

THE ORGANIZATIONAL AND THE MANAGEMENT CULTURE

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Abstract

At the micro-level, the influence of the human on his activity is familiar to all of us. Whether we talk about a personal a group or a work activity the personal values, principles and energy affect one way or another, the results of the activity. At the end the results hold within something from us. At the higher level, in an organization for example, the situation is pretty much the same, except that the members adhere to a specific set of values and principles (stated by the founders), which will impact the performances and the results targeted by the organization.

Key words: (maximum 6): the leader, the organizational culture, the management culture, values, principles.

INTRODUCTION

We begin with the idea that the organization and the organizational management are highly influenced by the organizational culture. The success of the organization relates to three factors: the organizational culture, the leadership and the power.

A strong culture, with clear and well-defined values, together with the members' principles, values and expectations ensure the premises of the collective identity configuration and the organization performances.

The organizational culture can be tackled from a generous perspective of the successful organizational culture, which brings many challenges to the managers and the members of the organization.

The organizational culture is "more than a plan which needs to be fulfilled, it is <<a way of life>>" (Dygert, C., Jacobs, R., 2006, p.21) therefore it is justified the interest for identifying the implication level of the members to the organizational life and the willingness to assume consciously and motivated the elements of the organizational cultural identity, values, directions and goals.

How can we achieve this? Through the analysis of the organizational culture together with managerial culture as their synergy generates benefits for the life and the evolution of the organization.

MATERIAL AND METHOD

While researching the specific studies and the literatures we used the heuristic method combined with the transfer of concept method to obtain the results and the conclusions of the conducted research presented in this study.

RESULTS AND DISCUSSION

As a concept the organizational culture derives from the analysis of the social situations, and the sociologists and the social psychologists consider the organizational culture as a fundamental element, the system which generates the behavioral models for connecting the human communities to the environment.

The concern for defining the organizational culture and its elements has conducted different specialists to conduct diverse studies. One of them is W. Ouchi, who in his paper "Theory Z: How American Business Can Meet the Japanese Challenge" (1981. P.41) defines the culture as "a set of symbols, ceremonies and myths, which communicates the beliefs and basic values of an organization and its members".

"The organizational culture represents a set of symbols, principles and learning behavior models, generated and recreated by the people who dedicate their energy and work to the life of an organization. It is expressed by the work planning of the organization, by the manifestations built-in of the culture and by services produced by the organization". (Strati A., Organizational Culture, Berlin-New York, 1992, p. 578)

E. Schein (1992) considers the organizational culture as "a system of material elements, values, norms and beliefs, shared by the members of a group, while Al. Puiu (2004) defines it as "a structured set of material and spiritual results of an organization which integrates a system of values and principles which is developed and passed on systematically among the entity members and outside the entity".

In the view of Hofstede G., the organizational culture can be defined as "a collective mental programming, which differentiates the members of an organization by the members of another".

In the study "Search of Excellence", Th. J. Peters and H. Waterman defined the organizational culture as "a dominant and coherent set of values cherished by the organization members and induced through symbols" (apud Gănescu, 2011, p. 17).

Sustained by the analysis of some certain situation, the authors demonstrated that there is a determination link between the dimensions of the organizational culture and performances.

There are 8 characteristics of the performant organizations:

- The unity of action and decision making;
- The openness towards the client, the ensures of the quality and viability;
- The atmosphere which encourages the creative thinking and the innovation;
- The respect and the focusing on the contribution of each employee;
- The maintenance of the basic philosophy of the company;
- The activation in the fields and business familiar to the management of the organization;
- The maintenance at the minimum of the number of top management functions.

It is considered that “the top performers create a large and shared culture, a coherent frame, where the people search for a proper adaptation. Their ability to obtain extraordinary contributions from a large number of people transforms into the ability to create a sense of a high goal. This kind of goals comes from the love of their products, from providing services of high quality and from respecting the innovation and the contribution of all.” (Ionescu Gh. Gh., Toma A., 2001, p. 178)

Th. J. Peters and R.H. Waterman show that the organizations which have their culture focused primarily on the internal politics and not on their products or human resource have lower performances.

