

THE ORGANIZATION'S CULTURE ANALYSIS

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Keywords: organizational culture, national culture, society culture.

Abstract: In the changing programs of the organizations the role for the human resources manager became essential. Human resources managers are to ones that help the company to estimate the new operation model. They must talk into the managerial team that in order to obtain the support for mentality changing of all employers is necessary transparency regarding the performance of the organization and a good communication base on mutual trust.

The success managers, which are aware of permanent character of the change, must be receptive to NEW, they understand that the efficiency of the company present days but most in the future depends on managers understanding about timing and place where the NEW is promoted.

The article presents how the national culture influence the culture of organizations and what are the terms that must be achieved to built a successful company. It presents also the ways of changing mentalities and, function of the employees, how the organizations could extend the culture in the future.

The main problems that the creators of values and image deal with, the leaders of the society are the capacities to communicate these values and to create between employers a confidence feeling. The value communication it is done in several ways, starting with the company flyers and ending with business meetings or holiday occasions (Christmas, Easter, 8th of March). The confidence of the employers in the company is a little harder to be obtained, being necessary a longer period of time in which the actions must be in accordance with the promoted values. Employers very easy find the groundless nesses and rhetoric, which lead to negative effects that minimize the trust in other members and consuming the most of the personal resources trying to sneak between incompatible tasks.

The employers of the company choose to avoid the anxiety, choose to act following scenes established in advanced, even if the conditions are different and even change has been already done. Is quite hard to listen and to accept opinions the are opposite with yours, to analyze, to get you in accordance with, to find the best solutions that are not yours. Although...the society encourages the free expression of your own opinions, the tolerance regarding others ideas, acceptance of a different way to solve problems. This thing is being done and most of the time leads to very good results. In this society managers deal with "people, between people" and there is very common when the employers are involved in the decisional process. Their ideas prove to be very often priceless because of their status – being directly involved – they can see better what is not working in their activity.

Another problem that must concern the organization is to assure the perfect match between individual culture and the organization culture. The candidates for organization jobs are informed and they are versed in from the beginning of the recruitment

concerning this meaning, because on long term the employers, not only, the employers will loose, but also the company (which will obtain a lower efficiency from an employer that they invested in).

The organizational culture represents a meaning that is not to be left away for society “starting the actions, the behaviors, the perceptions of the individuals”. Encouraging an action, a way to solve a situation in a certain direction, that way is established the same as the conditional reflex discovered by Pavlov.

What is to be done about the organizational aspects, which are not in accordance with organization culture of the society? The psychologist of the society considers that the best is to ignore them, not to react (even negatively).

It is understandable that the individuals can't be a perfect part of the society's culture. Everyone has his own individual particularities. The most important is “per ensemble” that the individual culture to be compatible with the culture of the organization.

From the previous we can draw the following conclusion: the way of leading and working of the managers leads to the apparition of a specific type of organization culture and the organization culture assigns a specific type of leadership and action, therefore a double interdependence.

The jobs with a variety and an identity of the high rank task as well as a grown importance from the society lead to the growing of the motivation. The people that are in those positions perceive that their work is valuable and important for them and the others and help them to be aware of the importance and to understand the mission of the society.

For an employer the culture stands for what to do to inure oneself in the society.

The culture of the society is visible since the moment of employment at the information level received from the co-workers. From the co-workers is to know what is best to be done or not. It is visible in the rules of the society starting with way of communication and ending with the way of addressing to the leaders.

The good culture of the organization is discovered after your feeling about going to work. If can't wait the morning to go to work it means that you are fit with the organization and its culture. This doesn't mean that if don't like it you don't go to work.

Until you don't estimate the performance you can't have an opinion or to feel if the culture is reflected in the total amount of the company. If the organization culture is estimate by scientific instruments you can connect it with the total amount.

If the company has good financial results doesn't have to take care of the culture, but depends as good as you want to be. For a good organization culture you must invest in her formation and support.

The people, but managers most, are more sensitive at what they have to loose than what they have to win.

If you change or take care of development of the organization culture you can have a grown of the benefit with more or less 20 % per year. If you don't do any thing you loose them.

The firms that have pressure from the stockholders in order to obtain performances, the ones in which the manager feels threat that he will get fired if he won't get performances or the ones which want to get benefit on short term are busy with supporting the culture.

The enlarged degree of the autonomy in work offers empirical knowledge to the responsibility, affecting reaching of goals and the realizations of the performances required by the job.

The characteristic of the society is the organization culture of progress due to the company personnel is capable to easily be mobilized, regarding the realization of the established goals; the employer's values are very tight with concepts like: action, change, development, etc.

In this world of quickly changes and sometimes radicals is impossible to withstand without adapting, you and the company that you are running. Even if the legislation changes or the technology or the system of values. There are so many things moving! Do you want to follow up?

The society is in a continuous change by the integration of the permanent learning in the organization culture, learning that leads to the obtaining of important competitive advantages.

Learning is the way of operating for all the members of the organization, no matter the age or rank. This psychology adopted by the company may guarantee the success of the organizational change.

