

# ORGANIZATIONAL CULTURE, FACTOR OF ORGANIZATIONAL SUCCESS- DIAGNOSIS AND ANALYSIS

Maria-Elena, Gheordunescu<sup>1</sup>  
Traian, Hoidrag<sup>2</sup>

## **Abstract:**

Organizational culture exists regardless of the organization and is the one that "links the organization" in a chain of tacit understanding that offer specific human meaning to all organizational activities and processes. At the same time, it is the factor that influences the life of the organization, regardless of its size. Building the organizational culture takes into account the particularities of the interactions between the employees, the leadership and the quality of communication.

This is why the main objective of this research is to identify what kind of organizational culture is present within the analyzed company and what kind of organizational culture is desired by its employees, using the OCAI questionnaire as a research method.

**Keywords:** *organizational culture, organizational climate, traditions, rituals, organizational myths.*

**JEL classification:** M 21

## **1. Introduction**

There are various ways of approaching organizational culture. Organizational culture is a complex model of beliefs and aspirations shared by its members. It refers to the following elements: behavioral actions, norms that are shared by working groups, the dominant values in an organization, the philosophy behind the organizational policy, the rules for integration into the organization, the feeling that exists in an organization. (Iacob D., Cismaru D-M., 2010).

Organizational culture is a collection of organic instincts and beliefs, of heroes and negative characters, of achievements, prohibitions and commandments. (Stanciu Ș., Ionescu M-A., 2005). At the same time, the culture represents the set of values and beliefs shared by the staff of an organization, having certain meanings and giving them rules for accepted behavior. According to Gănescu C., (2011), "Organizational culture is very important in supporting the objectives of profitable growth of an organization. The application of such a strategy is materialized in the excellence of the activity, the quality of the products, the satisfaction of the clients' needs, the commitment of the employees and the mobilization of the partners. These are basic elements on which an organizational culture is created and also principles with which the organizational culture continues to develop".

Organizational culture is a distinct area of organizational management and a core of management science theory. Organizational culture is a set of beliefs shared by all members of the organization (Pitariu, 2007). At the same time, the organizational culture refers to the attitudes, values and beliefs of the members of the groups of an organization, how it is affected by the actions and events carried out in its internal environment. As we can see, human resources are the most important elements of the organization, whether of a psychological, economic or financial nature, because:

*- Man is the only creator of use values. The organization represents the basic cell of the economy in which people, products and services are created.*

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<sup>1</sup> Lecturer. Ph.D. University "Constantin Brancoveanu" Pitesti, Faculty of Management Marketing in Economic Affairs Rm. Valcea, psihologmg@yahoo.com

<sup>2</sup>Ph. D. student, State Pedagogical University „Ion Creanga” Chisinau, Doctoral School of Psychology, Clinical psychologist Center for Drug Prevention, Evaluation and Counseling Valcea

*- Man is a creator from a spiritual and scientific point of view. Ideas embodied in new products, new technologies, methods of management and organization belong exclusively to humans.*

*- Man puts into motion and capitalizes all resources in an organization, the efficiency of the use of these resources depending to a large extent on the way they are put into action by humans.*

In addition to all these arguments, there is also the formation of a culture of the organization in which all people work. People are all those who work in groups larger or smaller, these groups each having a culture (a certain language, a certain kind of people), which contributes to the formation of an organization's culture. Each person represents a unique being, but the aspirations, the needs, the reasons for which he works can coincide with those of the person around him (Pânișoara, G., Pânișoara I-O, 2005).

In an organization there are always myths, stories in which real heroes are found, who worked in the respective company, thus contributing to the formation of the organizational culture. And as it is natural in every organization, we will find traditions, customs, which are transmitted and embedded in the employees' way of being. In identifying the values, they represent only the manifestation of the values of the culture. This means that they focus on what the individuals in that organization are saying, and this is equivalent to why they perform a certain behavior. The implicit reasons for the behavior remain unknown. To truly understand a culture and to accurately discover the values of a group, it is absolutely necessary to discover the implicit assumptions (unconscious / unbalanced), which are the ones that determine how the group perceives, thinks and feels. (Pitariu, 2007).

