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TOURISM ENTREPRENEURSHIP AND INDUSTRIAL RESTRUCTURING: GLOBE NATIONAL AND ORGANIZATIONAL CULTURE DIMENSIONS

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Abstract: National culture can influence entrepreneurship by creating a specific cultural framework that defines the possibilities for the recognition of opportunities for entrepreneurial activities, as well as their social desirability. Very large corporations, especially those that dominate a region, also have their own organizational cultures, which in turn influence local social culture, and which can constitute a specific subculture within society. The “Kolubara” mine is the largest in Serbia, employing more than 11,000 workers. As most of its employees are living close to its headquarters, the small town of Lazarevac (Central Serbia), the culture nurtured within this organization and among its employees is heavily intertwined with the social culture of the inhabitants of the town. The GLOBE (Global Leadership and Organizational Behavior Effectiveness) approach was used to investigate the relation between this organizational culture and national culture, by measuring the nine GLOBE cultural dimensions of the “Kolubara” employees and of the inhabitants of Lazarevac. The results of this are discussed and analyzed in the context of the ongoing economic transformation in many post-socialist economies. This study highlights the readiness of the people of small industrial towns, such as Lazarevac, to adapt to this ongoing transition and to undertake entrepreneurial activities in tourism during periods of industrial restructuring and the growth of service industries in former industrial areas.

Keywords: GLOBE cultural dimensions; organizational culture; national culture; entrepreneurial activities

Introduction

Research on the cultural specificities of individual nations has been approached from the perspective of many different research streams and theories. For the last three decades, the most popular theory regarding national cultural characteristics have been Hofstede’s and those of the group of researchers gathered around the GLOBE project (House, Hanges, Javidan, Dorfman, & Gupta, 2004; House, Javidan, Hanges, & Dorfman, 2002). The growing interest of researchers in the field of organizational psychology and management is partly motivated by the results of studies which show that, despite the growing influence of globalization, some national cultural specificities

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are “resistant” to these influences (Blum, 2007). The consequences of cultural differences are numerous, and affect many aspects of business, such as entrepreneurial orientation, readiness for organizational change, leadership styles, organizational culture and cultural predictors of satisfaction with entrepreneurial products.

Significant restructuring has taken place across the developed world in the last forty years, as formerly industrial economies have adapted to the restructuring of the global economy and the negative consequences of the attendant de-industrialization and socio-economic change in western nations (Diamond & Liddle, 2005; Jonas & Ward, 2002; McGuigan, 1996; Rogers, 1997). As one of the solutions to the problems caused by the loss of jobs for a large part of the population in many industrial regions, there has been a shift in economic activities toward the service industry in order to “re-establish the conditions for successful capital accumulation” (Keith & Rogers, 1991, p. 2), and this frequently has involved the development of new tourism products and destinations. However, as many former industrial cities did not have significant tourist attractions, it was concluded that the solution can be found in the development of specific forms of cultural tourism, primarily those based on festivals and art tourism, as well as attractions related to the industrial heritage and specific cultures of these cities. The incentive for this orientation in economic development was found in the examples of US cities, such as Pittsburgh, Boston and Baltimore, where measures have been taken to overcome the poor reputation of the suburbs of these cities, with the development of cultural districts and the provision of incentives for the development of the arts (McGuigan, 1996), which, according to Fisher and Owen (1991), is an essential part of city’s identity, no less important than other sectors. As has already been pointed out, tourism has been recognized by many countries, especially developing countries, for the past thirty years as one of the strong drivers of economic development (Hassan, Kennell, & Chaperon, 2020; Kennell, 2011, 2013). One of the characteristics of the service sector is that its development often requires much less natural capital (or resources) and much more human capital. On the other hand, it also imposes the need to invest in the education of the population, which should be in line with the local expression of industrial restructuring, as well as the orientation of economic development planners to create the conditions for the development of the service sector.

Therefore, it is important to research the cultural framework in which an economic transformation is to occur and to analyze if it favors or inhibits the development of new entrepreneurial activities, such as those related to tourism, and the overall contribution that this makes to regional economic development. The development of tourism in these types of transition economies has been frequently researched (Hingtgen, Kline, Fernandes, & McGehee, 2015; Lehmann & Gronau, 2019; Saarinen & Kask, 2008; Williams & Baláž, 2002). Nevertheless, not all post-socialist societies are the same regarding their cultural features. Serbian society is rather specific, due to its two-phase post-socialist transition: at first, during the 1990s, the transition was blocked (due to sanctions, embargo, etc.) and after 2000, transition begun, but burdensome and already late (Lazić & Cvejić, 2011). The development of tourism in Serbia in the context of the restructuring of transition economies has received some limited research attention (Bjeljac, Brankov, Jovičić, Čurčić, & Terzić, 2013; Dwyer, Dragičević, Armenski, Mihalič, & Knežević Cvelbar, 2016; Mulec & Wise, 2013; Petrović, Blešić, Vujko, & Gajić, 2017; Petrović et al., 2018), but this research has not previously taken a cultural perspective. Thus, this paper aims to analyze the impact of the GLOBE culture dimensions on the emergence of entrepreneurial activities in the Serbian municipality of Lazarevac, home to the industrial giant of the “Kolubara” coal mine. This is an area in which industrial restructuring has involved an increasing focus on tourism, and the service sector more

