SPECIFICITY CULTURE AND ORGANIZATIONAL BEHAVIOR IN PUBLIC INSTITUTIONS

Gheorghe Sebastian, Iacob [1]
Mihaela Loredana, Bădina (Rădulescu) [2]

Abstract

There are numerous writings and views regarding organizational culture both nationally and especially internationally. Scientists, teachers, academics expressed their opinions and made various definitions and general approaches to the subject. It is undeniable that we all live in a society organizational. Reason organizations essence was the same in all times and the importance of belonging to a group defined by common concerns and interests is what makes an organization work. An organization can be defined as a group of people who, based on division of labor, work together pursuing the same goals and objectives. Organizational culture is one of the major problems of a company. It is researched by academics who concluded that the cultural dimension is a central pillar in all aspects of organizational life, even in those organizations where cultural aspects receive little attention. How people think, how they feel, what they are their values, all of which are guided by ideas and beliefs of their cultural nature.

Key words: organizational culture, organizational behavior, factors, specificity.

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The culture of an organization is defined as a system of common beliefs and values that develop in the organization and guides the conduct of its members. This culture, known as corporate culture gives meaning and direction to the daily behavior of the organization's members. It reinforces common beliefs, encourages the members of the organization to strive to achieve the organization's objectives. Of even greater importance is the fact that organizational culture can become a competitive advantage if it supports the company's strategy and if is adapted so as to respond to requests from the external environment of the organization (Jaradat, 2003, pp. 69-70). Overall, there are two levels of organizational culture, the visible or external one and at the deeper, internal one. The external level is observed in the clothing code at work, in the manner in which offices are arranged, in the behavioral patterns existing in the organization, in the manner company employees treat their customers. Organizational culture is reflected in the following elements of organizational life - the stories - narrations about events and important characters - heroes - very performant managers, founders - rituals - specific events in the life of the company - symbols - flags, logo - (Jaradat, 2003, p. 70).

In an organization that has an adaptable culture, managers pay attention to all elements, especially to customers, initiate the change when it serves the interests of the organization, even if they assume the risks afferent to such changes. In contrast, in an organization that has an inadaptable culture, managers tend to behave in isolation: they do not change their strategies to adapt to changing circumstances or to take advantage of the changes in the business environment. (Jaradat, 2003, p. 73).

Tom Peters and Robert H. Waterman see organizational culture as "a coherent and dominant set of shared values transmitted through symbolic means such as stories, myths, legends, slogans, anecdotes, stories."

G. Hofstede defines six models of organizational culture, based on the object that the organization is interested in (Hofstede G., 1996, p. 217).

1) Process/results. In the process-oriented enterprises, employees manifest preference to standard activities, routine, avoiding changes and risks. In those centered on

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[1] PhD Student, University Valahia of Targoviste, email: Sebastian.iacob@yahoo.com
[2] PhD Student, University Valahia of Targoviste, email: mihaelaradulescutgv@yahoo.com

results, employees focus their work on achieving certain goals, placing special efforts to this end, based on the initiation and implementation of changes assuming the risks involved;

2) Employees/work. Organizations in the first category are perceived as having at the heart of their concerns people and personal problems that they face. It uses a participatory management, decisions being taken in group. In organizational cultures oriented towards work, the focus is on the professional activity, decisions being made by individuals;

3) "Limited"/"professional". Employees in organizations with a "limited" culture identify with the organization rather than with the professional branch they belong to. They believe that the organization must ensure their future. In contrast, employees in the "professional" culture consider that the main criterion is their professional competence and use to think of the future;

4) Open/closed system. Members of "open system" type organizations believe the new employee must adapt as quickly as possible, in the "closed system" type organizations is manifested more reluctance towards newcomers;

5) Reduced control/intense control. In companies where there is reduced control there seems to be a distinguished atmosphere. Where control is intense, there is a certain "respect" towards the organization;

6) Prescriptive/paradigmatic. Prescriptive organizations are oriented towards strict observance of behavioral and organizational procedures, while the pragmatic ones focus on satisfying customer requirements and are market oriented.

An important role in literature had E. Schein through his works, one of the most important definitions sees culture as "a system of material elements, values, norms and beliefs shared by the members of a group" (Schein, E., 1992).

Dutch professor Geert Hofstede had a holistic vision of culture, well combined with anthropological elements and observed over time. He understood culture as "a collective mental programming that distinguishes members of an organization from the members of another organization" (Hofstede G., 1996).

All definitions have in their center elements linked to traditions, values, beliefs, feelings and ideas. These are manifested in the social life of individuals and the vast number of definitions demonstrates that the idea of organizational culture is very complex.