This is why the present paper aims to highlight the role that organizational culture plays among employees, what kind of organizational culture is present and what organizational culture employees would like to dominate.

## **2. Aspects regarding the research methodology**

The starting point of this paper was the idea that, within a company, organizational culture is the key to success. In the work we have done, we have tried to highlight what kind of organizational culture exists, how it manifests itself and how it is understood.

Due to the fact that the employees of the company have a low level of efficiency, the employees have a dissatisfaction regarding their own values compared to the values of the organization, the salary system no longer corresponds to their needs, the motivation to perform their service tasks is low, and the expectations regarding their career are left to be desired (continuous training, the reward system when they work extra), an investigation on the organizational culture. has been conducted. A preliminary analysis of the company's situation indicated that there is a discrepancy between the needs of the organization and the needs of the employees. At the same time, there were differences between the senior staff and the newcomers, meaning that those occupying a position over 4 years old were no longer available to provide information, and to train their younger colleagues, believing that the younger employees just want to fill their positions and then they would be laid off. Thus, the novice staff failed to solve their tasks, thus leading to reduced efficiency. Starting from this, the main objective of this research was "To carry out an analysis on the organizational culture, more precisely what type of organizational culture is present within the company, and what type of organizational culture is desired, for the success of the organizational success".

The research hypothesis focused on the fact that the employees have a low job satisfaction, a reduced efficiency of their work due to the type of organizational culture existing.

The present paper constitutes an exploratory research, which took place in April 2017, based on the descriptive method, mathematics, statistics, graphical representation. We

consulted various sources regarding the concepts used such as: specialized literature, but also data collected from the analyzed society. At the same time, we used the quantitative method (the questionnaire, the observation) in collecting the data, to investigate the kind of organizational culture within the analyzed company, but also to observe the working environment, employees' reactions to the work performed, their answers.

The purpose of this research was to understand the needs of the employees, as well as the role that organizational culture plays within a company.

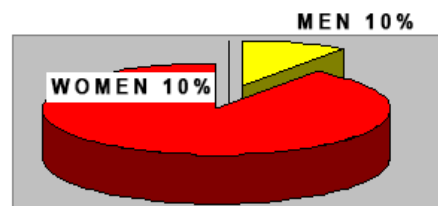
### 3. Socio-economic characteristics regarding the subjects

In order to carry out this study, 10 subjects were chosen, employees of a company providing food services (pastry) in Ramnicu -Vâlcea, aged between 20-45 years, of both sexes. They hold the positions of pastry chefs, cashiers and handlers. Thus, they were proposed to participate in a research, focused on the analysis of the organizational environment, specifying that the data provided by them are confidential and will be used in a profile research. The participants were 10 in number. The questionnaires were applied at the end of a tour after the examiner investigated the subjects' schedule and was able to determine the date and time of the application.

**Table no.1 Characteristics of the investigated subjects**

Category	Characterstics	No.	%
<b>sex</b>	men	1	10
	women	9	90
	<b>total</b>	<b>10</b>	<b>100</b>
<b>age</b>	Over 40	2	20
	31-39	3	30
	20-30	5	50
	<b>total</b>	<b>10</b>	<b>100</b>
<b>marital status</b>	married	5	50
	single	5	50
	<b>total</b>	10	100
<b>studies</b>	High-school	7	70
	University	2	20
	Vocational School	1	10
	<b>total</b>	10	100

Figure no. 1 shows that 10% of the subjects are male, the remaining 90%, respectively 9 subjects, are female.



**Figure no.1. Subjects by gender**

Taking into account the demographic characteristics, the subjects were divided into three age groups: between 20 and 30 years - 50% of the subjects (5 people), between 31 and 39 years, respectively 30% of the subjects (3 persons) and 20% over 40 years old.