generally. To the best of our knowledge, only two previous studies have employed the GLOBE culture dimensions in Serbia (Nedeljković, Vukonjanski, Nikolić, Hadžić, & Šljukić, 2018; Vukonjanski, Nikolic, Hadžić, Terek, & Nedeljkovic, 2012), which points to the significance of our continuous efforts in this research area.

Theoretical background

GLOBE cultural dimensions

The cultural model of the GLOBE project is widely accepted as having numerous applications in various fields, including entrepreneurship. This project is a multi-phase, multi-method project initiated by Robert House (House et al., 2002, 2004). The appearance of the GLOBE project marked a significant point in the development of the approach of Hofstede (Hofstede, 1991, 2001; Hofstede & McCrae, 2004). It involved more than 170 researchers in the field of management from 62 countries from all major regions of the world. The nine GLOBE dimensions were analyzed using 78 survey questions, half of them asking subjects to describe their culture (“as is”) and the other half to judge it (“as it should be”). This process produced 18 culture scores for each country: nine dimensions of practices—“as is” and nine dimensions of values—“should be”. The nine GLOBE cultural dimensions are:

- Power Distance (PD): The extent to which the community accepts and endorses authority, power differences and status privileges.
- Uncertainty Avoidance (UA): The extent to which a society, organization or group relies on social norms and procedures to alleviate unpredictability of future events.
- Humane Orientation (HO): The degree to which a collective encourages and rewards individuals for being fair, altruistic, generous, caring, and kind to others.
- Institutional Collectivism (IC): The degree to which organizational and societal institutional practices encourage and reward collective distribution of resources and collective action.
- In-Group Collectivism (GC): The degree to which individuals express pride, loyalty and cohesiveness in their organizations or families.
- Performance Orientation (PO): The degree to which a collective encourages and rewards group members for performance improvement and excellence.
- Future orientation (FO): The degree to which a collective encourages and rewards future-oriented behaviors such as planning, delaying gratification and investing in the future.
- Gender Egalitarianism (GE): The degree to which a collective minimizes gender inequality.
- Assertiveness (AS): The degree to which individuals are assertive, confrontational and aggressive in their relationships with others (House et al., 2004).

Cultural dimensions and entrepreneurship

Although research in the area of development of tourism entrepreneurship has tended to focus on structural factors (Booth, Chaperon, Kennell, & Morrison, 2020), more general studies of entrepreneurship have shown that national culture can, at the individual level, stimulate or discourage entrepreneurial activity (Hayton, George, & Zahra, 2002). National culture produces the cultural context for identifying opportunities or obstacles for entrepreneurial activity and, thus, helps future entrepreneurs to conclude which activity is socially desirable. Hayton et al. (2002) also

found that PD and UA influence the degree of entrepreneurial activity and Shane (1993) considers that high PD negatively affects innovation. Researchers working on the connection between PD and entrepreneurial activity contemplate that the degree of entrepreneurial activity is higher in societies with low PD values (Hayton et al., 2002).

Negative correlation between the UA and entrepreneurial activity is interpreted as low readiness for change and for risk-bearing activities of the members of the society with high UA (Shane, 1995). People have strong support in the societies with high degree of HO (Kabasakal & Bodur, 2004). Within these societies, social support for entrepreneurial activity can also be expected, even in the case of initial failure, which can be of significance in the case of a society with low economic development.

In the societies whose social culture is characterized by high value of GC, the focus is placed on group goals (Hofstede, 1980). Since entrepreneurial activity is typically characterized by individual activity, individual reward, taking risks in the market, innovation, creativity, capability for developing new ideas, i.e., the characteristics of the society with strong individualistic orientation, it is expected that GC would be an obstacle for the entrepreneurial development (Hayton et al., 2002). However, some studies have shown that the degree of individualism has an effect more on the type of an entrepreneurial activity rather than on the absolute level of individual activity (Shane, 1995). High values of GC can be a favorable framework for the development of entrepreneurship due to the existence of a group support as a social capital and better availability of important financial and other resources. High degree of trust between people and group support (e.g., family) can act as a protection buffer in case of the initial failure of entrepreneurship, which lowers the degree of uncertainty about the possibility of entrepreneurial success. This protection is particularly important in economic underdeveloped societies which are characterized by low institutional support to entrepreneurs (Baldacchino & Dana, 2006). As entrepreneurs are usually persons who expect financial rewards in response to their high performance, societies with high PO can typically offer a good environment for the growth of entrepreneurial activity (Binovska-Kocheva & Kochoska, 2015).

