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**Considerations Regarding the Management
of Organizational Culture**

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Abstract

To understand people's behaviour in the workplace, we need to find a balance between understanding people and understanding the complexity of the social situations in which they operate. Each of us has certain opinions about the people around us. These opinions were formed by interacting with these people. Organizations have cultures, just as people have personalities. Organizational behaviour is a product of the interaction between individual and organizational factors, between individual needs and social conventions, between doing what is in our own interest and doing what is allowed. Culture is the core of the entire organizational network. It influences and is influenced by strategy, structure, system, staff and skills. It is also the identifying element of a new organization. All organizations have their own individualized culture. Organizational culture represents the personality of the organization, the way it works. Organizational culture was created over time, being influenced by history, by the permanent relationships with society and its people. Culture has become an important element for economic and business development, it represents the individualization of a group within the organization, bearing characteristics of national culture, its members being the result of specific cultural stereotypes. The increase of investments outside the country of origin, the mergers of companies from different geographical areas, and the globalization of organizations highlighted the importance of cultural differences at the organizational level. The main purpose of the article is to evaluate the organizational cultures practiced by modern organizations in Romania on the basis of measurable variables.

Keywords: organizational culture, organizations, behaviour, management, models.

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1. Introduction

Organizational culture management refers to everything that means collective standards of thinking, attitudes, values, beliefs, norms and habits that exist in an organization. In the cultural component we can distinguish some visible elements such as: behaviours and common language, rituals and symbols, but mostly we have less visible components: perceptions and representations about what is "value" in the organization, myths, empirical standards about what it means to work well and behave correctly. Organizational culture is formed due to repeated interactions between members of the organization, sharing the beliefs and values of the individuals that make it up, although there are strong modelling factors that characterize it, such as: leadership style and decision-making, level of formalism, organizational structure, policies and most systems that provide value and support to a certain type of work and a certain type of behaviour. A strong organizational culture would be one in which there is a strong alignment with the values and principles of the organization, i.e., in which the principles and values of employees coincide with those of the institution in which they work. An organization with such a culture does not need control systems and bureaucratic systems. The management of the organizational culture must be approached in a dynamic perspective that facilitates the highlighting of partial or total changes. Culture change is a complex and long-lasting process, with profound implications for all human resources. Sometimes change is impossible without removing members of the organization who want to fully maintain its original culture. Any change in the organizational culture requires, beforehand, an audit of it, respectively an evaluation of the intensity of manifestation in the organization of the cultural components and the identification of the ways of action in order to modify and / or consolidate the initial organizational culture. Organizational culture is important because it helps organizational management, strategic planning, changing the mentality, but also the active involvement of employees. In fact, the organization hires people who fit their culture: employees who frequently move away from the organizational culture are eliminated. Organizational culture, like social culture, operates at deep levels of human beliefs, expectations, and values. These are manifested in behaviours, rituals and symbols and form the support for most behaviour patterns that exist in the organization.

Organizational culture management is a dynamic phenomenon that surrounds us all the time, being constantly played and created by our interactions with others and shaped by leadership behaviour, establishing structures, routines, rules and norms that lead to behavioural constraints. The purpose of the article is to try to clarify how managers perceive the main models of organizational culture.

2. Problem Statement

Beginning in the 1970s, organizational research began to use cultural concepts in the analysis of organizational behaviour. An increasing number of researchers, business people and the media have begun to focus on the concept of organizational

