THE CULTURE AND HER INFLUENCE OVER THE ORGANIZATION

Senior lect. Tureac Cornelia Elena, Ph. D, Reader Turtureanu Gabriela Anca, Ph. D

University Danubius Galatzi

Abstract:
Knowing the organizational culture functions are constituting the base of notification and capitalization of the major importance which this one is having for every company, indifferently of his domain of activity, dimension, economic potential or belonging to a certain national culture. The importance of the organizational culture is consisting just from her functions, this importance manifesting trough some concrete elements the company level and not merely. The organizational culture is allowing the identification and description of some numerous situations and real facts, of human nature form the company life with major implications over the development and the activity results, which they weren't taked in consideration in managerial classic landing. This explains why the elements referring at the organizational culture were very fast accepted by numerous company managers from the developed countries.

1. THE FUNCTIONS AND THE IMPORTANCE OF THE ORGANIZATIONAL CULTURE

The necessity and importance of studying the organizational cultures is deriving just from these functions. In general, is appreciating that the organizational culture is carrying out four principal functions, to those being possible to be added and others depending on the nature and the particularizations of the organization. Those functions are:

1. The function of integration of the employees from the company. During this process the organizational culture can play a deciding role, if we are having in view that the integration of the employees is a continuous process which is not resuming at just the new employees. Is necessary a permanent maintenance of the integration cultural-organizational.

2. The guidance function of the employees and the groups of employees for achieving the objectives anticipated of the company. This is a dynamic function , complex and difficult in the same time, if we are viewing the variable whereby is operating, and namely the human. His mission is to contribute at releasing the latent energies for the employees, for carrying out of some actions unfolded in certain temporal conditions and economic ones , so that the objectives contained in the strategies and politics of the company to be carried out. Adopting of some organizational behaviors is essential on this plan. The principal role in exercising of this functions is having the managerial culture, the decisions and respective actions are forming a major component of the human resource management.

3. The function of protection of the company's employees beside the potential danger of the ambient environment. Always the financial, social, politic, scientific, juridical, etc. context are incorporating evolutions which can affect both positive, and negative the community of the employees from the company. The organizational culture is constituting the support of the behaviors and organizational actions of preventive nature or of direct combating of the negative consequences. Passing at the market economy is generating potential threats for the employees communities form the commercial societies and autonomous administration, in exceeding of the organizational cultures implicated are having a major role.

4. The keeping function and the transferring of the values and the organizations traditions. This function is often ignored or underestimated. The organizational culture is the principal depositing of values and of traditions specific to every company, outlined during time. Important is, that mainly when the generations are changing from the company, that all time to be maintained. Beside the properly cultural value, the symbols, rituals, legends, etc, from the organization are forming the human fundament of exercising of the precedent functions. Whit out strong cultures, with well known traditions and deeply rooted is not existing on medium and long term strong firms. The determinant role of the human factor in organization is at the base of this conditioning, which not in few companies doesn't get the attention, and , implicitly, neither the preocular and

the resources which are deserving and which are necessary for assuring and increasing the competitivity of the company.

5. The ensuring function of a properly cadre for developing of the organizational capacity. From this point of view a characteristic of the contemporary companies is in dependence bigger and bigger of the performance of their organizational capacity. This organizational capacity is referring to integrating the specialized knowledge of the employees, integration that is strongly influenced by the organizational culture. As a result , is necessary that, the organizational culture to bring forward the composition and maintaining of some organizational capacity raised , in measure to determine fast feed-backs, flexible and in concordance with the opportunities and exogen and endogen changing's of the company.

Knowing the functions of the organizational culture is constituting the base of the notification and of revaluating of the major importance that this is having for each company, indifferent of his domain of activity, dimension, economic potential or affiliation to a specific national culture. The importance of the organizational culture is consisting just from her functions, this importance manifesting trough some concrete elements at the company level and not merely. The organizational culture is allowing the identification and description of a numerous situations and real facts, of human nature for the companies life with major implications over the developing and the result of activity, which they weren't taked in consideration in classic managerial approaches. This explains why the elements referring to the organizational culture were very fast accepted by numerous company managers from the developed countries. Frequently, the saw in the approach based on the organizational culture the pulse of knowledge and understanding of the decisions and managerial actions, on which the concepts and methods of scientific management based on ration and certain scientific rigidity couldn't offer it . The managers had grasped that the effectuation of calculations and obtaining numbers, although very useful , they weren't succeeding to reflect the significant elements intangible in a company, tied vastly of the human factor.