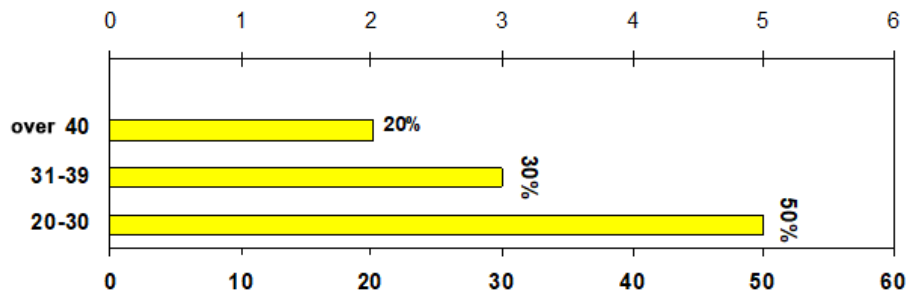


Figure no. 2. Subjects by age

Regarding the qualifications of the subjects, it is important that 70% have graduated high school (7 people). 2 persons (20%) are college graduates, while the rest of 1% have graduated a vocational school. Another characteristic of the subjects is the marital status: 50% are married and 50% unmarried.

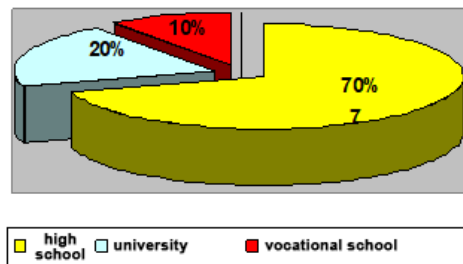


Figure no. 3. Subjects and studies

#### 4. The instrument used

As research methods regarding the organizational culture, the OCAI questionnaire and the direct observation and study of internal documents were used. The OCAI questionnaire was applied in the organizational environment, more precisely after the subjects finished their activity, counting on the representation and the sincerity of the answers. An instrument for diagnosing the organizational culture is OCAI (Organizational Culture Assessment Instrument), which originates from the Competitive Values Model, designed by Cameron and Quinn 1999, which in turn originates from research on the main indicators of the organization (Pitariu 2007.), thus: There are two main dimensions: 1) flexibility and dynamism vs order and control and 2) internal orientation vs competitiveness. These dimensions organize the indicators into 4 main clusters, labeled according to their main characteristic: A) clan, B) autocracy, C) market, D) hierarchy. The OCAI allows the evaluation of organizations from the perspective of 4 types of organizational cultures corresponding to the 4 cadres.

The questionnaire allows the study of six main aspects of culture: a. The dominant characteristics of the organization, such as the organization as a whole; b. the leadership style and the way of infiltrating the organization; c. management of human resources, how employees are treated and how the work environment is; d. liant of the organization, the connection that holds the organization together; e. strategic values, which define the areas

emphasized within the organizational strategy; f. critical criteria of success, which determines how success is defined, what is rewarded and celebrated in the organization.

The questionnaire has two distinct parts. The real part A. consists of 6 aspects that refer to specific behaviors, common to all organizations. B - The ideal situation concerning how employees would like to be treated.

### 5. Interpretation of results

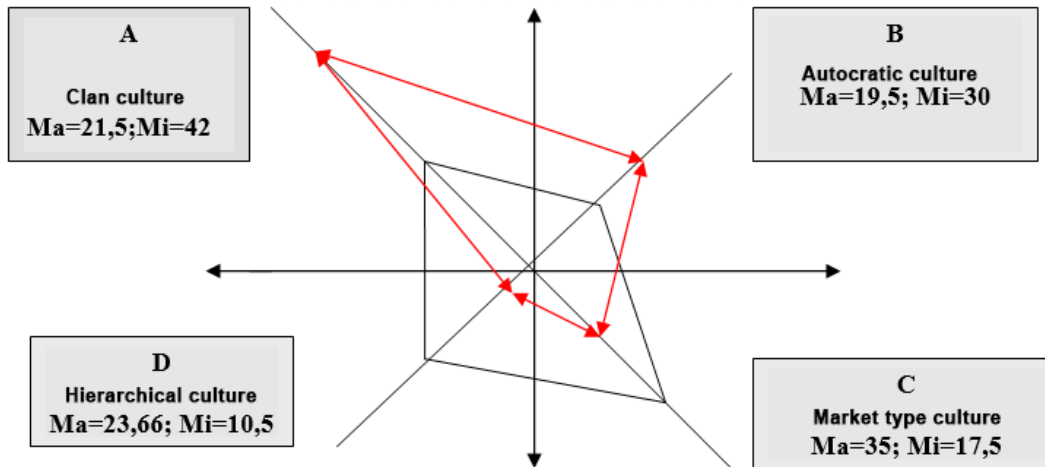
After the questionnaires were applied, the data obtained was processed. Thus, each dimension of the organizational culture is analyzed according to the applied questionnaire. The following results came.

