

THE PRAGMATIC NATURE OF THE RELATIONSHIP BETWEEN IDENTITY, CULTURE AND BUSINESS MISSION: AN APPROACH IN THE STRATEGIC MANAGEMENT PERSPECTIVE

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Abstract

The analysis of the forms of enunciation and implementation of the organizational strategies in relation to the exigencies and the managerial mission/vision assumed by the decision-makers expresses a specific form of what the specialized literature denotes as the identity of the business organization. Thus, both in economic and social terms, the convergence between strategy, mission/vision and organizational culture reflects a pragmatic need that the organizational decision makers have to take into account. In these circumstances, the research direction that we assumed requires an exhaustive analysis, on the one hand, of the ways to describe and materialize the strategies of the business organization and, on the other hand, of their implementation. Therefore, synthesizing the main ideas that reveal such an analytical approach sends us implicitly to consider the very structural and functional dimension of business organizations.

Thus, we propose to invoke valid scientific arguments that attest to the idea that performing business organizations define and adapt their own strategies over time taking into account strictly pragmatic aspects, as well as assuming a humanistic/philosophical position of the top-management. The assumptions associated with this research demarche are built from analytical observations, sequentially conducted on the consistency of paradigms and examples of good practice found in literature and practice. The argumentative line developed in this paper is centralized on the analysis of those fundamentals characteristic of the pragmatic/philosophical ways depending on which it is possible to define/implement the strategy of the business organizations over time. Therefore, the proposed theme is conceived as an economic and philosophical study, exploring the variety and connections between the conceptual and theoretical dimensions relevant from the point of view of our scientific approach.

Keywords: *business organization, organizational strategy, organizational values, organizational decision-makers, organizational behavior*

JEL classification: M1, M2, D2, F6, L2.

Introduction

There are obvious systemic relationships between the strategy, values and mission of the business organization. So, when we talk about an assumption of this kind, we have to look at a series of successive implications of its main specific categories. Moreover, the literature distinguishes between two well-articulated concepts at the structural level: the mission and vision of the organization.

Under these circumstances, we can remark on the organization's functioning process the determining character of the goals that the organizational decision-makers assume. At the same time, the selection of values, as well as the validation of an overall view of the optimal formula of the business organization, must express, in our view, its very identity. Thus, the existence and assumption of the organization's specific action strategies implicitly determines the decision-maker's assumption of the economic reality according to which this is achieved. Therefore, we note in this context a series of conditionings that can be correlated with some requirements generated by the context in which the business organization's strategies are being formulated and implemented, all these relating the dynamic fields of knowledge [2][4].

On this issue, we consider it necessary to bring to the analysis the idea that there is a close conditioning between the organizational identity and what this stands for. The argument put forward in the literature refers to the idea that the enunciation and implementation of organizational

strategies must materialize from a conceptual standpoint in the dimension of a pragmatic flexibility. Starting from the idea that the organizational identity needs to be explained in terms of its culture and its image [11], we conclude that the mission correlated with the organizational strategy are the necessary prerequisites for organizing the organizational identity over time.

The issue in question allows us to take into account the idea of an organizational mission/vision, an idea that can be correlated, from our standpoint, with what the organizational culture represents [12] and implicitly the organizational strategy. Of course, the organizational behavior must not be forgotten in such a context. Thus, considering a structural analysis of how the organization behaves on the market, but also how it is perceived according to the objectives and strategies to which it relates, our analytical approach is focused especially on the value sequences to which it relates.

1. The relational foundations specific to the methods of enunciation and impersonation/acceptance of strategies within the business organization

Taking into account of the aspects related to the strategic (re)organization of the business organization implies, from our point of view, an analysis of how decision-makers (top managers) can assume their organizational identity. We have in mind a number of aspects that refer to the relational foundations specific to the ways of enunciation and impersonation/acceptance of strategies within the business organization. Therefore, we consider that it is relevant in this approach to analyze some models of connection and integration of value sequences in the system of business organizations, and on the other hand, of the ways to legitimize their specific activities, in relation to a series of cultural and personality patterns in the business world.