The organizational culture is involving, trough her nature of approaching human-managerial very concrete what is having in view all the employees of the company. It is not possible the knowledge and taking in consideration of the elements of the organizational culture whit out a "immersion" in human reality from the firm. Are exceeding in this way the limits of managerial approaching from distance, based on questionnaires, statistics, etc., which can't succeed to surprise the human particularities and the behaviors from the firm, than in a way of measuring.

2. THE COMPONENTSOF THE ORGANIZATIONAL CULTURE

The components of the organizational culture are vastly intangibles, less visible. Still we can consider that the principal components of the organizational culture, are the next elements: the symbols, the behaviors norms, rituals and ceremonies, the rules an the role of the personal, the stories and organizational myths.

1. *The symbols.* In the capacity of major components of the organizational cultures, the symbols are offering common meanings or understandings to its components over some organizational elements of group interest, allowing to communicate and harmonization.

   The cultural symbol can be represented by a object, a event or a formula what is serving as a instrument of delivering of a message with a specific signification within the company. Trough cultural symbols are transmitting ways that reflects the philosophies and values, ideals beliefs and shared expectations by the employees. For example, a symbol may be himself the naming of the organization when represents a essence element trough her activity. The naming of competitive firms are getting in time symbols for what are they representing in economy. The emblem or logos of the company is representing often a major symbol for the employees and his customers. A symbolic valuable apart is presenting the way of decoration, furniture, pictures, colors, etc. used in organization. In this way , we can affirm that the cultural symbols " are serving for expressing some conceptions and to promote certain values and behaviors in the firm". Them are contributing at the thinking orientation, behaviors and employees actions, at crystallization of some organizational behaviors, typical, predominantly at the company level.

2. *The behavior norms.* This component of the organizational culture are splitting in two categories of norms:

   The first category , the best known, is represented by the formal norms, implemented trough official regulations of organizational nature such as: rules of interior order, rule of organization and functioning, descriptions of functions and positions. The documents, at which are adding some

decisions adopted by the manager of the firm , contains provisions referring at the employees behavior in situations that are having significant implications over operation performance organization: relations Head-subordinate relations, security work, presence in the company, receiving visitors and treatment, confidentiality of the information's , rewarding the efforts and performance, the penalties provided etc. The second category of behavior norms are the informal ones, which , although they aren't registered in any document, are having a big influence over the organizational behavior. Taking shape during the previous period, the informative norms are establishing the way of approaching and behaving in human situations that are representing a big importance, for the majority of the employees: the holydays of important social events, anniversary of the company, other legal holidays or religious, celebrations of personal events of the employees (promotion in position, celebration of onomastics, marriage, children birth, pensioning), etc. In the current activity of the firm, the formal norms and informal are interpenetrating , conditioning in a big way the content and the way of development of the organizational behavior predominance at the level of the organization.

3. The rituals and the ceremonies . In close connections with the organizational norms are the rituals. Trough those are programming some events and the way of progressing, promovating and celebrating like this values and major behaviors from the framework of organizational culture. Concretely a ritual is representing a set of actions planned , with a dramatic content, trough is giving a cultural expression to some organizational values, for consolidating of them within the organization .

4. The statutes and the role of the personal. The statute is referring to the hierarchical position and the prestige that a employee is having within the organization, thus like are they perceived, usually, by its components. The statute is showing that a person is perceived as being much better, perfomant and influent comparing with the others and vice versa. The concrete expression of the statute of a manager is represented by the difference that the others are showing in a usual way. The statute of a employee in a firm is having a triple determinations and specifically:

   • Functional – is reflecting the profession ant the type of activity realized;
   • Hierarchical- reported at the position the position that the employee is occupying , at the sphere of competence and responsibility who are assigned;
   • Personal or informal- is reflecting the knowledge, qualities, aptitudes and respective employee skills. The informal statute is expressing in fact the perception on which the other employees are having over the individual values of the person in cause. The personal statute can intensify or contrary, reducing the others two statues, in function of their content.

