THE ROLE OF ORGANIZATIONAL CULTURE IN ORGANIZATION MANAGEMENT

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Abstractat
Analysis of cultural factors is increasingly addressed in managerial literature because contribute to a better understanding of individual and group behavior within a organizations. Organizational culture is described as a complicated set of beliefs, values, behaviors and artifacts. Organizational culture is considered increasingly more today as one of the factors having influence over a company's performance. Thus, in a well defined organizational culture, most managers share a set of beliefs, values, attitudes on how to be targeted that business. New employees in contact with this set of cultural and adopt them both because of their manifestation formal and informal. Managers by status they have managers in the organization's hierarchy, significantly shape the attitudes, decisions and behaviors of subordinates. This raises the management culture as an integral part of organizational culture on which it can exert positive or negative influence, where appropriate.

Keywords: organizational culture, managerial culture, organizational performance.

Classification JEL: M14

1. Introduction

The managerial culture can change over time under the influence of the external environment, but often that change can know barriers in the internal environment. So, we can say that organizational culture is complicated and uneven emergence. If maintaining organizational culture is a relatively easy step management of an organization more difficult proves culture change organizational. A privileged means of producing change is the conflict, looked as a constructive process to stimulate organizational performance. Behaviors and attitudes are difficult to change which means that the dimensions of organizational culture. They are invariant for a long period of time. Therefore, organizational culture it may be unable to evolve as new goals set by the environment economic, firms frequent occurrence in our country. Managerial practice shows that organizations resist change by force rules, habits and rigidity structures, leading to a strong retardation to new market conditions. The one who can change this state of affairs is the managerial culture.

Managerial values with a remarkable impact on the evolution of the company, are favored company mission formalized in various statements that are communicated and displayed throughout the organization, to give new impetus, a new effort targeting all employees. By managerial culture understand, in this paper, all beliefs, values, symbols, attitudes and behaviors of managers in an organization, which is reflected in the decisions and actions they have adopted and applied to develop in a competitive company. [3]

2. The managerial culture promotes organizational learning

Organizations today rely increasingly on the set of their evolution in contact information, both internally and externally. Openness of managers and disseminating this information furthers organizational environment, and outsourcing organization information from the external environment. [2]

Through this dual role, the monitor and disseminator of information, managers provides fast movement and quality of information at different hierarchical levels, enabling employees to improve their knowledge both formally and informally.

The managerial culture leaves its mark on the attitude that managers have towards the training and retraining of angajaţilor. They have the opportunity to achieve a higher level tasks. By enhancing access to information by employees are favored processes of organizational learning and innovation in all fields.
3. The managerial culture within the organization ensures harmonization

Organizational culture working to ensure a dynamic balance between the values of the organization and values of its members. Flows staff at all levels of the organization determines its penetration within both the values, norms, with a positive effect on the Company. Therefore, management culture and acts as a filter that attempts to retain only the elements that add value to the organization. She must find the balance between stability and turbulence, between continuity and change, keeping some elements of essence and changing others which no longer correspond to reality organization. [3]

One aspect of great interest to study is that of achieving control function through culture. Achieved such control is a control that can be considered ideological, which affects both the psyche and the emotional employees. Cultural control, operates at many levels, ranging from the cognitive, ethical norms values, ideologies, from the aesthetic and emotional such as pride, loyalty, attachment.

From this perspective, organizational culture is considered to be one of the principal means of creating a social order in the organization. With it, not only ensures a certain behavior of members of the community, but also a specific way of thinking and even of expressions of their emotions inside and outside the organization.

Culture discourages even repress those actions that are not consistent with beliefs that it promotes. Any culture includes support something else exclusion period. In this way it defines its identity and retain, relative to those around him.

Cultural control is significant in situations where a particular context, certain relationships, processes are ambiguous, beliefs, values and attitudes manifest organizational culture having a regulatory role of these mechanisms.

4. Organizational culture and organizational changes

Factors that can influence organizational culture are business, leadership, management practices and socialization process, formal and informal factors to be consider in any analysis, especially when it is necessary to change organization. Culture operates with a default set of beliefs that do not they may change if they are not brought to the surface and analyzed. Why change can reconsider convictions come from employees. The role of management is to identify and manage factors influencing culture that will motivate employees to re-examine and to change its internal values and beliefs. In addition, managers are part of culture of an organization and, therefore, their own values and beliefs must be reconsidered. In general, managers and their activities can only act as a catalyst change and may not be those who dictate change.

The managerial culture is better understood and exercised a major role in the organizational culture, especially when managers aware of the role they play in the company, not only formally but also informally and therefore are willing to affect some appreciable of their time communicating and training employees regarding management philosophy and set of core values of the company.

Niculescu and Verboncu define managerial culture as "value system, beliefs, aspirations, expectations and behaviors of managers within an organization that reflects the types and styles of management practiced within the organization, marking the sensitive content of organizational culture of each company and its performance". [1]

Without a culture whose elements are shared by most managers who act in its spirit to progress the company, it would be difficult for an organization to be successful.