According to table 2 and figure 4, this is the data obtained at this stage. The dominant characteristics of the organization show that: for the current profile ( $m_a = 35$ ), the organization is oriented towards the market culture, which is a results-oriented culture, the leaders are oriented towards productivity and competence, the binder of the organization is focused on the idea and the desire to be successful, the management of the employees focuses on the development of the competitive spirit of the employees, the success is focused on penetrating the market and reaching a market share as high as possible, and the values of the organization take into account competitive actions. Considering the ideal profile ( $m_i = 42$ ) of this dimension, a clear detachment of the clan-type culture is observed, in which the organization would like to focus on internal processes, flexible, concerned with its employees, and the organizational environment is similar to an extended family. Leaders are considered mentors, and the line of the organization is represented by loyalty and traditions. The personnel management considers the commitment to the organization, and is focused on the development of human resources. The success is defined by the prism of the sensitivity towards the clients and the concern towards the people. The values of the organization take into account teamwork, participation and consensus.

**Table no. 2. Descriptive indices regarding the  
Dominant characteristics of the organization**

Type of culture	Media		Standard deviation	
	<i>actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=21,5	M=42	13.34	16.86
B. Autocratic culture	M=19,5	M=30	6.85	16.32
C. Market type culture	M=35	M=17,5	15.09	13.99
D. Hierarchical culture	M=23,66	M=10,5	10.74	14.99

Source: Created by the authors



**Figure 4. The graphical representation for:  
The dominant characteristics of the organization.**

Source: created by the authors

Considering the size of the Management within the organization, (table no.3 and figure no.5) it is observed that for the current profile dominated are the clan, market and hierarchical type cultures, with averages approximately equal to  $m_r = 26.5$ ,  $m_r = 26$ ,  $m_r = 26.5$  which means that the organization is concerned about its employees, but also on results and well-established rules; leaders set high standards, but they are seen as mentors who pursue the coordination of the activity; The binder of the organization is focused on the desire to be successful, based on loyalty and traditions; Personnel management on the development of human resources, competition, but also on job security; Success is focused on reaching the highest market share, but also on concern for people and respecting deadlines; the values of the organization consider the teamwork performance, but also the increase of the reputation and the success. Regarding the ideal profile, the clan type culture obtained the highest average,  $m = 36$ , followed by the autocratic culture with an average of  $m = 30$ . This reflects the desire of the staff, through which the organization would like to focus on internal processes, concerned with their employees, leaders are considered mentors. Emphasis is placed on traditions, on human resource development, concern for people, teamwork, participation and consensus.

**Table no. 3. Descriptive indices regarding: the Management within the organization**

Type of culture	Media		Standard deviation	
	<i>actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=26,5	M=36	13.34	18.37
B. Autocratic culture	M=21	M=30	9.94	11.54
C. Market type culture	M=26	M=19	12.86	15.95
D. Hierarchical culture	M=26,5	M=15	12.03	9.71