culture management, a series of studies highlighting a wide variety of relationships between organizational culture and the results or functions of the organization (Davey & Gillian, 2001). Thus, personal productivity, the financial results of the organization, strategic planning and implementation of strategies, recruitment and selection processes, innovation are related to organizational culture (Fayol, 2005). The management of organizational culture is a complex of behaviours, practices and value systems that ensure and govern the cohesion of its members. The foundations of organizational culture lie in the national culture because the rules, norms, values found in an organization have their origin in the rules, norms and values promoted at the level of national culture (Martin, 2002). The importance of studying the management of organizational culture is given by the practical valences of this tool used, more and more often, in enhancing the company's performance (Dye, 2020). Diagnosing the dimensions of organizational culture allows the observation of human behaviour in the organization and highlighting the realities of the organization relevant to its functioning (Coyle, 2018). Culture can contribute both to adaptation to the external environment, but also to the need for internal integration through the adherence of all staff to the strategic objectives of the organization, the cohesion of working groups being vital for the efficient functioning of the organization (Bashforth, 2019). An organization is characterized by a system of values that make up its *cultural profile* (Quinn, 2015). Each organization is founded to achieve a certain goal, human action being oriented towards a well-defined goal. Goals have priority over the other components of the organization, because it by addressing them that the structure of the organization is designed (Kegan & Lahey, 2016). They are considered the foundation of work activities, of the responsibilities associated with concrete work tasks, respectively (Hofstede, 2001). Organizations can achieve their goals only under the conditions of respecting the functional and structural order, which is a factor of its stability (Schein, 2004). The order in the organization is ensured by the work behaviour of the employees, by the observance of the work discipline, by the conscientiousness of the staff, by the sense of responsibility for the accomplishment of the tasks. Discipline, responsibility, stability are values that characterize the conservative aspect of organizational activity (Connors & Smith, 2011).

In the specialized literature related to modern management, several types of organizational culture have been identified:

1) *The Task Type culture* that develops in companies where the organization is seen as a network of tasks that are distributed in relation to the potential of individuals. There is a team culture, in which professional qualities and skills matter more than functions. Respect is based on these skills and less on age and hierarchical position. Management is flexible and stimulating so that employees and management come to have common values and goals, and the feeling of *together* is paramount in any action taken. Organizations are adapting quickly to change (McCord, 2018).

2) *Organizational culture Type Power* is highlighted by the centralization of power, leadership and control. It is specific for this type of culture to know very well the work tasks, the employees being responsible, and the hierarchy being a clearly

respected and established one. It stands out for its adaptability to change. Management is power-oriented, and the idea of efficiency is dominant (Besner, 2020).

3) *Role Type Culture* is present in organizations where the work environment wants to be extremely rigorous, organized to the last detail and extremely formalized. The procedures are the ones that will permanently govern the activity of the employees and the management. It is reluctant to the changes that take place in the environment in which it works (Lee Yohn, 2018).

4) *Person Type culture* is characterized by individualism. The interests of the individual are above all, which is the central point of the organization. Managers are seen as good leaders, with negotiation skills to coordinate activities (Grieser, 2019).

The regulatory function performed by the organizational culture contains both formal and informal laws, which indicate how one should behave in the work process. The management of the organizational culture is determined by a series of factors of an endogenous and exogenous nature to the organization that make their mark on the organizational characteristics.

3. Aim of the Research

The main purpose of the research is to identify the application of the main models of organizational culture practiced by managers of organizations from Romania. Analysing the organizations subject to the research study, several models were highlighted that provide a framework for a deeper analysis of the concept of organizational culture:

C1-culture of "Task" - is geared towards professional tasks. The corresponding structure can be represented by a rectangular network, the influence being located in nodes. The emphasis is on the execution of the task, seeking to ensure all the appropriate resources and the right people for each level of the organization, who are then left to do their best.

C2-culture of "Person" - in this culture, the individual is a central point. Its purpose is to serve and help its members, promoting their own interests, without any global goal.

C3-Culture "Power" - is common in small organizations, in some commercial and financial companies, as well as in some unions, political organizations and pressure groups with a single orientation.

C4-Culture of role "Role" - is typical of the classical, formal organization, better known by the concept of bureaucracy and can be represented graphically by a temple. This type of organization is characterized by strong specialized or functional sectors. There is a high degree of formalization and standardization, the activity of the functional sectors and the interaction between them being controlled by rules and procedures, by defining the positions and the authority conferred to them, the way of communication and by regulating the disputes between the functional sectors.