A company can maintain its identity and continuity and continuity as long as beliefs, its fundamental values are shared, declared and put into practice, as long as they come from within, they are distinct and persistent despite internal or external pressures. [1]

Firms competitive, managers are aware that statuatu them is based on performances, and that they have been promoted and accepted in leadership positions is likely to increase the prestige it enjoys in the organization, but at the same time be aware and additional requirements and responsibilities assigned. [2]

Organizations are facing many internal and external pressures at a time that determines the need for change appearance for the company to survive and develop.

During the company so far, the values that come from the past, managerial values, attitude toward change processes outlined over time, are some of the elements that condition steadily decisions and actions of managers.

Level of risk, depth changes introduced depend largely on tradition that the company has in such processes.

Where risk aversion is high, managers will be forced to take decisions that would jeopardize the firm's evolution, even if this aspect leads to stagnation or a very slow process. [2]

Today, organizations rely increasingly on their evolution, the quantity and calotatea information circulated internally and externally. In these circumstances, the openness of managers is conducive to obtaining
and disseminating information in organizational and circulation of information between the organization and the
external environment.

The managerial culture leaves its mark on the attitude that managers have towards the training and
retraining of employees. They have the opportunity to achieve a higher level tasks. By applying access to
information for employees are favored processes of organizational learning and innovation in all fields. [5]

Which meant a greater interest of researchers and practitioners in the field of management is to achieve
the control function through culture organizaționale.Acesta is a control that can be considered ideological,
directed both to the mind and emotions of employees.

Cultural control operates at many levels, ranging from the cognitive, ethical issues, resulting in norms,
values, ideologies, from the aesthetic and emotional such as pride, loyalty, attachment. [3]

From this perspective, organizational culture is considered to be one of the principal means of creating a
social order in the organization. With it, not only ensures a certain behavior of members of the community, but
also a specific way of thinking and even of expressions of their emotions inside and outside the organization.

Cultural control is significant in situations where a particular context, certain relationships, processes
are unclear, beliefs, values and attitudes manifest organizational culture having a regulatory role of these
mechanisms.

An assumption increasingly more common to managers of the various companies is that there is a direct
relationship between a positive and strong culture and business performance, seen in terms of profit, productivity
and creativity. This has led many companies to initiate programs to reshape organizational culture,
organizational culture development, or so-called cultural revolution. [4]

5. Features of organizational culture in public institutions in Romania

Although organizational culture as a concept is little known in Romanian organizations in general, and
almost unknown in public sector organizations, particularly, though elements of organizational culture can be
identified in various public institutions through special investigations.

We note that in foreign literature and specialized in public management is rather less discussed topic
because it is very delicate and has specific forms of manifestation from one country to another and from one
public institution to another. But in all modern systems of public management can identify a system of
fundamental cultural values filled in each of a number of specific elements that provide a customization identity
and a specific feature by which a public institution differs from the other and acts to achieve social mission for
which it was established and functioning. [6]

Beyond what I think the public managers, politicians and civil servants from Romania about culture in
general, and about organizational culture, in particular, they cause a major influence on the management of the
public on driving style on the design of managerial behavior of civil servants, attitudes towards the organization
and citizen service to the client which is permanent in the social mission of these types of institutions.

One of the findings of careful consideration that it deserves due attention from the public managers is
that a major cause explaining medium or low performance of public institutions in Romania is the very culture of
the organization, or more precisely its lack of consistency and applicability. And therefore will be a series of
selection of their particular issues vis-à-vis organizational culture and show that their major implications on the
management and execution processes through which the virtually mission of public institutions in the Romanian
society.

National culture in our country unites values, core beliefs, rules, rituals, ceremonies Romanian context-
specific. The main elements with a majority that matter, are: attachment to sow harmony with nature, hospitality,
attribution to the country, concern for knowledge of the future, moving towards achieving a social and
professional status, faith, pleased to live in harmony and to accumulate sufficient resources to satisfy their
desires in life. [7]

So the organizational culture of a public institution, unlike the organizational culture of a private
organization, it develops into a wider array spiritual. A paradigm is a set of cultural assumptions about nature
and human nature, reality and truth about the nature of human activity, etc., organized in a relatively consistent
pattern. Assumptions about the nature of human relationships, about how communication and relationships with
institutions and system environment which includes integrated the cultural pattern.

6. Conclusions

From the above content work can conclude the following: it is appreciated that companies are
increasingly benefiting from the superior performance achieved strong company culture other competitors; major
cause of this phenomenon is that these cultures tend to alienate, direct and energize company members to
achieve specific objectives; only to the extent that these goals are important to the firm, established policies and
strategies both globally and in part functions or other considerations. The performance will be boosted if attitudes, behaviors and methods used in business are not related to the actual needs of the company. Organisational culture is a significant predictor of organizational performance as a satisfied employee will return to work and the methods and techniques used in human resource management.

It is proved that there is a close link between national and organizational culture, and this bond might be suggested by the founders and leaders influence on the culture. Because they are integrated national framework, their influence on the culture demonstrates the influence of national cultural dimensions of organizations. Also, individuals who work in an organization influence and contribute to shaping and changing organizational culture by values, beliefs and habits learned in the family, educational and social, all these environments are influenced by the national dimension of the space in which a person lives and operates.

7. Bibliography