The assumption that we have in mind is that, at a business organization level, the conditions of stability, sustainability and efficiency must be observed. Such conditions must also be reflected in the current economic and social realities. Therefore, the timely adaptation of the mission of business organizations as well as the implementation of effective, pragmatic strategies [19] express in essence the manifestation of a particular form of organizational behavior.

We particularly look at a series of valorizations that become obvious in the organization's profile in so far as the decision-makers' strategies are anchored in the process of connecting the virtual world to the real world. Thus, from our standpoint, the value fundamentals and, implicitly, the organizational culture acquire pragmatic relevance at the level of the business organization in the conditions in which the organization can follow the strategies resulting from the goals/objectives assumed by the statement of the mission in the real space (the real society). Moreover, the managers' interest in the successful implementation of the organizational strategies assumed in the economic profile of an organization determines us to focus our analysis on the very modalities of the relationship between the principles and the fundamental values issued and accepted by the decision-makers (founders and top managers).

From a purely theoretical perspective, the implementation of organizational strategies can be understood, from our point of view, to the extent that organizational behavior is also understood in relation to a dynamic model of corporate reputation. [16]. On the one hand, such behavior can be correlated with the idea of moral standards (principles, labels, expectations, customs) in relation to ideas such as competition, market impact, marketplace of goods and services. On the other hand, from the viewpoint of economic pragmatism, we notice that such behaviors of entrepreneurs, different by the ways of assuming strategies/objectives, can provide us clues as to what constitutes moral management [1] [8], respectively of one of humanistic nature, of a business organization. Certainly, the idea of a moral management of entrepreneurs has to be correlated with what represents the moral attitude of the employees in the daily theory and practice.

What we are interested in this approach is to see how the entrepreneurial moral assumption is possible within such a current global business competition. Is the moral assumption part of an organization's strategy? To what extent can good practices be correlated with their deontological dimension? In this way, the incongruence (potential or real) between two value systems destabilizes the legitimate character of the organization [10].

The process of defining and delimiting what constitutes a strategy in business organizations expresses beyond the goal of efficiency, a typology specific to the managerial process. Following the strategic dimension that we find within business organizations, we note that it is necessary to accept the idea of a series of reassessments and obligations relevant to the strategic management. At the same time, referring to an ample flow of social values and capitalizations that correspond to the values found at the level of the organizational culture, we can note a variety of forms of legitimation of responsibility both at the organization level and at the level of decision-makers, employees, with social implications, of course.

In these circumstances, the managerial validation of the managerial strategies by the main decision-makers and, last but not least the employees is possible given the awareness of the needs, necessities and requirements of the economic market. [18]. In other words, at the level of an analytical approach, the stakeholder behavior must be correlated in our opinion with the ideas of valuing and capitalizing of managerial principles. Such an assumption allows us to make a pragmatic explanation of the role played by performance and competitiveness in relation to a range of psychological, sociological and even political factors within the business organization.

At the same time, viewed as a dynamic system, the business organization bases its foundation or, at least, should base its functionality, along with the human resource involved, according to the managerial strategies. The issue we want to discuss is one that is related to how these decisions are implemented at a structural and functional level. How to get entrepreneurial performance by just implementing strategies? Their application must, of course, be linked to the factors mentioned above. Or, most of the time, beyond the decision-maker's enthusiasm and safety, no one can guarantee the success of a firm for a certain period of time.

What we want to emphasize is that performance comes as a result of assuming a whole cumulation of strategies, while taking into account aspects of organizational culture and organizational behavior. In other words, a change of paradigm of this kind, with its perfections and imperfections [13], must also concern ideas such as organizational/managerial philosophy, investment, productivity, efficiency. From a strictly economic, scientific point of view, these terms are different from each other.