Taking into account the level of the organizational culture, its components are diverse and of different nature: spiritual, behavioral and material. The formal and informal philosophy completes the inventory of these components.

Table1

The levels and the components of the culture

The culture level	Specific elements	Methods and instruments
The visible artefacts	The ceremonies; The rituals; The manners; The myths; The legends, stories; The heroes of the organizations; The language and the symbols ; The official documents; The office layout.	The discussion; The interview; The observation; The documents analysis; The group discussions.
The values level	The values, beliefs; The employees' perception regarding the different types of culture: the type of power, role,	The group discussions; The Handy and Harrison questionnaire The list of values.

	tasks, person.	
The basic principles level	The values of maximum profoundness which compile a stable pattern which is the basis for the most of the manifestations.	The group discussions.

Source: Bigas A., 2001, p. 69

The most important factors with influence on the organizational culture are of internal and external nature: the influence of a dominant leader (or the founder), the tradition and the history, the employees' expectations, the characteristics of the labor force, the evaluation and motivation system, the informational technique.



Fig.1. The factors which influence the organizational culture

As our analysis refers to the link between the organizational culture and the management culture we will take a look at the first factor, the influence of a dominant leader.

As a result of the authority that the manager holds, he is in a dominant position which gives him the possibility to influence each member of the organization, which affects by default the managerial and the organizational. Therefore, the leadership and the culture are in an interdependent relationship: the leader of the organization initiates a series of work processes which configures a work culture according to his plans and visions. In this way, he establishes a group, to share his ideas, vision, who will develop and a learning process in the organization will take place. The cultural elements which correspond to his plan, initiatives and strategies will shed to light. For the organizational members as well as for its partners, the leader will have to offer the viable managerial behavior. He will resonate to his collaborators; will use his persuasive capacity which is based on the promoted set of values, attitudes and behavioral models assumed within the organization. It is important to emphasize that in the implementation

process of his actions and visions, a strategic place is taken by the supporting coalition.

The management and the leadership are two complementary possibilities of actions. They need to take into account the two important components of the organizational process:

- The soft component, which refers to the range of ideas, values and principles, emotions and beliefs of the organization members;
- The hard component, which translates into the range of instruments, procedures, normative and structures which are active at the organization level. These components need to be included in the manager's responsibilities, as the organization to be treated as a whole, as a set of synergetic elements.

The managerial culture includes:

1. General and specific managerial knowledge;
2. Competencies and abilities for applying the managerial knowledge;
3. The Manager profile (the personality, the managerial style, the managerial creativity).

The managerial culture is configured in the context of the elaboration and implementation of a modelling mechanism of the exogenous and endogenous variables, which have incidence on the organization. The roles of the managerial culture consist of:

- The insurance of the conditions and premises for leveraging the performances of the organization;
- The modelling of the internal and external factors, which affect the organization;
- The insurance of an adequate frame for the organizational development;
- The support for the managerial vision and the status of the manager who holds the position of CEO;
- The trigger effect for the implementation of the changing process and the development of the organization, with regards to the openness of the manager for these two.

CONCLUSIONS

Without advocating for a specific organizational model, which is capable to ensure the success of the organization, we can state that there are universal values, or at least regularly found and assumed by the organizations. The universal cultural values need to be integrated in the organizational culture, together with those specific of the organizational culture.

This integration is achieved in the context where the managers balance the manifestation of the flexibility and the continuity insurance in the value flow of the organization.

Therefore, the organizational culture can play the role of an active factor in the achievement of the organization performances, but this means that the organization has configured an open management system of cultural general and specific values.

In a future study we will analyze some models of organizations, such as the organization based on the knowledge and the innovative organization, as they develop a specific management system, which create value in a dynamic and competitive society.

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