Societies with high FO typically set up platforms for the future directions of their development and for achieving new goals (Shane & Venkataraman, 2000). These societies are beneficial for the development of entrepreneurship which implies expecting future possibilities for activities through the active analysis of future market fluctuations. Societies with high values of GE are typically characterized by high societal positions of women, their significant contribution to the workforce and similar education levels for men and women (Emrich, Denmark, & den Hartog, 2004). Hence, the participation of women in entrepreneurial activities is also enhanced in case of high GE of the society.

Research results regarding the influence of social AS on entrepreneurial activity are not straightforward. On one hand, high social AS creates favorable frameworks for entrepreneurial development due to the competitiveness (Lumpkin & Dess, 1996). On the other hand, an entrepreneur is placed in an atmosphere which requires cooperation with consumers and stakeholders to support the development of entrepreneurial activity. Hence, the relation between AS and entrepreneurial activity is surely conditioned by the specific type of activity. For example, tourism-based entrepreneurial activities are highly dependent on balancing the interests of different stakeholders (Carlisle, Kunc, Jones, & Tiffin, 2013) as their synergistic activity at the destination can produce good results on the individual level.

For the purpose of this study, respondents' perceptions and value systems regarding the dimensions of national and organizational culture according to the GLOBE model is evaluated. To

examine the dimensions of organizational culture, the perception and value system of respondents employed in the RB Kolubara were evaluated, while for the dimensions of national culture, the perceptions and attitudes of the respondents within the surveyed region who are not employed in the RB Kolubara were considered.

This research explores the applicability of the GLOBE approach to investigate national and organizational cultures, which is particularly important in case of “Kolubara” and similar large, state-owned corporations, to investigate the readiness and likelihood of success for undertaking entrepreneurial activities within the society undergoing economic post-socialistic transition. This is particularly expected in the area of tourism, as entrepreneurship in tourism all over the world has shown a vast potential for contribution to the overall economic development (Baldacchino & Dana, 2006). When it comes to developing countries, the rapid growth in the number of foreign tourists visiting these countries has been partly caused by the growing interest of a postmodern tourist for those destinations that have their own cultural specificities and extremely attractive cultural assets and getting acquainted with them is a challenge for a postmodern tourist (Hoffman, 2003), who is to a certain extent “saturated” with experiences in the well-known European destinations. This fact is also one of the reasons many countries have invested significant funds in the last decade to stimulate the development of tourism (Hassan et al., 2020), especially the entrepreneurship in tourism. In order to draw conclusions about the likely success of this diversification strategy for Lazarevac, the following hypotheses are investigated:

H₁: There is a statistically significant correlation between the perception of the organizational and national cultural dimensions, according to the GLOBE model, within Lazarevac municipality.

H₂: There are statistically significant differences in both the perception of cultural dimensions and the value aspects of the cultural dimensions, according to the GLOBE model, of the employees of “Kolubara” and those respondents who are not employees in the same company.

Methodology

Study area

The “Kolubara” coal mine is situated near the town of Lazarevac, the southernmost municipality of the Belgrade metropolitan area (Central Serbia). Coal mining in this area has a significant history (since 1896), while large-scale coal production has been on-going since 1952, when the first surface mining site was opened. Today, about 70% of the total Serbian coal production is from “Kolubara” while one half of the total electric power in Serbia is obtained from the “Kolubara” lignite coal (Public Enterprise Electric Power Industry of Serbia, 2018). The rapid development of mining and industrialization have had a major effect on the life of the local population, not only in terms of employment and livelihoods, but also their everyday life. The largest element of economic development of the municipality of Lazarevac is oriented toward the mining sector, with more than 12,000 people employed in “Kolubara” from the total 57,000 inhabitants of Lazarevac (Republički zavod za statistiku, 2018). Hence, the population of Lazarevac significantly depends on this industrial giant, either directly, like the employees and their families, or indirectly through the service sector.

Despite its monopolistic position, its strategic importance for Serbian energy system and obvious state interventionism (Stankov & Dragičević, 2015), future restructuring of the mining sector is inevitable due to decreasing reserves of the coal. Consequently, that means that some of

“Kolubara” employees would lose their jobs and would have to provide livelihoods through self-employment and entrepreneurial activities (EAs), many of which would be in tourism.

Sample

The survey was carried out during 2017 on a sample of 275 respondents divided into two subsamples. The first subsample included 131 employees of the “Kolubara” coal mine while the second subsample included 144 respondents living in Lazarevac area, who were not employed in the “Kolubara” coal mine. The characteristics of the total sample are presented in Table 1.

Random sampling was applied. When selecting respondents in a subsample of “Kolubara”, employees were surveyed from several organizational units (for example, headquarters building, development center, different coal seams). The intention was to cover all the units of the mining basin with this research. However, the employees who were directly working in manufacturing at the coal seams, predominantly of male gender, were generally unavailable for this type of research due to their strict working hours, working conditions and travel arrangements. The subsample of the respondents who are not employed by the “Kolubara” consists of employees in the services sector (hospitality industry), legal professionals and economists from the banking sector, managers from the small-business sector, medical workers and a portion the sample represented pupils and students, as well as pensioners (Table 1).