Such an approach reveals some particular dynamics of managerial strategies that suggests that an internal process to be functional needs both a formal and informal approach to optimizing the organization's structures. As an example, the General Motors Corporation, committed to socially responsible activities, is dedicated to providing quality products and services. Or, another example that can be put forward in this context is that of the Toyota Company, whose philosophical policy has been since its founding in assuming a humanistic approach: promoting a relationship of cohesion and cooperation between decision-makers and employees, maintaining a friendly and fair relationship both within the company and in the community.

We note in this context the necessity at the level of the business organization of some analyzes that support the ideas of valorization (axiologically) and the capitalization (in economic sense) in relation to the methods of market orientation. In other words, it is necessary, in our opinion, within the business organization of studies to optimize the relationships between the interests of the decision-makers and the employees in relation to the value system to which they relate. In this way, the explanatory dimension of organizational behavior can be correlated with the way in which the success of the organization in question is related to the actors within it.

An example that we can bring to this effect is that of businessman Richard Branson, founder of the Virgin brand. In his affairs, he has always been guided by referring to moral and humanistic entrepreneurship. Thus, in his opinion, business involves creating value in the form of products and services offered. That is why business can be related to the very idea of good - "doing good is good for business" -[3], also pointing out from our point of view the idea of strategic conditioning. Such strategic conditioning highlights the very goals and objectives assumed at the level of senior management.

2. The (re) evaluation of the strategy by reference to the main features of the business organization

The mission is a goal-generating force (in the sense that each clearly stated goal of the decision-maker does not disregard what the mission is about as a major achievement over time), these being explained by the general module of the basic function issued by the business organization. At the same time, the series of objectives is the main determinant of the action strategies, defining formulas for the implementation of the provisions of the adopted internal policies. In fact, identifying and defining a mission becomes fundamental in formulating, implementing and evaluating strategies that are characteristic of the organization. [14].

However, when we talk about such an approach, we believe that enacting and implementing strategies must, in our view, also take into account the impact of the new management on business organizations. Thus, we find cost-effective businesses on the Internet (social networks), but also in other sectors. What we want to pinpoint is that Internet access can leave its mark when it comes to developing and defining the mission of some business organizations in relation to the strategy of action taken. This situation leads us to appreciate that the public statement of the mission of business organizations implies a continuous process of adaptation and even redefinition. Moreover, the access to the Internet may result in a global/international strategy being assumed in common terms.

Establishing and implementing the mission of business organizations through a continuous process of (re) evaluation/(re) defining [15] with explicit reporting on the managerial humanist imposition implies some dynamics and a continuous reconsideration/reassessment of the strategies assumed by the decision-makers. Perhaps, this is why the idea of regulating the terms defining the mission of an organization proves to have a humanistic nature, as we find within it ideas that refer to a universe of discourse specific to the human nature.

Understanding the cultural and personality pattern within business organizations brings to discussion a number of issues that relate to how to impose/accept the main strategies assumed at the level of senior management. It is the idea that there is a mutual conditioning among the managerial strategies and the mission implemented at the level of the business organization. Such an example is found in the relationship pragmatism-humanism, a relationship strongly anchored in the value register of an organization.

The existence of a mission/vision, well-structured organizational cultures as well as principles and standards according to which ethics has practical applicability implies the reporting of the managerial strategies assumed in the professional practice itself. In this context, we believe that the analysis should be focused on the ways in which strategies are implemented in relation to the typology of the organizational culture. For example, in the case of the humanist entrepreneurship, the organizational development strategies are centered upon people, the actors themselves. An example of this is the companies that emphasize personal development by supporting and encouraging their own employees to participate in trainings.

At the same time, the close link between the organizational culture and the senior management reveals that any tendency of systematic organization is ensured through action strategies. Therefore, the messages sent to top-level employees within a business organization must inspire confidence and consensus. In other words, trust must be a priority in interpersonal relationships. In this context, we can remember the idea that the organizational behavior is influenced by the way in which the social/value relationships are built among the members of the organization.