The objectives of the research are:

1. Analysing the implementation of organizational culture management;
2. Analysing the perception of managers regarding the main types of organizational culture;
3. Establishing the importance of each type of organizational culture.

The following hypotheses have been formulated to underlie the scientific research:

H 1: Culture of "Role" is the most used by managers;

H 2: Ultimately, managers take into account Culture type "Power";

H 3: The field of IT activity gives the greatest importance to the management of organizational culture.

After establishing the objectives as well as the hypotheses underlying the scientific research study, the research plan was designed, which included the following stages:

Step 1 - Establishing the research community: managers from Romania, internet users who understand the organizational culture activities.

Step 2 - Identification of the facility survey, i.e., the managers of companies in four areas: automotive, IT, energy, food - they perceive organizational culture activities.

Step 3 - Elaboration of the questionnaire: the instrument that was the basis of the article and which was used to survey the opinion of managers on organizational culture, is the online questionnaire, the method of data collection was an online survey conducted on the web, thus allowing the analysis and explanation of causal relationships between variables.

To test the hypotheses, the questionnaire was divided into five sections:

1. Demographic characteristics;
2. Elements that define the organizational culture of the "Task" type;
3. Elements that define the organizational culture of "Person" type;
4. Elements that define the organizational culture type "Power";
5. Elements that define the organizational culture of "Role" type.

A number of 628 valid questionnaires were obtained, which allows us to use a large number of statistical techniques to analyse the data collected. As both the time and the interview materials and operators traditionally used in the surveys are quite expensive, a modern method of applying the questionnaire was used, namely its online design and application using the Google Forms application.

Step 4 - Determination of the sampling method: simple random sampling was used. Subjects who were the subject of the scientific research study were selected based on two criteria: availability and accessibility.

Step 5 - Exploratory quantitative analysis: data collection was carried out between October 2020 and January 2021, using the questionnaire, a quantitatively structured research tool. The duration of completing the questionnaire was about 20 minutes.

The main purpose of this stage was to outline, with the information generated by the questionnaire, as well as with other information obtained from secondary

sources, the realistic image of the managers' behaviour towards the organizational culture.

4. Research Methods

We conducted a research based on 2 types of questionnaires: one on organizational culture from the perspective of employees with executive positions, and the second on organizational culture from the perspective of management. The questionnaire applied was a mixed one, including both open and closed questions and control questions. It also includes: dichotomous questions (with Yes or No answers), open-ended questions that allow answers of unspecified length, questions with choice answers, named and semi-open (a limited number of specified answers), semantic questions in scale, called and questions with answers ranked in ranks (Likert scale - through which the preferences of individuals can be tested gradually). The obtained results were recorded, stored and structured, obtaining the database necessary for the analysis. The recorded data were subjected to adjustment, grouping, aggregation and coding operations for easier processing, analysis and interpretation. Thus, a database was created that could be used electronically.

In the modelled socio-economic universe, the problems of assisting the economic decision are generated by multicriteria decision-making processes that we used in the study of the research of the *maximum utility method* (Morgan, 2020). Modelling seeks to make the most of the information base scientifically, and the procedures for imitating the rational mode of decision-making are, in more or less elaborate forms, the conceptual essence of models. The steps of the global utility method are as follows (Morgan, 2020):

Step 1. Build the utility matrix with the elements, $i = 1, \dots, r$ and $j = 1, \dots, n$. (1)

Each element of the matrix is calculated for the maximum criterion with the expression:

$$x_{ij} = u_{ij} = \frac{x_{ij} - x_{i \min}}{x_{i \max} - x_{i \min}} \quad (2)$$

and for each minimum criterion with the expression:

$$x_{ij} = u_{ij} = \frac{x_{i \max} - x_{ij}}{x_{i \max} - x_{i \min}} \quad (3)$$

where:

x_{ij} = the value of indicator i associated with indicator j ;

$x_{i \max}$ = the minimum value of indicator i ;

$x_{i \min}$ = the maximum value of the indicator i .