In organization those three types of determinations are interpenetrating generating a global statute or overview, which in fact is perceived by the employees and is presenting a functional importance. The statute of managers is represented ad trough certain concrete elements: separated offices, superior furniture, personal secretary, etc. The pragmatic expression of the statute of a person is representing the roles on which they actually exercise, regardless of the nature of the work progress carried out. From here derives the special importance for establishing of strong statutes, which ensure their manifestation as authentic leaders. Within the organizational culture, that in fact and in firm, the statues are meeting two major functions: the achievement of effective communication in an organization and providing incentives to encourage the employees. Just their simple listing is sufficient to refer the multiples and majors implications of the statute, both for the configuration of the organizational culture as well as for the functionality and performance of the company as an economic entity. It is however necessary to avoid a over evaluation of the statues. In management systems , especially the size of their hierarchical, generating sometimes a state of organizational discomfort, known as the " pathology of the statutes"

5. *The histories and organizational myths* are having a particular importance, especially in companies with a certain tradition and peak performance. The organizational histories are those stories who are relating a sequence of events carried on in organization at a time present that is presenting a symbolic way by approaching and resolving human cases with major implications for employees and/ or for the organization. They highlight certain common expectations , shared by all or a large part of employees in the form of events carried out once in the company. The little histories are narrating repeatedly, the latest version adding details more ore less fictitious, thus contributing to its imprinting in the employees memory and at actualization of the expectations that they encompass. The little organizational histories are contributing at taking shape of certain features of organizational culture and the celebrations of " business heroes". Frequently the little

histories are structured to highlight the existing tension between the opposing values (equality/ inequality, security/ insecurity, etc.) by presenting both sides of the conflict situation and its way of resolution.

Typically, the organizational history is presenting a organizational situation which is involving tension and/ or uncertainty, and related resolving is constituting a way of strengthening the organization developing some organizational behaviors.

A particular form of organizational histories is representing the myths.

The myth that highlights how the organization was born is putting in foreground the essential role played by the founder, who trough his exceptional qualities, labour force and its beliefs contributed crucial to the establishment of financing the enterprise

The myths are representing in firm the equivalent of the most popular fairy tales told by the rule of children. In general, histories and organizational myths are constituting the " folklore" of the firm, intended to provide models of behavior for its employees. They frequently refers to "heroes" with major roles in the evolution of the company, around which was crystallized in a given time a certain "aura".

Like Peters and Waterman specifics in the paper " In search of excellence", write in 1982, to myths are certain characteristics:

- They have an imperative character, and are composed of expressions which are defined more by intent than by content;
- Is reflecting a innocent vision, natural reality and ignores the complexity of the situations encountered;
- The fact that the myth is both a tradition and an end, it is not far from arbitrary or false;
- The relationship between "consumers" and the myth itself is setting more in real terms;
- The myth turns the historical personalities in archetypes and makes permanent use of tautological formulas;

After some authors, all this components of the organizational cultures which are contributing at establishing of the organization identity are expressed trough different ways of manifestation of the organizational cultures, being in intense relations of interpenetration. In practice the identification and examination proves to be a process very complex and difficult, but very necessary because of multiples and extensive influences over the activity and performance of the company.

3   CLASSIFICATION OF THE ORGANIZATIONAL CULTURE

Most attempts to define culture relates to what is characteristic for certain culture, such as power, people, tasks, etc., depending on these aspects are existing more scientific classifications.

The authors Williams, Dobson and Walters have defined four main categories of organizational cultur:

- The organizational culture oriented to power (Guideline to power). Such organizations seek to dominate their environment and those who exercise power striving to maintain an absolute control over subordinates.
- The organizational culture oriented to role (Guideline to Role). Such organizations are putting the accent on legality, legitimacy and accountability. The hierarchy and status are also important.
- The organizational culture task-oriented (Guideline to Target). Such organizations are focusing on fulfilling the tasks. The authority is based on knowledge and appropriate skills.
- The organizational culture oriented to people (Guideline to people). Such organizations are existing primarily to serve the needs of its members. From individuals are expected to influence each other trough personal example and solicitude.