It is undeniable that we all live in an organizational society. The essence of the reason of organizations was the same in all times and the importance of belonging to a well defined group with common concerns and interests is what makes an organization work. An organization can be defined as a group of people who, based on division of labor, work together pursuing the same goals and objectives. Business organizations (companies, firms) have multiple objectives, one of the main objectives is to create profit. Business organization (company, firm) in the vision of T. Zorlețean "is a system organized by a center of decision that has certain autonomy and who, using physical and human resources, produces goods and services for sale" (O. Nicolescu, (coord), E. Burdus, T. Zorletean, G. Caprarescu, I. Verboncu, I. Cochina, 1992, pp. 63-69).

When we consider the organizational culture is important to keep in mind what it is not, meaning what cultural perspective does not focus on. There must be a clear distinction between organizational culture and social structure. Culture is regarded more or less as a system of meanings and symbols, where there is social interaction, while social structure refers to the manner in which social relations are composed, how the elements of the social system are ordered and ranked and the relations necessary, essential established between these elements. So, we have a frame of reference for culture given by beliefs, expressive symbols and values by which individuals define their environment, express their feelings

and opinions. Organizational culture and social cohesion represent different abstractions of the same phenomenon. Culture describes social action depending on its significance for those involved, while the social structure describes social action in terms of its consequences on the functioning of the social system. One hypothesis whose importance is often forgotten is that the social structure and culture are not necessarily in a harmonious and well integrated relationship, the terms are not well defined or analyzed.

A cultural analysis can be applied to all kinds of social phenomena. The central idea is that culture research focuses on the well established meanings and transmitted in a symbolic form. Cultural meanings positively influence the thoughts, feelings and how individuals behave. It is difficult to bring arguments that highlight the lack of importance of culture. An argument would be that the idea of culture is too vague and broad to be useful, but cultural analysis is more accurate since it is oriented towards specific phenomena: the way people think strategically, how they interpret and respond to the superiors, how they understand the consumer and his needs and how they perceive the market (Hellriegel, D., Slocum, J. W., Woodman, R. W., 1992, pp. 75-93).

Organizational culture and organizational behavior are in a relationship of interdependence. All forms of relationship between them form a whole that any company comes into contact.

Organizational behavior is regarded as a systematic study where knowledge is applied about how individuals and groups act in organizations where they work, where they apply their acquired knowledge in practice. This science rather allows managers to observe and analyze the behavior of employees so as to have a better understanding and a better coordination of groups.

Just as in the organizational culture, there are numerous definitions for the concept of organizational behavior. One of these is given by Johns (Johns, G., 1998, p. 137) in 1998 stating that "organizational behavior refers to attitudes and behaviors of individuals and groups in the organization." Greenberg and Baron (Zlate, M., 2001, p.11) (1993) refer to organizational behavior as an academic discipline, such: "the field of organizational behavior regards the knowledge of all behavioral aspects in organizational situations through systematic study of individual, group and organizational processes, the primary purpose of this knowledge is getting organizational effectiveness and well-being of the person." Mc Shane and Von Glinow (Stoica, M, p.35, 2003) say that: "organizational behavior is the study of what people think, feel and do in organizational contexts." Zlate (Zlate, M., 2004, pp. 133-134) argued that organizational behavior means psychologically, the whole adaptive responses of the individual or group, global manifestations of mental activity of the individual or organizational group. These reactions and manifestations are observable either directly or indirectly inferred; and in a case and the other, however, they can be influenced and directed.

Every organization wants to achieve some goals, and organizational behavior is designed to help the organization meet its goals.

There are ways of expression in all domains, and organizational culture could not make an exception to the rule, so there are many forms in which it can be expressed as: artifacts and symbols, organizational values, behavior rules, rituals and ceremonies and not least the stories and myths of the organization.

The artifact refers to physical elements such as buildings, products, equipments that can transmit different messages with quite big impact in terms of organization hierarchy. The artifact can be a symbol, symbols being divided as follows: verbal and nonverbal symbols, and actions symbols.

Values (Hofstede, G., 1996) are broad trends about which we can say without fear of making mistakes that are the most important parts of the organization, are personal

standards, deeply rooted in the thought of the organization members, in almost all aspects of life, including their moral judgments, reactions to others and commitment to the personal and organizational goals.

The value system that a group has is given by the behavior rules found within the company. Rules of conduct can be established by the manager of the company, being formal rules, or informal rules established over time within the community.

Ceremonies and rituals are planned by the management of organizations with emotional purpose, which is to bind relations between employees and the stories and myths are a way to gain a better understanding of the culture of the organization by older employees and new entrants.