The organization extends continuously the capacity to create its own future without resuming only to survival. Learning for survival known most frequently as "*the adaptive learning*" important and necessary, is connected with the generative learning which develop in substantial way our capacity to create. Therefore the learning and the improvement have as a purpose the orientation to innovation, to find various and creative solution and the anticipate preparing of the answers to stimulus.

Einstein's affirmation "the curiosity is more important than knowledge" is very relevant for the success of the society.

In the human freedom era, of the responsibility and the brainpower it is passed from a pyramidal way of managing to a dynamic management partitioned, of the teamwork, of horizontal organizations. It is done an effort within the company for the rediscover and revival of the capacity and the joy of learning of the organization members, so the learning to become the change background.

The society creates a culture of generative learning in order to adapt fast enough to the evolution of the environment that operates in. The complex problems that the company deals with are effect of multiple causes. The people learn to solve them by themselves, to be aware that in their power of learning, of developing the capacities, unique and characteristic that they have, to find many answers. A linear way of thinking, from top to bottom, leads to errors because it is lost from sight general idea of causes, which provoked the undesirable effect. The one who deals with the problem everyday sees it in a way and there is another way to perceive the problem at a higher level. Most of the time the manager's resistance in front of subordinate's ideas mirrors the intolerance in front of different ideas, the disagreement of the truth or the fear of coming up with a better solution. The society has its own strong culture, mature and better defined, affecting the employers, so a direct and immediate impact over the effective economics performances. The organizational culture is a unique combination of factors which characterizes the organization and the way that the activities are structured, human relations and the relation with third party. From the dressing way of the employers (even if is not the official uniform), to the way that the conflicts are administrated, everything wars the print of a unitary strategy which has the role of homogenizing some behaviors and results (the positive ones) and to discourage another ones. The society is a mature organization, where the culture is fact, acting from the beginning as a role model even in this situation, the organizational culture defines its self continuously by minor adjusting. The organizational culture is a binding material, a

motivational factor and with educational and formative valences. The company develops itself, has more and more employers and takes care of a general frame of work favorable to personal and professional development. The organizational culture makes the employers to act in specific way, to respect implicit and natural certain standards and convinced to become the sustainers of a certain way of acting.

The society culture is based on more components like the company's values, company's mission, defining symbols, current standards and practices, history, founders and the existing "mythology". For example the rights and obligations of the employers, internal communication, and the way that management defines its decisions, the degree of intern formalism, personnel politics or the level of creativity, all are part of organizational culture. The most visible component of a mature culture is the symbol. Even the building architecture, the way of realizing the interior design, the representative colors, the company sigle and logo, all are symbols that come to make identities. The society has a culture like the team type, in which what matters is everybody's participation in collective effort, for the common good and which turns to good the creativity and the communication. More than company's visible symbols, which of course have commercial value of brand identification, the organizational culture, but is palpable and has profound implications?

All of these aspects are representatives, inclusive under economic rapport. The relation between the organization culture and the economic performances materializes for example by motivation (grown effort and maxim efficiency), loyalty (small fluctuation) or creativity (innovating solutions, surprising opportunities). This is why is important, like a regular medical control, for the society to pass through a process of periodic diagnosis that brings up what is good and what is not good at one time, inclusive from organizational culture perspective.

Something hard to quantified and measures something almost neither invisible, neither less real nor concrete, like business mentality might mean the difference between a successful company and one without any chance.

The differences between cultural values result from the variety of management practices, from the behaviors of the society's actors.

The national culture is the base of the organizational culture, with implications over the management.

The society success in the grown of all developed activities depends of the ability of managers to develop human relations, to recognize and to estimate individuals and characteristic talents, to give every employer the occasion to reach his own higher potential, to develop and to educate continuously the organization personnel.

The requirements of management standards from ISO 9000 family, due to, it is configured in the organization a quality system management, doesn't contain in an explicit way cultural mentions. By all means, no matter the organization, the projection and the implementation of a quality system management does a directly conditioned process by organizational culture nature, by cultural element already exist at the beginning of the process, by its flexibility to integrate new values and standards specific for the quality.

The managers of the company of the society should built and run a culture that reflects the mission and helps it adjusting its role on the market.

The company values are more important on the market than effective conditions. More than the real position in front of the competition counts the employer's believe in success, more than financial resources count the vision and the courage of assuming it.

A company is characterized by a different culture than none of the competition manages to build, a culture perfectly understood by its employers, the pride of being a part of the company. Today this culture is the result of an efficient management team, which proposes to develop and create values. There is a positive relationship between the culture of a company and its economical performance. The relationship is sustained by committing, high moral, state of spirit, productivity, emotional stability, and professional satisfaction.

The company will not be able to resist to long by remaining unchanged, it is necessary for the company to continuously change the culture.

The society has no choice between changing or not, but how to change and adapt for survival and then how to organize itself to be efficient. The necessary measurements for the growth of the company (like personnel disposal, cost control or advanced systems of quality management) will not produce expected results if they don't succeed a change of mentality and organizational culture level. So if the society will look up at these solutions as techniques or methods enough, will not have success if at the same time can't be possible the creation of another organizational culture.

