the history of the company, its symbols and signs, the conversations with managers and the questionnaires to employees, all these allow to acquire the necessary data to describe the organizational culture. It also helps to identify alternative actions that shape culture in the wished direction.

Also, this case demonstrates that it is possible to reach a complex objective such as a cultural change. Prerequisites are management support, adequate resource allocation, appropriate managerial tools, and consideration of the process as a slow and peaceful evolution.

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Resumo. O envolvimento dos empregados é um objectivo frequente nas organizações. A presente investigação surgiu de uma oportunidade criada no seio de uma empresa familiar no sector da horticultura, quando se decidiu aumentar o envolvimento dos empregados e melhorar o clima organizacional. Os investigadores desenvolveram um instrumento de auditoria cultural, adaptado a pequenas empresas familiares.

Este artigo revê a literatura sobre cultura organizacional, com particular destaque para os trabalhos em que se relaciona a cultura e o envolvimento dos empregados, e auditoria cultural. Em segundo lugar, é exposto o desenho e a implementação da auditoria cultural na empresa, para o que se recorre a um estudo de caso.

Por fim, são discutidos sucessivamente a falta de confiança, a atmosfera criativa, e a visão partilhada, e sugeridas algumas recomendações sobre como desenvolver estes atributos.

Palavras-chave: Envolvimento, clima, auditoria cultural.