Source: Created by the authors

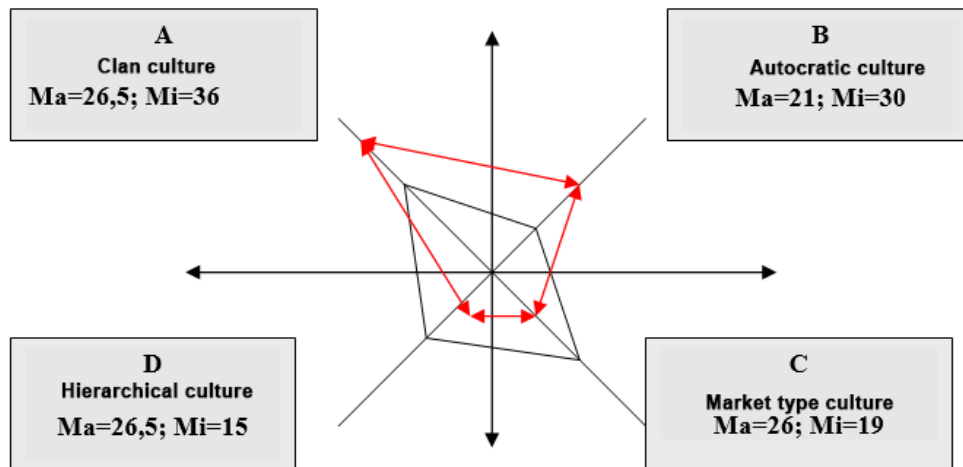


Figure no.5. Graphic representation of the present and desired organizational culture, for Management within the organization

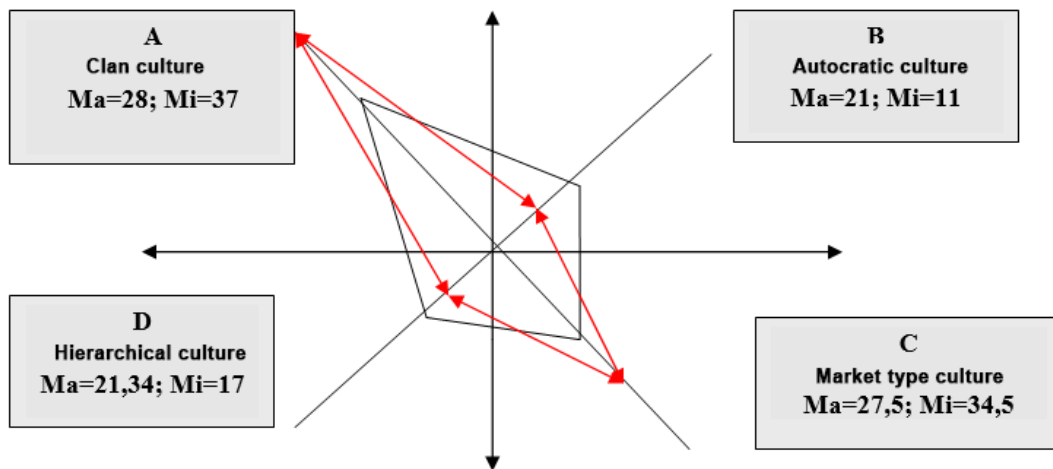
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Regarding Human Resource Management, (table no.4 and figure no.6), we can observe that the clan-type culture predominates, both for the current profile and for the ideal profile, a culture that has obtained the highest numbers of  $ma = 28$ ,  $I = 37$ . This articulates the desire of the staff that the organization would focus on internal processes, would be flexible and concerned about their employees, the organizational environment being similar to an extended family. Leaders are considered mentors, and the binder of the organization is represented by loyalty and traditions. Personnel management is focused on the development of human resources, and success is defined by the concern about people. The values of the organization take into account teamwork, participation and consensus.

Table no. 4. Descriptive indices regarding: Human Resources Management

Type of culture	Media		Standard deviation	
	<i>Actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=28	M=37	18.73	9.48
B. Autocratic culture	M=21	M=11	19.11	8.75
C. Market type culture	M=27,5	M=34,5	12.74	13.42
D. Hierarchical culture	M=23,5	M=17,5	14.53	10.86

Source: Created by the authors



**Figure no. 6. Graphic representation of the present and desired organizational culture, for Human Resources Management**

Source: Created by the authors

Regarding the Organization's binder, (table 5 and figure 7), it is observed that, for the present profile, the predominant culture is the autocratic culture,  $m = 34$ . The characteristics of the organization are represented by an entrepreneurial and creative environment. Leaders are innovative. The binder of the organization is about innovation. The management of the employees encourages the initiative and the freedom of expression of the employees. Success involves the development of new products and services. The values of the organization envisage taking over a market leader position. The ideal profile indicates the desire of the employees for a clan culture, present in the other examples.