4   MODELS OF ANALYSIS AND INTERPRETATION OF ORGANIZATIONAL CULTURES

The components of organizational culture can be observed and interpreted trough specific analysis techniques developed by experts in this field. We will present three models for the analysis of organizational cultures, developed by Hofstede, Quinn and Sonnenfeld. The identification of specifications of cultural organizations assumes exploitation of collective representations which are expressing the social links and determines the identity of the group.

The organizational culture thus appears like a system of representations and shared values by the members of the organizations and is considered integration factor , promoting connection groups. At the same time, intervenes as an instrument of social control, generating various form of resistance from those who do not join to the values shared in organizations that are apart.

The model propèosed by Hofstede

G. Hofstede has been a model of analysis of organizational cultures on the basis of information's gathered as a part of an impressive research, conducted among the 116000 employees of multinational companies. The criteria on which is basing the model of classifications of the organizations are:

- The degree of centralization of power;
- The degree of standardization, specialization and the formalization of roles

These two key elements are corresponding to some cultural dimensions, namely: the distance and hierarchical control of the uncertainty. The distance versus hierarchical power supplies the response to the centralizing decisions which introduces in an organization: the longer the distance than hierarchical power is greatly , even the centralising of power is more obvious. Avoiding uncertainty and control ideicates the degree of tolerance toward assuming risks. In an organizational culture that represents a strong avoidance of uncertainty, there are rules and increasing trend and valorisation of social confort; so too, behaviors are aiming the value system are considered unacceptable. Instead, in a tolerant culture what's concerning the control of uncertainty, the behavior of individual employees are less tolerated and the personal initiatives are encouraged. Based on these two cultural dimensions, Hofstede proposes four types of organizations:
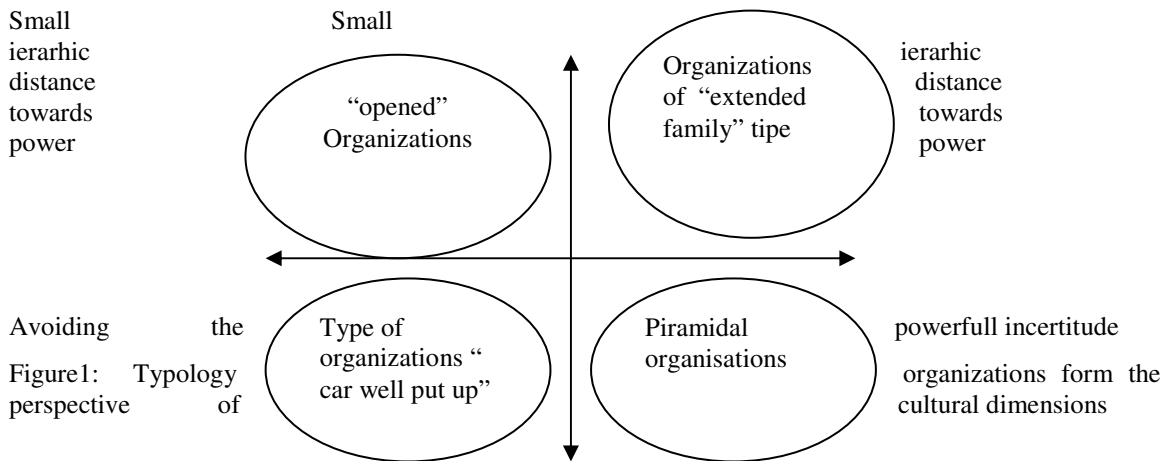
Avoiding the reduced uncertainty

Small ierarhic distance towards power	Small "opened" Organizations	Organizations of "extended family" tipe ierarhic distance towards power
Avoiding the Figure1: Typology perspective of	Type of organizations " car well put up"	Piramidal organisations powerfull incertitude organizations form the cultural dimensions

Figure1: Typology organizations form the perspective of cultural dimensions (Hofstede's model)

"Open" Organizations are built on values that are characterized by a low degree of uncertainty of avoiding a small distance over power, them are not formalized, neither centralized. The manager is responsible for achieving the objectives and tasks for subordinates and they receive tasks for developing effectively carrying out the activities.