The history and tradition of the organization, the way it was set up, what is traditional to it. The more complex and old history is the more power it has to influence organizational culture. A long history has a high degree of continuity, confers prestige and influence power to culture elements.

Organization owners are represented by a smaller or bigger group of people or even one person. Their influence on culture is significant from the outset. If the organization is owned by one person or a small group of people, usually their influence is greater. When the organization is owned by a large number of shareholders, their influence is reduced, increasing the influence of managers who takeover the power from the owners (State O., 2004).

Another factor is the organization's management system that through managerial, informational, decisional and organizational and structural characteristics influences organizational culture. A well established management system, with a working mechanism based on motivating employees, facilitates the formation of a strong organizational culture. Also, managers of the organization are a substantial factor which marks the organization's culture. The personality and level of training and specialty of managers, the leadership that characterizes them varies, therefore varies the culture also. Employees of the organization together with managers are one of the determinant factors of culture. Their number, qualifications, age, gender, temperament influence the value system of the company.

The dimension of the organization which is usually expressed by its turnover, amount of capital, or the number of personnel is directly related to culture organization. A large organization will have several subcultures subordinated to the main culture, while a smaller organization will have a more established stable culture.

Technology and technique used are factors that consider the degree of equipment of enterprises and their performance. Recent years have been marked by a strong technological change, amplifying the degree of technical equipment of enterprises, by flexible automation. They have strongly marked the content and modalities of realization of the work of employees, reflected in the system of values, expectations and aspirations, in symbols, ceremonies, roles, statuses, myths; (Hofstede, G., 1996)

The economic situation influences the size and availability of resources for employees, through practiced economic restrictions/facilities, by the intensity of the economic stress on the evolution of the organization and its employees. Although the influence of the economic stress on culture stands out in particular when it is not good, its impact is no less important when the enterprise is economically prosperous. Another factor is the phase of the life cycle of the organization. This is a factor of great importance, although it is less considered. At each stage of the life cycle, organizational culture presents different parameters that must be defined and considered.

The purpose and objectives of the organization are another internal factor, that in professionally run organizations are incorporated into coherent and realistic policies and strategies. Establishing precise goals and objectives of the organization, their knowledge

by employees, ensuring interdependent relationship between goals and objectives of the organization and employees are crucial elements to reshape culture. Influencing organizational culture occurs when the goals and objectives are not established or are not known to employees, but in a negative way. The processes of recruitment and integration of the staff must find the most suitable persons, that can adapt easily to existing culture to participate in maintaining and consolidating the culture.

External factors influencing organizational culture are: juridical and legal environment that involves how public authority is organized and nature in which it operates. In each country are established rules regarding the establishment, operation, development and liquidation of the companies. When the juridical and legal environment is coherent all processes, including the organization's culture, will register progress easier. When this environment is incomplete and does not take into account obtaining economic performances organization will be adversely affected. The economic environment of the organization is closely related to the previous factor. But it also reflects the functionality and performance state of the national economy. When the national economy is in a period of sustained economic growth, the development of the activities of economic agents are superior. But when the national economy is in crisis, the economic environment becomes heavy and exerts intense economic stress on organizations (Zlate, M,. 2004).

Customers, being the basis of any organization, influence culture by the market segment to which the organization addresses, due to the dimensions, level of requirements, potential and development prospects very different. The objective of any organization is to satisfy customers. Another external factor is the national and/or local culture in which the organization operates and influences the organizational culture by cultural patterns that characterize each nation, manners of thinking and different religions, through different conceptions (Nicorescu O., Verboncu I., 2008). This factor was taken into account only during recent decades amid globalization and internationalization of economic activities. Hofstede and his collaborators in their research have revealed the existence of national culture as a strong determinant of the culture of an organization.

Conclusions

The culture and organizational behavior are the essence of an organization/ company/institution that reflects both internal and external balance through: afferent profit, the business environment, sustainable development and not least the public opinion about the respective institution.

The managerial culture is exercised and in the organizational culture, in the economy, profits, in the organizational system. One of the differences consists in how the effectiveness of the organizational system is appreciated. It can be concluded that the system of organization of the private institution satisfies its employees to a greater extent, unlike public institution employees who are not as satisfied. The management of a public institution has the duty to take care of it so that it works as well as possible, because it will always be compared with the competition. Organizational climate is very important because it can influence the manner in which the employees perform their services.

The system in Romania, whether public or private, suffers from a large image deficit, which affects also the internal environment. The common priority objectives of the two institutions in terms of internal organization are: strengthening relationships between employees, cultivating the values, traditions, motivation and increase of confidence of employees, development of a participatory management, building trust of employees, conducting programs and training to help those who actually work and auxiliary employees to benefit from continuous learning and professional development.

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