The questionnaire was distributed to all the respondents within their organizations (restaurants, cafes and hotel, court, post office, banks, cultural center, secondary schools) while the student population was reached within a cultural event where they worked as volunteers. The respondents completed the questionnaires using the standard paper-and-pencil method. All the respondents were informed about anonymous data collection.

Instruments

The GLOBE questionnaires (“as is” and “should be” parts for the national culture dimensions) (House et al., 2004) were used for this research. The answers are measured on a 7-point Likert scale. Ratings go from 1 (for the perception of the low value of the corresponding culture dimension) to 7 (for the perception of a high value of the corresponding culture dimension). The questionnaire was previously validated (translated/back-translated and validated) and applied in two previous studies (Nedeljković et al., 2018; Vukonjanski et al., 2012).

Data analysis

Statistical Package for the Social Sciences (SPSS, version 19) is used in this paper for descriptive statistics and correlation analysis. In addition, we used a T-test to identify the differences in the perception and value system of cultural dimensions according to the GLOBE model in respondents who are employees of “Kolubara” and those who are not.

Table 1

Characteristics of total sample and sub-samples

| Total sample | | Subsample of respondents employed in "Kolubara" | | Subsample of respondents not employed in "Kolubara" | |
|---|------|---|------|---|------|
| Sex | % | Sex | % | Sex | % |
| Male | 33.3 | Male | 37.9 | Male | 29.2 |
| Female | 66.7 | Female | 62.1 | Female | 70.8 |
| Age | % | Age | % | Age | % |
| Under 29 years | 15.9 | Under 29 years | 1.5 | Under 29 years | 29.2 |
| 30-39 years | 29.3 | 30-39 years | 39.4 | 30-39 years | 20.1 |
| 40-49 years | 25.0 | 40-49 years | 26.5 | 40-49 years | 23.6 |
| 50+ years | 29.7 | 50+ years | 32.6 | 50+ years | 27.1 |
| Education | % | Education | % | Education | % |
| Primary education | 8.0 | Primary education | 0 | Primary education | 15.3 |
| Secondary education | 42.4 | Secondary education | 37.9 | Secondary education | 46.5 |
| College degree | 15.2 | College degree | 16.7 | College degree | 13.9 |
| University diploma | 34.4 | University diploma | 45.5 | University diploma | 24.3 |
| Annual income | % | Annual income | % | Annual income | % |
| No income | 11.2 | No income | 0 | No income | 21.5 |
| Low (below national average) | 35.5 | Low (below national average) | 16.7 | Low (below national average) | 52.8 |
| Medium (up to 1/3 higher than national average) | 36.6 | Medium | 54.5 | Medium | 20.1 |
| High (more than 1/3 higher than national average) | 15.9 | High | 28 | High | 4.9 |
| No response | 0.7 | No response | 0.8 | No response | 0.7 |
| Residency | % | Residency | % | Residency | % |
| Urban | 78.3 | Urban | 78 | Urban | 78.5 |
| Rural | 21.7 | Rural | 22 | Rural | 21.5 |
| Labor market status | % | Labor market status | % | Labor market status | % |
| Employed in manufacturing | 14.5 | Employed in manufacturing | 24.2 | Employed in manufacturing | 5.6 |
| Employed in services | 6.2 | Employed in services | | Employed in services | 11.8 |
| Employed in administration | 24.6 | Employed in administration | 18.2 | Employed in administration | 30.6 |
| Professional employment | 42.0 | Professional employment | 57.6 | Professional employment | 27.8 |
| Retiree | 0.7 | Retiree | | Retiree | 1.4 |
| Pupil, student | 10.5 | Pupil, student | | Pupil, student | 20.2 |
| No response | 1.4 | No response | | No response | 2.8 |

Table 2
 Values for GLOBE national culture dimensions
 in the Kolubara region

| GLOBE culture dimension | "As is" | | | "Should be" | | |
|-------------------------------|---------|------|------|-------------|------|------|
| | N | M | SD | N | M | SD |
| UA | 275 | 3.30 | 1.32 | 275 | 5.63 | 1.10 |
| FO | 273 | 2.69 | 1.38 | 274 | 5.98 | 1.28 |
| PD | 272 | 5.90 | 1.21 | 275 | 2.08 | 1.33 |
| IC | 275 | 3.32 | 1.17 | 275 | 4.05 | 0.75 |
| HO | 274 | 3.18 | 1.47 | 274 | 6.29 | 1.12 |
| PO | 275 | 2.68 | 1.24 | 274 | 6.22 | 1.18 |
| GC | 272 | 5.06 | 1.33 | 273 | 4.81 | 1.18 |
| GE | 274 | 3.55 | 1.16 | 274 | 4.76 | 1.09 |
| AS | 274 | 4.28 | 1.16 | 273 | 2.18 | 1.15 |

Note. N = total number of cases; M = mean;
 SD = standard deviation.