I. The organizations "extend family" types are based on cultural values which are characterized by a weak avoidance of uncertainty and a great distance against hierarchical power, but not being centralized and formalized. The relations between employees are provided strictly, in turns is existing an appreciable margin of initiative regarding employment procedures. The shared cultural values in such organizations are loyalty and respect for traditions.

II. The organizations pyramid is characterized in terms of cultural specifications by a great hierarchical distance beside of power and a strong avoiding of the uncertainties. The structure of such organizations is centralized and formalized. Both procedures of work and the relationships between individuals are provided in a rigid manner, either trough formal rules or by customs and traditions

III. The "car well furnished" are specific to the cultures characterized by a small distance over power and a strong avoidance of uncertainty. Their structures are decentralized but formulated; working procedures are strictly laid down, but not the relations between the members of the organization in outside of their duties. The manager is

regarded as an expert by subordinates who is respecting and is applying the taken decisions.

The main critic brought to this model is consisting trough the fact that is not establishing a clear distinction between the concept of hierarchy and power.

The model proposed by Quinn

This model for interpretation of the organizational cultures was developed to describe the relationships that affects the criteria of efficiency within organizations.. In its view, the cultural values are representing the foundations of the managerial system of a company.

The values that characterizes organization	The loyalty of employees	Orientations twoards development	Formalism	Guidance to results
Who leads	A "family" member	An entrepreneur	A manager	A expert
Vlues which are beeing at the base of the its members cohesion	The membership at the values system	Innovation, creativity	Respecting the rules	Exemplary fulfillment of tasks
Values that are motivating the employees	Social cohesion, moral	The expansion of business	Oestablishment of job seats	Competitiveness

Figure 2: Discrimination values in the model interpretations of the organizational cultures proposed by Quinn

The Quinn's model is focusing over the tensions and conflicts inherent in the life of an organization. The dimensions on which are based the model are:

- The control axis – flexibility, which highlights the contradictory expectations between control, stability and order, on the other side and flexibility, intiative and adaptability to change on the other side.
- The oriented axis to the intern environment- oriented to extern environment, which is illustrating the contradictory expectations while maintaining the system of management and organization of the company and orientation towards competition, adaptation and interaction with the company's external environment.