Step 2. Calculate the overall utility for each project as the sum of the products in the element of the utility matrix (the column vector corresponding to the project) and the important coefficient given for each indicator.

$$UG_j = \sum_{i=1}^r \alpha_i u_{ij}, \text{ where } \sum_{i=1}^r \alpha_i = 1 \tag{4}$$

Step 3. Choose the project that corresponds to the maximum global utility.

$$\max\{UG_j\} \Rightarrow V_j \quad j = 1, \dots, n \tag{5}$$

For the division of some decision V_i variants (n variant) are considered, and for the selection of the best one offered by simultaneously considering several criteria of appreciation ($C_j, j = 1, \dots, n$) and the global utility. Finding the best combination of attributes (characteristics of a variant) forms the object of the multi-attribute problem (Morgan, 2020). This involves the transformation of all numerical values a_{ij} (expressed in associated units of measure) and qualitative characteristics into utilities u_{ij} , i.e., numerical values (adimensional) located in the interval $[0, 1]$. The basic assumption in the correct function of the weighted sum method is the independence of the criteria. The largest of the synthesis utilities indicates the best option (Morgan, 2020).

5. Findings

Table 1 presents the informational basis of the study, respectively the share of importance that managers give to each model of organizational culture.

Table 1. The importance of organizational culture

MODEL OF ORGANIZATIONAL CULTURE	FIELD OF ACTIVITY			
	IT % (v1)	AUTOMOTIVE % (v2)	ENERGY % (v3)	FOOD % (v4)
C ₁ - Culture of "Task"	16.45	22.35	27.50	12.50
C ₂ - Culture of "Person"	10.55	15.15	11.90	23.61
C ₃ - Culture "Power"	8.90	13.25	9.80	10.54
C ₄ - Culture of role "Role"	23.45	16.00	11.82	23.55

Source: Developed by the authors based on the collected data.

The results indicate that the manager takes into account the first **C4 - Culture of the "Role"** type in which people are selected according to the satisfactory fulfilment of their role, personal power is not accepted and the professional power of the expert is tolerated properly, rules and procedures are major methods of influence. For the individual, the role culture offers security and a favourable opportunity to acquire professional specializations. But it is dissatisfying for ambitious, power-oriented people who want to exercise control over their own work or who are more interested in results than methods. Thus we can say that *Hypothesis 1 is validated*. Ultimately, managers take into account **C3 - Culture type "Power"** (figure 1) - control is exercised mainly through specially chosen key people, according to a limited number of rules; decisions are made more as an effect of the balance of influences, than on a procedural or purely logical basis. *Hypothesis 2 is also validated*.

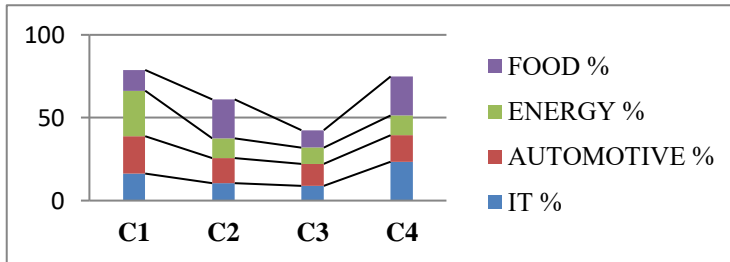


Figure 1. The share of organizational culture models
 Source: Developed by the authors based on the collected data.

Going through the calculation algorithm involved:
 Step 1 - Building the unit matrix with the elements x_{ij} (Figure 2).

$$\begin{bmatrix} 0,26 & 0,66 & 1,00 & 0,00 \\ 1,00 & 0,65 & 0,90 & 0,00 \\ 0,00 & 1,00 & 0,21 & 0,38 \\ 0,99 & 0,36 & 0,00 & 1,00 \end{bmatrix}$$

Figure 2. Matrix of units
 Source: Developed by the authors based on the collected data.