Results and discussion

Mean and standard deviation values for the nine GLOBE dimensions for the whole sample are given in Table 2. For each culture dimension, the values were identified as to the present ("as is" scores) and the values as to what the respondent aspires to ("should be" scores). It should be borne in mind that the contemporary Serbian population is not culturally homogeneous, and that we focused on the subculture of the town of Lazarevac in Serbia. Nevertheless, as it can be seen from Figure 1, the results from this study match well with a previous study on GLOBE culture dimensions in Serbia (Nedeljković et al., 2018), particularly in the case of "as is" perception. In the case of "should be" view point, some lower mean values are observed for PD, IC, GC, and AS for the total sample from this region, in

comparison to the values for Serbia in general. However, the correlation between the values in this region and the entire Serbia (Figure 1) cannot be straightforwardly interpreted due to the large discrepancies between the values and beliefs of the different population groups (in terms of their social status, ethnicity, religiousness, education and residency) in various regions of the country. Thus, we focused our further analysis on the results solely from the "Kolubara" and the town of Lazarevac. Descriptive statistics for each of the two sample subgroups is represented in Table 3.

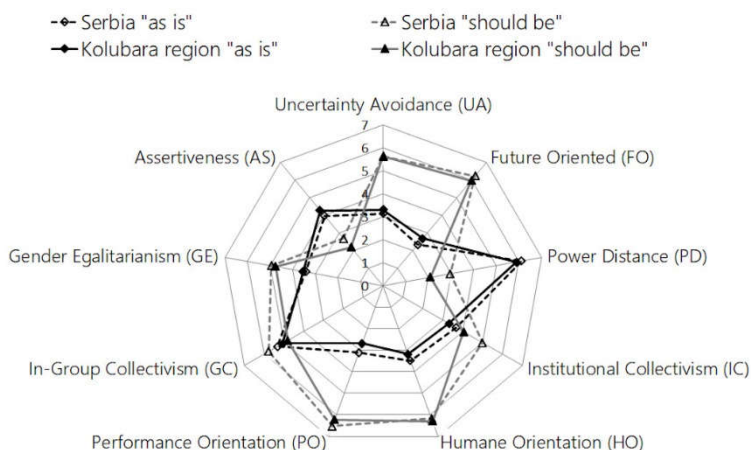


Figure 1. Comparison between the mean values for GLOBE national culture dimensions for the region of the city of Lazarevac and the reported values for Serbia in general.

The correlation analysis results of the relationship between the national and organizational culture from the sub-sample of the respondents who are employees of "Kolubara" are given in Table 4 (only for those dimensions for which the relationships are of statistical significance). We used the following abbreviations for the national (N) and organizational (O) culture dimensions, respectively: Uncertainty avoidance (NUA and OUA), Future orientation (NFO and OFO), Power distance (NPD and OPD), Institutional Collectivism (NIC and OIC), Humane Orientation (NHO and OHO), Performance Orientation (NPO and OPO), In-group collectivism (NGC and OGC), Gender Egalitarianism (NGE and OGE), Assertiveness (NAS and OAS).

Hence, there is a significant correlation between the same cultural dimensions on the national and organizational levels: NUA and OUA, NFO and OFO, NPD and OPD, NIC and OIC, NHO and OHO, NPO and OPO. It is interesting that some other dimensions of national and organizational culture also have statistically significant relationship. For example, the correlation between the OPD and NPO is statistically significant and negative. This result may be interpreted by the perception of employees of "Kolubara" that the high power of superiors in a decision-making process may lead to some quite arbitrary and subjective decisions, such as e.g., remuneration of employees, without the need for precisely established criteria for assessing the performance of employees. These superiors' decisions on remuneration may not be in alignment with the real performance output of the employees, which contributes to the perception of employees about a low level of NPO. Thus, the reduction of OPD in the future, which may be expected with the on-going transition in Serbia, could contribute to increasing the perception of greater appreciation for performance improvement and excellence in the society. Similar reasoning can be applied to the significant and negative correlation between the OPD and NFO. A high degree of organizational PD in such large organizations like "Kolubara" is the result of the monopolistic position of this organization and its strong hierarchical organizational structure in which managers are crucial for the decision-making process and they are not interested in accepting bottom-up ideas and suggestions from the employees. Bearing in mind that "Kolubara" coal mine (as well as other similar large state-owned monopolistic organizations) are preparing for inevitable near-future organizational changes,