The interactions between these two dimensions leads to the identifications of four types of organizational cultures: the culture-type group, innovational culture, rational culture and hierarchical culture.
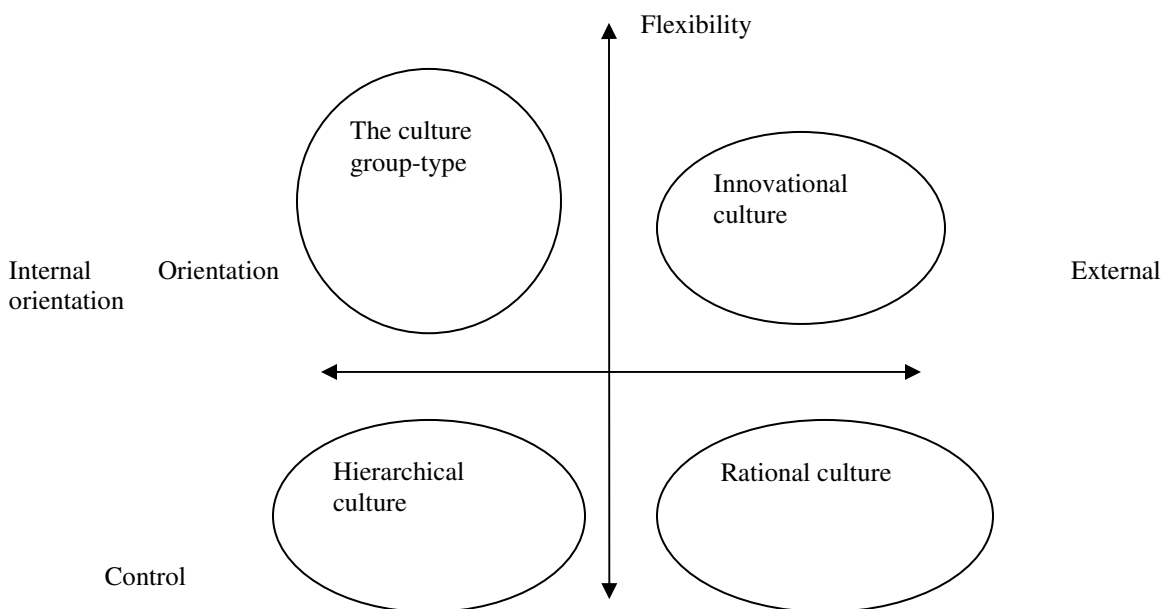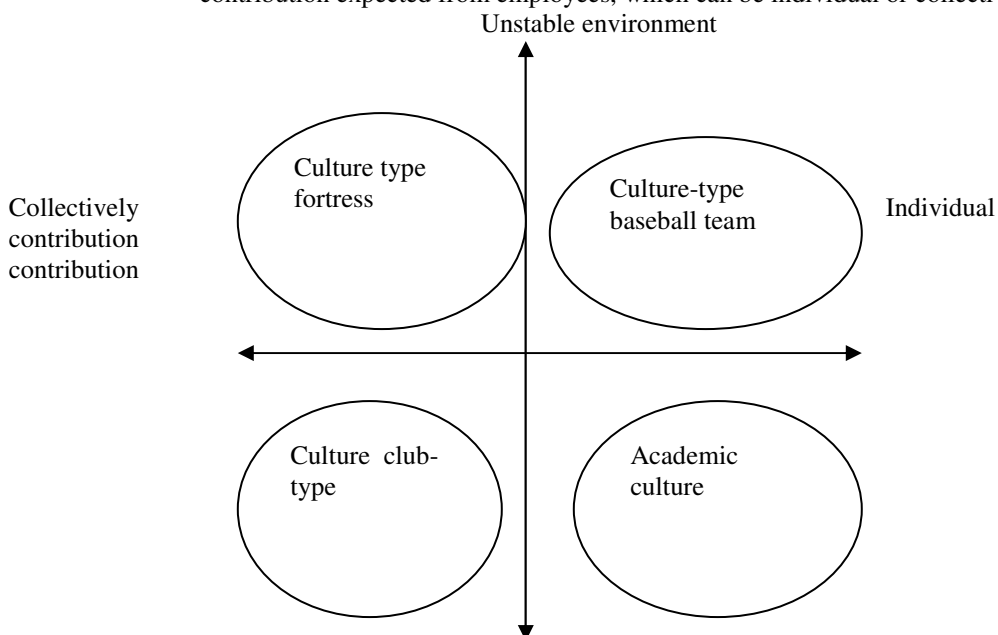
Figure 3: The typology of organizational cultures in Quinn's vision
I.   The culture-type group
-   strategic vision: the orientation of the development potential of human resources;
-   basic values: participation, confidence, sense of belonging to a "family";
-   the main factors of motivation: social cohesion, moral, tradition;
-   style of management: management style is participatory, encouraging interaction between members of the organization and promoting teamwork;
-   efficiency criteria: loyalty of employees, human resource, development skills;
II.   Cultural innovation
-   strategic vision: orientation towards innovation, expansion, attracting new resources;
-    basic values: dynamism and adaptability, creativity, enterprising spirit;
-   the main motivation factors: to assume risks, creativity, appreciating the spirit of initiative;
-   style of management: the manager is an entrepreneur who is willing tot take risks to develop business;
-   efficiency criteria: the expansion of activities on new market segments, diversification object of activity, etc.;
III.   Rational culture
-   strategic vision: the movement towards obtaining competitive advantage and market superiority;
-   basic values: competitiveness, involving all employees for obtaining performance;
-   the main motivation factors: competition, fulfilling the imposed performance standards;
-   style of management: the manager is an expert in all fields, appreciated for his qualities by all the subordinates;
-   efficiency criteria: effectiveness of investment, rate of profitableness;
IV.   Hierarchically culture
-   strategic vision: orientation to stability, continuity, applications of rules and procedures
-   basic values: order, discipline, continuous assessment of activities;
-   the main motivation factors: job security, continuity of activities;
-   leadership style: the manager is a administrator of all the activities, aiming to minimize any risk;
-   efficiency criteria: ensuring stability by obtaining of a minimum and constant profit;