The dependency of society's efficiency of culture could be demonstrated by maintaining the values constant, the mission, the objectives, the orientations and the climate, despite implementation of a complete set of new procedures the society tend to return to the situation before procedures' implementation. Any major change must start by projecting organizational culture otherwise the changes stay superficial and create frustration and unfitting. More precisely it is stipulated that because the society must change in order to resist to the new international relations, as a fact the society must start to reconsider its own organizational culture.

As a conclusion, at the primary list of success company must be added another one: a success society is that society that doesn't have only an organizational culture of its own and different, but predicted also specific mechanisms for adapting at way of present changes.

The Human Resources strategy, as a part of general strategy of the society, has as objective the assurance of an optimal structure of the working power, necessary to realization of the programmed growth of the production and the total amount.

Human personality, at one side, and their need to be lead, organized and coordinate, on the other side, means to poles between is situated the manager. An efficient management means "the administration of the change permanently".

Only by human element the manager can provoke the change and considering this reason the initial structure of the organization strategy is the one regarding human Resources.

The actual situation of the companies in Romania is rather modest in this matter. A multitude of factors stand at the base of this fact: the difficulties of the transition at this economic level, the abundance of unemployment, the low cost of manual labor, the lack of financial resources for investments and others.

In the changing programs of the organizations the role for the human resources manager became essential. Human resources managers are to ones that help the company to estimate the new operation model. They must talk into the managerial team that in order to obtain the support for mentality changing of all employers is necessary transparency regarding the performance of the organization and a good communication base on mutual trust.

The success managers, which are aware of permanent character of the change, must be receptive to NEW, they understand that the efficiency of the company present days but most in the future depends on managers understanding about timing and place where the NEW is promoted.

Sometime the behavior of managers in front of the new is influenced by the unknown of the implications, by the hurry to “get rid of” the problem or the necessity of defense against “informational bombing”.

Unfortunately, in society managers concern especially in production activity, pursuing the profit and less the others, taking no care of the essential factor that conditions everything – the human being.

The internal motivation of the change is what the society desires, to become from a company orientated to technology a company orientated to people.

The major changes look upon especially the technology. After that is necessary to learn and to use the new technology, the implementation of the soft, and not the last, changing the way of thinking of the people. Everyone should change not only the ones from executive levels.

The biggest change that that could take place in the company is that to make the people to look into the future, to have ideas, to become more open minded, more active.

Another change regards the setting up of a more open culture, which can get ride of any way of stiffness. ”How can I change the work that I am doing, how can I make it better?

The process ends when at all levels, all the people in the organization can assume the responsibility that results from their own place of work.

People should enjoy their work, should be more determined and responsible for what they do.

The difficulty in the changing process is to make people to see where they are situated in the organizational architecture, to become aware of what they represents.

In the culture that must be changed you are punished when you make mistakes. If you apply sanctions, is not enough. The change involves an environment in which people can make mistakes. Because you can't improve something if you don't admit your mistakes, especially in management, where the mistakes weight more than elsewhere.

The way of thinking must be changed.

You can transform some people, but there are needed, no doubt, new people, which can understand the meaning of the concept to do new things in the company and on the other side there are needed people who care about society for a long time from now on.

There should be systematic promoted occupation of the company's positions by students, MA's students or fresh graduate, in order to be kept a real connection between a generation of specialists and another one.

The change means also to analyze and to transform some systems and organizational process, discover formation and company people's training for these position and new defined responsibilities.

Either means responsibility in supervising or department coordination, either process design, either to have project initiative, the change would translate concrete in credit and support, formation and training for success.

There should be presented the image for what the society stands for in the present days and where it desirable to be in the future; what are the commitments taken; what they stand for; how important it is the quality of work for everyone and what is there to

communicate outside and how important is what every company's employees says to the family or the next door people.

There should exist discussions in every group of training and every participant should answer the question: "What does it mean for you to worry, to care, to share the same values?"

The free talking, presented in terms absolutely simple and accessible, would lead to the apparition of the company's values, promoted in time: care, integrity, implication, respect, innovation and share. These are concepts that are transformed in behaviors.

In the society managers in general, less analyzes the problems regarding human resources. These, most of the time, are the cancellation of a collective work contract. It is not taken care of the existence of the competence between people who contribute equally to the professional competence, to the growth of working efficiency in the organization.

In this way, for existing and constantly developing, the society must use the ensemble of its own messages regarding the building of a real territory of its identity and personality. The basis of this territory has their origin in its culture.

And, as general rule, it is to remember that "in a company everything communicates; every communication expression must be considered as a vital element of identity and personality of the company".

It is recommended to be done the analysis of the society's culture once a year by a specialized firm, at the beginning, but in time is better to form and to develop intern consultant. From time to time, it is recommended to call out for an extern consultant.

Because, finally, depending on its own employers, the company "impales" ***the culture to and in the future.***

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