Table 3
Descriptive statistics for the values of "as is" and "should be" cultural dimensions of the employees of "Kolubara" and those living in the same area, not employed by "Kolubara"

| GLOBE culture dimension | Employees of "Kolubara" | | | Not employed in "Kolubara" | | |
|-------------------------|-------------------------|------|------|----------------------------|------|------|
| | N | M | SD | N | M | SD |
| UA "as is" | 131 | 3.24 | 1.21 | 144 | 3.36 | 1.41 |
| "should be" | 131 | 5.76 | 0.90 | 144 | 5.50 | 1.25 |
| FO "as is" | 130 | 2.55 | 1.28 | 143 | 2.83 | 1.45 |
| "should be" | 131 | 6.27 | 0.87 | 143 | 5.72 | 1.52 |
| PD "as is" | 130 | 6.12 | 0.94 | 142 | 5.70 | 1.38 |
| "should be" | 131 | 1.91 | 1.02 | 144 | 2.24 | 1.56 |
| IC "as is" | 131 | 3.37 | 1.11 | 144 | 3.28 | 1.23 |
| "should be" | 131 | 4.07 | 0.74 | 144 | 4.03 | 0.77 |
| HO "as is" | 130 | 3.25 | 1.46 | 144 | 3.13 | 1.48 |
| "should be" | 131 | 6.50 | 0.64 | 143 | 6.10 | 1.40 |
| PO "as is" | 131 | 2.57 | 1.10 | 144 | 2.77 | 1.35 |
| "should be" | 131 | 6.41 | 0.83 | 143 | 6.04 | 1.41 |
| GC "as is" | 130 | 5.24 | 1.15 | 142 | 4.89 | 1.47 |
| "should be" | 130 | 4.96 | 1.00 | 143 | 4.68 | 1.31 |
| GE "as is" | 130 | 3.46 | 1.12 | 144 | 3.63 | 1.19 |
| "should be" | 131 | 4.95 | 0.83 | 143 | 4.58 | 1.25 |
| AS "as is" | 130 | 4.23 | 1.17 | 144 | 4.34 | 1.14 |
| "should be" | 129 | 2.01 | 0.76 | 144 | 2.34 | 1.40 |
| Valid N (listwise) | 128 | | | 136 | | |

Note. N = total number of cases; M = mean; SD = standard deviation.

involving the possible absence of the financial aid by the Government and a more competitive market, an increase in the willingness of the management to help the organization to change the organizational culture toward fostering the culture of high performance and future orientation can be expected.

Table 4

Statistical correlation between the ("as is") culture dimensions for the perception of the respondents who are employees of "Kolubara" (organizational culture dimensions) and those not employed by "Kolubara" (national culture dimensions)

| | OUA | OFO | OPD | OIC | OHO | OPO | OGC | OGE |
|-----|-------|---------|---------|--------|---------|---------|---------|--------|
| NUA | .183* | .203* | -.283** | .188* | .116 | .218* | .088 | -.057 |
| NFO | .124 | .197* | -.242** | .381** | .121 | .243** | .185* | -.071 |
| NPD | -.001 | -.275** | .569** | -.220* | -.283** | -.325** | -.250** | -.182* |
| NIC | .167 | .296** | -.168 | .176* | .264** | .314** | .210* | .018 |
| NHO | .036 | .124 | -.032 | .124 | .459** | .148 | .246** | .082 |
| NPO | .147 | .327** | -.307** | .105 | .345** | .478** | .412** | .043 |

Note. ** Correlation is significant at the 0.01 level (2-tailed); * Correlation is significant at the 0.05 level (2-tailed).

Such changes, which may involve expanding the production program and rewarding innovative employees, would contribute to the development of internal entrepreneurship abilities and thus have a positive impact on the perception of FO and PO in the society, which would enhance entrepreneurship. Based on the above results we can conclude that H_1 is partially confirmed.

By employing T-test evaluation (Table 5), a significantly higher value for perception of PD "as is" ($p = .004$) was obtained for the employees of "Kolubara" in comparison to those who are not employees of "Kolubara". This coal mine is the backbone of social life at its headquarters in the municipality of Lazarevac. "Kolubara" is often sponsoring various social events, while the local community school profiles are adapted to the professional requirements of the coal mine. The whole community life pulsates to the rhythm of such a big company. Thus, the executives and managers at "Kolubara" have strong social power and influence outside the company as well. The members of the top management are elected under the strong influence of the ruling party at the both national/republic and local level. Hence, they are involved in the decision-making process related to many important social events in the local community. The above result suggests that the employees of "Kolubara" may have more awareness of the substantial PD which also stretches beyond the position that an individual occupies in the company to the social power in the local community.

T-test for the values of GC reveal a significant difference ($p = .029$) between the perception of the respondents from "Kolubara" and those not employed at the coal mine. Higher values of GC by the employees of "Kolubara" can be partly explained by the significant role that the Union of workers has in many social activities which provide a number of benefits to the workers. Namely, the practice of this company is that the children of workers are awarded scholarships while workers are regularly awarded with rehabilitation and recreational activities which promote socialization of staff and development of good intercollegiate relations. The organization also provides financial help for the families of workers who suffered an injury at the workplace. Continual implementation of these practices positively affects inter-group solidarity and the sense of loyalty to the organization, but also develops the perception of a high group-collectivism in the wider environment.