Step 2 - Calculation of global utilities for each organization (Table 2):

Table 2. Results of the calculation of global units

GLOBAL UTILITY	RESULT
IT	2.25
AUTOMOTIVE	2.66
ENERGY	2.10
FOOD	1.38

Source: Developed by the authors based on the collected data.

Step 3 - From Table 2 it is observed by the calculation of global utilities, the highest global utility of companies is in the field of AUTOMOTIVE - so we can say that *Hypothesis 3 has not been validated*. Therefore, following the application of the algorithm for calculating the maximum global utilities method, it can be concluded that the organization in the field of AUTOMOTIVE has best assessed the importance of organizational culture management.

Thus we can conclude that the differentiation between types of cultures is given by factors such as: organization strategy, how decision makers are perceived, how successes and failures are appreciated, how each member's duties are perceived, how they implemented and respected the procedures and how cultural differences are implemented and accepted at the level of the organization.

6. Conclusions

From a theoretical point of view, the results obtained offer a perspective on the perceptions of managers regarding the management of the organizational culture developed by the companies that carry out their activity on the Romanian territory.

Regarding the contribution to the literature, we consider that it has the merit of developing the main models of organizational culture, as follows:

1) *Culture of "Task"* is best suited to current trends of change and adaptation, individual freedom, and low social differences, but it cannot be appropriate to all circumstances. The manager of a "task" culture must be flexible and confident in their ability to act in an unstable and probably short-lived atmosphere. They should expect to be judged on the results and enjoy coordinating the work of colleagues who may be more expert than the manager itself in accomplishing various aspects of the task. Each team member expects some control over their own work. It is considered to be the favourite culture of most middle managers. The "task" culture depends on the mobilization of the whole group, in order to improve efficiency, as well as on the identification of the individual with the objectives of the organization. As such, this is a team culture in which the group's results are ahead of individual goals and of most divergences between positions and styles.

2) *Culture of "Person"* is a rare type of culture. In this type, individual culture is the central point, the organization being subordinated to individual interests. It can only exist where there is no global goal.

3) *Culture type "Power"* organizations with this type of culture can respond quickly to the evolution of events, they strongly depend on the decisions of those at the centre to ensure success. Performance is appreciated by results. The atmosphere in these cultures may seem harsh, being successful is accompanied by low morale and a pronounced fluctuation of the workforce due to individual failures or leaving this competitive framework. These crops can be as effective as they are unpleasant. The management and control is performed centrally through the key people chosen based on a limited number of rules and procedures and often the control is exercised by the central figure through "convocations" at the centre.

4) *Culture of role "Role"* seems to satisfy managers who like security and predictability, who want to be successful in fulfilling their role rather than making amazing personal contributions, and who are more interested in becoming more expert in applying accepted methodology than to improve their personal results. This culture is found in large organizations with a well-defined structure, which have specialized structures in different fields, within which differentiated subcultures appear. This type of culture is based on logic and reason, its activity being carried out based on numerous procedures. In this type of organization, the role is more important than the person holding the job.

If we intend to establish the limits identified at the level of the research study, we must highlight the dynamics of the changes that take place in the analysed fields of activity. The empirical research on organizational cultures was limited by the willingness of the subjects to respond in the allotted time, although it took place at national level, with interviews of both employees with executive and management

positions within the territorial units and those within the central units.. Limitations arise also due to the fact that the questions were considered uncomfortable, such as those regarding the perception of managers to whom they are directly subordinated. All these limitations identified in the development of the scientific approach can be transformed into perspectives for future research. This study on organizational culture can be the starting point of future research on the concept of change, by creating statistical models to be tested for both employees with management functions as well as those with executive functions. Any future research on organizational culture must take into account the interdisciplinary nature of this concept and the specificities of foreign cultures that interact with the local culture.

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