Table no. 5. Descriptive indices regarding the size of the organization's binder

Type of culture	Media		Standard deviation	
	<i>Actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=20,5	M=4	17.07	22.21
B. Autocratic culture	M=34	M=2	10.74	15.23
C. Market type culture	M=22	M=1	16.86	10.01
D. Hierarchical culture	M=23,5	M=1	13.34	10.65

Source: Created by the authors



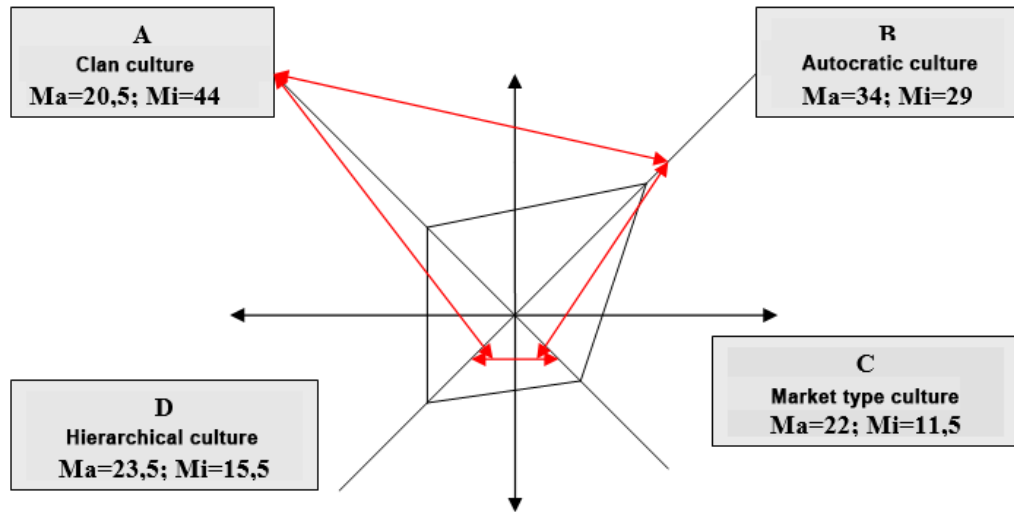


Figure no. 7. Graphic representation of the present and desired organizational culture, for the size of the organization Binder