However, on this issue, we consider it necessary to specify that the analysis of the value field of the business organization involves a number of peculiarities that can generate functional effects upon the organizational actors. We mainly look at identifying those action strategies initiated at the level that underpin the operation of the business organization. Such strategies can be reassessed by reference to the main social responsibilities in order to integrate the objectives set out in the structure of the business organization.

Regardless of the cultural model in which it materializes, the managerial values are assumed, in general, in the instrumental sense, acquiring the function of constant active of the organizational behavior. Regardless of the cultural model of the firm [7] in which it materializes, the managerial values are generally assumed in the instrumental sense, and the clarity of the organizational culture is conditioned precisely by the complementarity of the instrumental values - final values. The roles of the top management are also reflected in the organizational policies that imply empowering employees [21] as instrumental value.

For example, by confirming the premise according to which *the social responsibility can be concretized to the extent that the decision-makers become moral agents* [9], it is imperative that, in order to redefine the concept of the transfer of values from the invisible sphere to the visible one, the concept of „decision-maker” is redefined. This strategy, often attributed to postmodern top management, is defined as *the empowerment or accountability of organizational actors* and is one of the main forms of manipulation of the already crystallized culture in the process of materializing of the business mission.

By extrapolating this idea into a dimension of economic pragmatism, we believe that the relationship between ethical values and moral behaviors can be explained rather by the concept of „social/economic responsibility” [17]. Therefore, the managerial performance (perceived as the effect of competitiveness) provides a number of axiological milestones aimed at directing the very process of accountability of the decision-makers at the organization level.

An example we bring about is the situation where some companies declare through marketing strategies that when purchasing a product/service, part of their profit is directed to certain humanitarian projects/sponsorships. It is precisely such a state of affairs that indicates the specific behaviors to business organizations that highlight, on the one hand, humanistic hypostases and, on the one hand, hypotheses of a moral nature, both associated by virtue of some discretionary responsibilities. Consequently, the idea we support is that according to which from the humanist entrepreneurship that is moral in nature, and from morality to responsibility, the scarcity is imperceptible.

In other words, the social dimension of moral standards within a business organization expresses that the final benefits obtained (performance, profit, efficiency, etc.) are a consequence of the moral assumption of both the mission/vision and the main goals/objectives. It is worth recalling in this context the role of education and training of managers, the (inter) national legislation, specific documents developed and implemented by top-management such as codes of ethics, codes of conduct, internal regulations [6] in relation to the strategies assumed by decision-makers at the level of business organizations.

Conclusions and proposals

The specificity of this approach that we have initiated in this paper lies in the fact that such a process (of defining/adapting the business organization's strategy) involves, from our viewpoint, a resizing of what the assessment/appreciation criteria of the social and axiological fundamentals represent according to which the objectives assumed by decision-makers at the organization level materialize. Thus, our interest corroborated with the idea of moral motivation within the business organization [5] or moral reasoning [20] was focused on identifying the main contexts of the economic development that make it possible to change of the attitude regarding the organizational strategies assumed by the decision-makers.

Thus, the main issues that we identified in analyzing the pragmatic nature of the relationship between identity, culture and business mission (an approach in the strategic management perspective) can be synthesized as follows:

(1) the formulation of strategies can be effectively concretized by taking into account the mission/vision, the clearly stated objectives, the culture and the organizational behavior;

(2) the reorientation of strategies has become more important lately on the communication and networking channels;

(3) the validation of managerial strategies is possible due to ethical/moral questioning, pragmatic in relation to the social/ecological ones;

Therefore, the coordinates of the value dimension at the business organization level and at the decision-maker level of the top managers reveal that such a relationship can be explained by certain parameters expressed in terms of *managerial strategy*. Such a problem expresses the need for the theoretical and practical reintegration and reinterpretation of the way in which the analysis of such a perspective in relation to a series of dynamic conceptual structures built according to certain value benchmarks was pursued in managerial terms. We believe that this assumption can be supported precisely by the validation process of the value sequences found within the business organization.

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