The results for “as it should be” perception of FO and T-test ($p = .000$) reveal that the “Kolubara” employees gave statistically greater estimates of the value aspect of FO than the respondents in the other sub-sample. “Kolubara” employees have comparatively high incomes, due to the current monopolistic position of the organization. Nevertheless, such position of “Kolubara” coal mine may become questionable in a relatively short period of time if the current number of employees is not reduced. In fact, as Serbia is getting closer to the EU membership, international institutions are requesting the optimization of the public sector related to improving management capabilities as well as with regards to employment policy.

Table 5

T-test for the evaluation of statistical significance of the differences in cultural dimensions

| Cultural dimension | Equal variances | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|--------------------|-----------------|---|------|------------------------------|-----------|-----------------|-----------------|-----------------------|-------------------------|-------|
| | | <i>F</i> | Sig. | <i>t</i> | <i>Df</i> | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval | |
| | | | | | | | | | Lower | Upper |
| PD “as is” | Assumed | 10.160 | .002 | 2.865 | 270 | .004 | .415 | .145 | .130 | .700 |
| | Not assumed | | | 2.913 | 249.24 | .004 | .415 | .142 | .134 | .695 |
| GC “as is” | Assumed | 5.432 | .021 | 2.173 | 270 | .031 | .349 | .161 | .033 | .666 |
| | Not assumed | | | 2.196 | 263.93 | .029 | .349 | .159 | .036 | .663 |
| FO “should be” | Assumed | 27.192 | .000 | 3.623 | 272 | .000 | .548 | .151 | .250 | .847 |
| | Not assumed | | | 3.703 | 230.60 | .000 | .548 | .148 | .257 | .840 |
| PD “should be” | Assumed | 17.071 | .000 | -2.112 | 273 | .036 | -.338 | .160 | -.654 | -.023 |
| | Not assumed | | | -2.153 | 248.58 | .032 | -.338 | .157 | -.648 | -.029 |
| HO “should be” | Assumed | 20.266 | .000 | 3.002 | 272 | .003 | .400 | .133 | .138 | .663 |
| | Not assumed | | | 3.090 | 202.54 | .002 | .400 | .130 | .145 | .656 |
| PO “should be” | Assumed | 10.236 | .002 | 2.674 | 272 | .008 | .377 | .141 | .099 | .655 |
| | Not assumed | | | 2.732 | 232.64 | .007 | .377 | .138 | .105 | .649 |
| GE “should be” | Assumed | 16.478 | .000 | 2.838 | 272 | .005 | .368 | .130 | .113 | .623 |
| | Not assumed | | | 2.887 | 247.77 | .004 | .368 | .127 | .117 | .619 |
| AS “should be” | Assumed | 22.975 | .000 | -2.374 | 271 | .018 | -.329 | .139 | -.602 | -.056 |
| | Not assumed | | | -2.446 | 225.52 | .015 | -.329 | .134 | -.594 | -.064 |

Note. *F* = Levene Statistic; *t* = T-test value; *Df* = degrees of freedom.

According to the research results, it is apparent that the “Kolubara” employees express the desire that Serbian society should become more dynamic with regard to new projects and opportunities in the future. This perspective is desirable to facilitate the employment in other

economic sectors after the expected transformation of “Kolubara”. These cultural preferences are mirroring the concern for the future of the employees in “Kolubara”, but they may be a good basis for their conversion toward other entrepreneurial activities.

T-test calculation revealed that the value of “should be” PD dimension is statistically significantly lower among “Kolubara” employees than among those who do not work in this organization ($p = .032$). As expected, substantially lower values for PD were obtained in the “should be” than in the “as is” dimension. However, it can also be noticed that there is an inverse relationship between the perceived values for “should be” vs. “as is” PD, i.e., in the “should be” dimension the respondents in the first sub-sample gave a significantly lower score for PD than the respondents in the second sub-sample, while there was an inverse relationship in case of the “as is” PD dimension. This effect is known as a “pendulum effect” (a statistically significant difference between the state of what it is and what, in the opinion of the respondents, should be) with respect to certain cultural dimensions in both subgroups. Such an effect was also observed in other studies involving transitional economies (Bakacsi, Takács, Karácsonyi, & Imrek, 2002), which indicates that their value system, with respect to some cultural dimensions, is significantly closer to the GLOBE project’s cultural values of some highly developed countries.

In case of the “should be” HO dimension, T-test calculations revealed that the mean HO value given by the “Kolubara” employees is statistically significantly higher ($p = .002$) than the one obtained from the respondents not employed in the coal mine. An explanation for this result can be given by the fact that employees of “Kolubara” have a number of benefits, as mentioned above, which the workers outside “Kolubara” do not have. The forecasted transformation of the coal mine creates concern among the workers about the future changes and hence the possibility of becoming unemployed produces the enhanced preference toward an increased value for HO in the wider community.