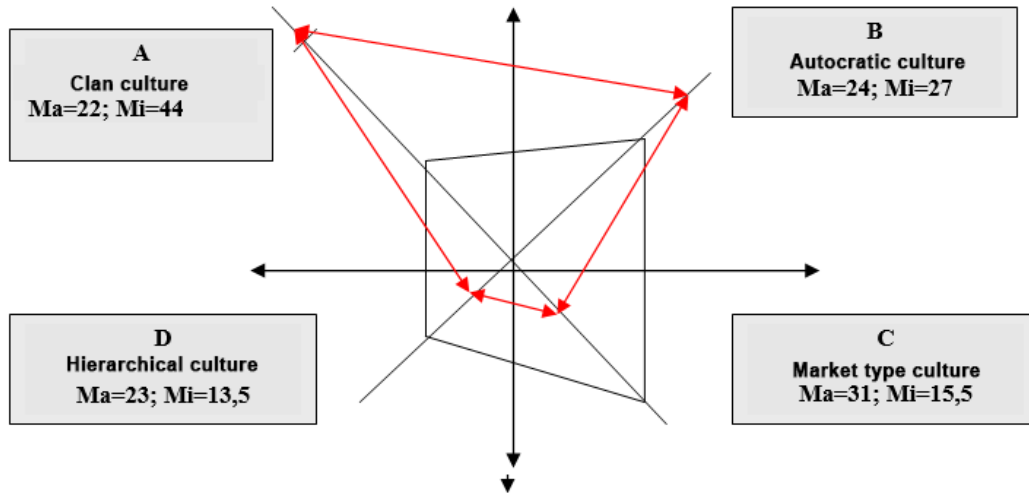
Source: Created by the authors

Considering the values that underlie the organizational strategy (table 6 and figure 8), it can be observed that in the current profile the market-type culture that is a results-centered culture predominates, the leaders are oriented towards productivity and competence. The binder of the organization is focused on the idea of success, and the management of the employees focuses on the development of the competitive spirit. Success is focused on market penetration, and the values of the organization envisage competitive actions. For the ideal profile, the dominant clan culture is observed again.

**Table no. 6. Descriptive indices regarding the Values that underlie the organizational strategy**

Type of culture	Media		Standard deviation	
	<i>Actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A Clan culture	M=22	M=44	18.73	13.49
B. Autocratic culture	M=24	M=27	18.22	14.94
C. Market type culture	M=31	M=15,5	18.67	12.12
D. Hierarchical culture	M=23	M=13,5	13.37	14.53

Source: Created by the authors



**Figure no. 8. Graphic representation of the present and desired organizational culture, for the Values that underlie the organizational strategy**

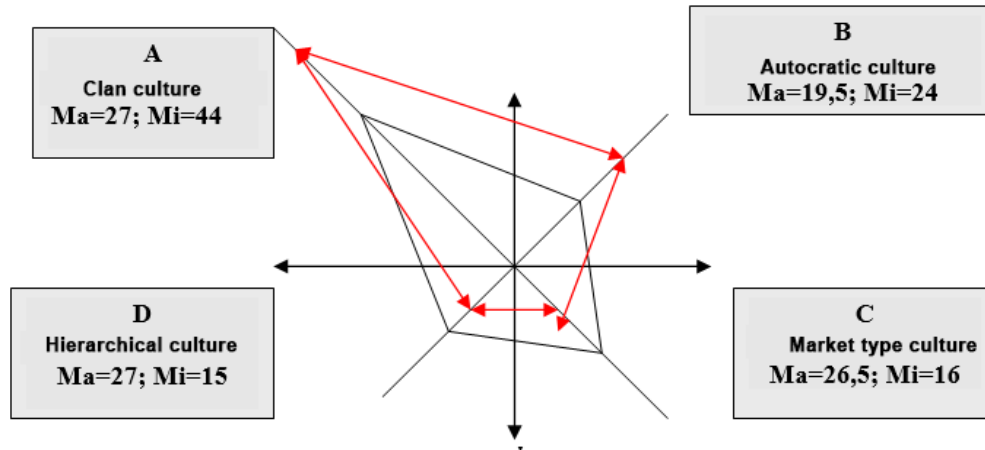
*Source: created by the authors*

Within the concept of Success Criteria, (table 7 and figure 9), the clan and hierarchical culture predominates, for the current profile, showing interest in their employees, with well-established procedures. Leaders are considered mentors and follow the organization. The binder of the organization is represented by traditions, but also by rules. Personnel management is focused on human resources development, but also on job security. Success is defined by the concern of people, but also by meeting deadlines. The values of the organization take into account teamwork, participation and stability. For the ideal profile, the clan culture obtained the highest average.

**Table no. 7. Descriptive indices regarding the Success Criteria**

Type of culture	Media		Standard deviation	
	<i>Actual</i>	<i>ideal</i>	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=27	M=44	28.00	31.69
B. Autocratic culture	M=19,5	M=24	14.61	20.65
C Market type culture	M=26,5	M=16	20.82	10.74
D. Hierarchical culture	M=27	M=16	25.07	17.12