The model proposed by Sonnenfeld
This model for the interpretation of organizational cultures is built on the basis of two dimensions:
- stability/instability of extern environment with which is entering in contact a organizations and which is defining the director lines of the strategies;
- contribution expected from employees, which can be individual or collective;

Stable nvironment

Figure 4: Typology of organizational cultures according to the model Sonnenfeld

I.   The organizational culture of "fortress" type is represented in a business environment characterized by a high degree of uncertainty in which the survival of companies is precipitated. The requirements for restructuring does not offer nay guarantee of employment security and career development. The adoption of such cultures allows highlighting of the confident peoples in continuity and development business, but assumes the risks and lead a team, ready to "fight" for ensuring of the success.

II.   The organizational culture of "team bas-ball" corresponds to organizations that acts in an unstable business environment, but which is fructifying the creativity, initiatives and individual performances of their members, concerning of a rapid adjustments to changes in environment.

III. *The organizational "academic" culture* is characterized by stability, valorizing the loyalty towards the company employees. Under this type of organizational culture, the greatest appreciation enjoyed by specialized skills and level of expertise of each employee.

IV.   *The organizational culture of "club" type* is specific to the organizations that carries out their activities in a stable environment and in which the team spirit prevails. The system values are focalizing on the loyalty of employees and combined experience in the organizations.

CONCLUSIONS

The manager has a crucial role in reviving the organizational culture of a company.

To do this, it can follow these steps:

- Establishing of values, symbols, credible standards on which the employees to see them applied both to those around them and in particularly;

- Building self-confidence trough positive feedback and offering numerous signals of recognitions and appreciations of the effort and the employees performances;

- The transmission of direct messages, sincer , regarding its interest for employees;

- Demonstration care and attachment against the organization and its components;

Leaders by their indigenous qualities and acquired, can create real bridges between members of the organization. Between individual objectives and overall business, contributing to the harmonization of interests of various categories of stakeholders and satisfaction in a high degree of needs and their interests

Bibiography:

1. Androniceanu A. , *Noțiuni în managementul public, Editura Universitară, Bucureşti, 2005;*
2. Bordean I. , *Managementul resurselor umane, Editura Fundaţiei Academice Danubius, Galaţi, 2000;*
3. Deaconu A. , Podgoreanu S. , *Factorul uman şi performanţele organizaţiei, Editura ASE, Bucureşti, 2004;*
4. Deal, T.E., Kennedz, A.A., *Corporate Culture: The Rites and Rituale of Corporate Life, Reading, Addison-Welesz, 1982.*
5. Hofstede G., Bollinger D., *Les différences culturelles dans le management, les editions d'organisation, 1986;*
6. Hofstede G., *Cultures and Organization: Software of the Mind, Mc. Graw Hill Publishing, New York, 1994;*

7. *Hofstede, G., Cultures and Organization: Software of the Mind, Mc. Graw Hill Publishing, New York, 1994*

8. *Hutu C. A., Cultura organizaţională şi transfer de tehnologie: premise pentru transformarea competitivă a organizaţiilor româneşti, Editura Economica, 1999;*

9. *Larcon, J.P., Rutter, R., Structures de poivoir et identité de l'entreprise, Paris,   Nothan, 1979*

10. *Moldovanu G. , Analiză şi comportament organizaţional, Editura Economica, Bucureşti, 2005;*

11. *Năstase M. , Cultura organizaţională şi managerială, Editura ASE, 2004;*

12. *Năstase M. ; Nicolescu, O., cond. st., Interdependenţe dintre cultura organizaţională şi managementul firmei, Editura ASE, 2006;*

13. *Nicolescu O (coord.), Sistemul organizatoric al firmei, Editura Economica Bucureşri, 2003;*

14. *Olaru A., Cultura Organizaţională, Editura Academica, Galaţi 2003*

15. *Quinn, R., Diagnosing and Changing Organizational Culture: Based on the Compating Values Framework, Addison Wesley, US, 1993*

16. *Wiliams A., Dobson P. And Walters M., Changing Culture: New organizational approaches IPA, London, 1989*