Statistically significantly higher ($p = .007$) value of the PO dimension which the “Kolubara” employees perceive, in comparison to those not employed by the company, can be explained by their direct experience in working within the company where the salary is typically not influenced by the employees’ performance, which is not well received by the competent workers. The high value of PO expresses their desire for social favoring of individuals who are innovative, competent and capable for improving their and the country’s economic standing. This high appreciation of performance parameters can be a good antecedent for entrepreneurship in the future.

The second subsample is not as homogeneous as the first one, since it includes the employees outside of “Kolubara”, but also unemployed, senior citizens and students, i.e., social groups with less opportunity to have direct insight into the transformation of “Kolubara” coal mine. Consequently, those groups might have different perceptions of organizational experience. However, even these respondents gave high values for PO, which means that the social awareness of the society has matured to a great extent about the need for the high level of PO. This societal perception can significantly contribute to conduct faster restructuration and develop entrepreneurship.

In both sub-samples, the values for GE “should be” perception are higher than “as is”, which indicates a favorable trend in the society, which can also affect organizations over time. Statistically significant ($p = .004$) higher values for “should be” GE cultural dimension for the “Kolubara” employees were also obtained in comparison to those not employed by this organization. In the large, state-owned companies, such as “Kolubara”, the most important positions in the organizational hierarchy are occupied by men, mainly because of their political engagement, but also due to the more masculine nature of the workforce in the energy sector. The respondents who

do not work at “Kolubara” do not have the clear understanding of the level of gender inequality in large, state-owned companies, which might explain the lower value of GE “should be” dimension.

Regarding the comparison of AS “should be” dimension, T-test calculations reveal significantly ($p = .015$) lower values for the respondents employed at “Kolubara”. A possible explanation for this result can be that in the large state-owned organizations, a number of employees are assigned to their position not based on their work capabilities but through the support of the political establishment of the ruling party, which is often manifested as assertiveness and seen as injustice by the respondents. The other respondents, who did not experience such negative effects at their workplace, gave slightly higher values for this cultural dimension, focusing more on the positive aspects of AS for developing entrepreneurial activities.

Zhao, Rauch, and Frese (2014) show a strong positive correlation between national cultures with high degree of AS and high entrepreneurial activity. Therefore, it can be derived that the people who do not work at “Kolubara” are more open toward entrepreneurship, which do require high assertiveness for achieving good positions on the market. Organizational changes in big state-owned organizations which would be aimed at developing and pinpointing the positive aspects of assertiveness (e.g., confrontation of ideas) would encourage the employees for embracing AS as more positive dimension, toward enhancing the economic development of the community.

Based on the above results, it can be concluded that H2 is partially confirmed as statistically significant differences were found in the respondents’ perception (“as is”) regarding the following cultural dimensions: PD and GC, while the value aspect of the cultural dimensions (“should be”) is significantly different in the following cultural dimensions: FO, PD, HO, PO, GE, and AS between the two subgroups of the sample.

Conclusion

In the conditions of large corporations, such as “Kolubara” headquartered in rather small communities, such as the town of Lazarevac, there is a significant overlap in the values and perceptions between the organizational and societal cultures. The analysis of the GLOBE research survey on the employees of “Kolubara” and the inhabitants of Lazarevac that are not employed by this organization, revealed significant differences in the perception of the two subgroups, in case of cultural dimensions PD and GC for the “as is” perception, as well as in the “should be” cultural dimensions: FO, PD, HO, PO, GE, and AS. The result points out the differences in the perceptions among the two subgroups, which arise from the differences in the social surrounding and awareness between the one fostered among “Kolubara” employees and those not employed in this organization. This research showcases the applicability of the GLOBE approach to investigate national and organizational cultures, which is particularly important in case of “Kolubara” and similar large, state-owned corporations, to investigate the readiness and likelihood of success for undertaking entrepreneurial activities in tourism.

Practical implications: Because the dimensions of culture can be seen to be important for understanding organizational culture, it would be desirable in the examined region to reduce the index of power distance, increase the index of performance orientation and future orientation, as well as the dimension of assertiveness, since a high index of these dimensions positively influences the development of entrepreneurship. The development of entrepreneurial activities, especially in the tourism sector, is one of the possible directions for the future development of the examined region. Through training programs and workshops with employees of “Kolubara”, it would be

desirable to create an organizational culture in accordance with these dimensions of culture. In addition, dimensions of culture that have a positive impact on the development of entrepreneurial activities and strengthening of the economy could be promoted through various governmental and non-governmental programs.

Research limitations: The research was performed only in one branch of the nationwide EPS company, and it is possible that the results would be different if the research had been conducted on the whole EPS level. In addition, the sub-sample of respondents who are not employed by RB Kolubara could be expanded to include wider participation of different types of entrepreneurs, to obtain a clearer understanding of their perception and values.

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