*Source: created by the authors*



**Figure no. 9. Graphic representation of the present and desired organizational culture, for the Success Criteria**

*Source: created by the authors*

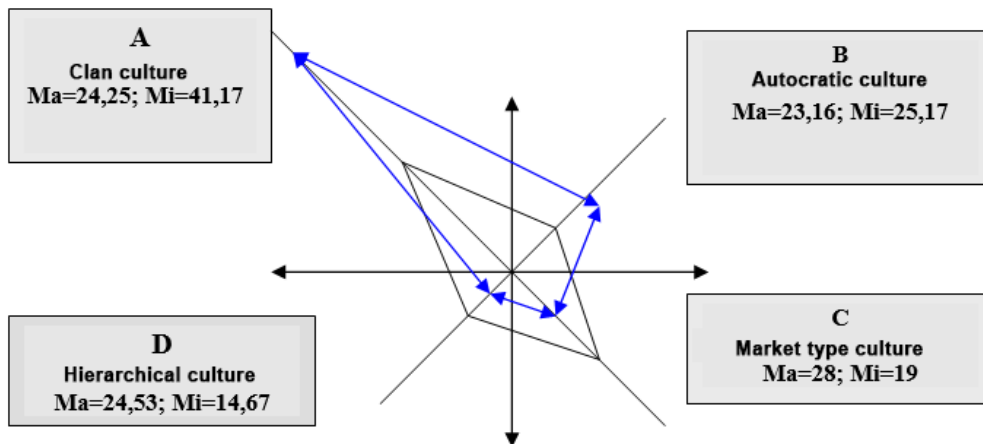
#### **Analysis of total descriptive indices**

Following the analysis of each example, the following radar and table graph are shown, in which the averages of each type of culture are calculated based on the 6 previous examples. It can be seen that for the current profile the media with the highest value is the one specific to the market culture  $ma = 28$ , which is a results-focused culture, the leaders that are oriented to productivity and competence, are bound to set high standards. The binder of the organization is focused on the idea of being successful, and the management of the employees focuses on developing the competitive spirit of the employees. The success is focused on penetrating the market and reaching the highest market share, and the values of the organization envisage competitive actions. According to the ideal profile, the clan type culture predominates with a  $mi = 41.17$ , which is based on the fact that the organization is centered on its own employees, is flexible, the organizational environment resembles an extended family, and leaders are considered mentors for employees. Leadership is focused on human resources development, and success is due to the customers' and people's concern. The values of the organization take into account teamwork, participation and consensus.

**Table no. 8. Descriptive indices regarding the types of cultures of the 6 previous examples**

Type of culture	Media	
	<i>actual</i>	<i>ideal</i>
A. Clan culture	M=24,25	M=41,17
B. Autocratic culture	M=23,16	M=25,17
C. Market type culture	M=28	M=19
D. Hierarchical culture	M=24,53	M=14,67

*Source: created by the authors*



**Figure no. 10. Graphic representation of the present and desired organizational culture**

Source: Created by the authors

## 6. Conclusions

The results of this research showed that by analyzing the descriptive indices of the organizational culture, we could find out what kind of culture exists in that organization, what kind of culture is desired, which cultures are considering the calculation of the means of each particular need, what characteristics are desired to be completed. For the current profile analyzed, the type of culture that was highlighted after processing the results, was the market culture, for "the dominant characteristics of the organization", "the leadership within the organization", "the values that underlie the organizational strategy", followed by the clan-type culture for "human resources management" and "success criteria, and for the" binder of the organization "- autocratic culture. Instead, for the ideal profile, the predominant type of culture was clan culture, which shows the willingness of the employees to perform their tasks in an organizational environment seen as a large family, leaders are wanted to be perceived as mentors, loyalty and traditions, a management of the developed staff, the concern for the people, the participation of all the employees in the development of the company, the teamwork.

### **In conclusion, we can consider that:**

- The general objective of the paper to investigate the organizational culture was achieved
- The hypothesis from which it was started, according to which: the employees have a low job satisfaction, a reduced efficiency of their work, due to the type of organizational culture existing, has been confirmed.
- Dissatisfaction with the nature of the work is associated with the type of existing culture, the type of management practiced and the way in which leaders know how to "lead".
- The results showed that there are differences between the two profiles analyzed, the current one and the ideal one, both for each particular example and by analyzing the total descriptive indicators.
- The results of the study revealed that there is an ideal profile that the employees want to be implemented in their organization.

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