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ORGANIZATIONAL CULTURE FROM A CONTEMPORARY PERSPECTIVE

Original Research

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Abstract

Organizational culture is the invisible force of each company that ensures the coherence of daily actions and explains the so different results obtained under the same market conditions of the various relatively similar organizations in terms of size, market share or field of activity. From this point of view, it is important for any company to know more closely the characteristics of its own organizational culture, in order to develop policies and strategies that are in line with the values accepted and shared by the members of the organization. Moreover, understanding the perceptions, values and norms shared by the employees, in other words, knowing the organizational culture of the individuals in the organization, is essential for shaping the internal communication, so that the messages transmitted do not conflict with the values and expectations of the employees. The purpose of the article is to provide an increase in knowledge regarding the role that organizational culture plays in the contemporary economy.

INTRODUCTION

For an organization, culture is not only a system of values shared, more or less, by all employees, but also an invisible force that offers a strategic direction, guiding organizations in fulfilling their goals through generally accepted norms and rules, mobilizing internal energies and giving the motivation and satisfaction that follows internal controls and their implementation. Adapting the members of the organization to the external environment and the internal integration of each member within the group are two dimensions that partially characterize the culture of an organization. To these must be added the presuppositions, values, myths and beliefs that are specific to a particular cultural space, in other words, the perceptions of the members of that space should be analyzed (Hofstede, 2001).

Each person's perception of the changes in the internal and external environment and, therefore, the action to these changes is culturally conditioned. Thus, any organization will interpret the external environment according to the individual and collective perceptions of the employees, perceptions conditioned by the education received, but also by the individual and group values of the society of which it is part of. These culturally conditioned perceptions affect the organization's interpretation of the dynamic changes in the competitive environment in which it operates. Thus, any description of the universe of organizational culture cannot be completed without analyzing the possible influences of the economic crisis on the culture of organizations (Bunget et al., 2009).

The completion of an evaluation process of the organizational culture mostly leads to the need to implement a strategy for changing the culture of the organization. In this regard, a model of cultural transformation of the organization and the main stages of such a process will be presented(Burdus, 2007). The diversity of the forms of manifestation and the difficulty for an observer to identify them correctly, since some elements are found at the conscious level and others at the subconscious level, make the approach of evaluating the culture of an organization extremely difficult. When discussing leadership, in addition to the personal and professional qualities of each leader, the concept of organizational culture must also be taken into account.

On the one hand, cultural norms provide the formal and informative framework of exercising leadership action in the organization in accordance with its vision of the mission and goals of the organization, and, on the other hand, leadership, through its actions, shape the culture of the organization. Undoubtedly, there is a relationship of mutual influence between the leader's behavior and the organizational culture modeled by its impact on the organization and, ultimately, the result of this interaction on performance (Schein, 2004).

It is interesting to note the effect of mutual, iterative influence between leadership, internal audit and organizational culture. Through his action, in accordance with his own vision on the surrounding world and its associated values, the leader actively participates in the process of forming the organizational culture; at the same time, these actions, values and visions are received by the members of the organization and permanently compared with their own values (Boulescu & Ispir, 2009).

It is recognized that the effectiveness of the work submitted and implicitly the economic-financial results of an organization depend on the qualities and the degree of motivation of the employees and the managers. But these results also depend on the quality of the organization as a whole, the organization developing its certain style or manner of solving problems, which can sometimes be stronger than the will of a certain person or group of people. In order to understand this specific way of solving problems, one has to go beyond certain figures, endowments etc., in what is known as organizational culture (Oprean & Popa, 2007).

The purpose of the article is to provide additional knowledge regarding the important role that organizational culture may play and how it may use its elements as tools for long-term strategy, the way it may introduce changes in policies, management methods or in the general objectives that cannot be achieved without the adherence of all employees to these changes, in accordance with the culture of the respective organizations.

RELEVANT LITERATURE

The specialized literature has identified the existence of certain cultural features characteristic of each nation or group of nations. These cultural models are determined by the history, culture, education received at home and at school, the level of economic development, but also by the religion and beliefs of each people and reflect the way they think and relate to the social and economic environment. All these values, acquired or learned throughout life, form the behavior at the individual level and, further, at the level of organization or even of society (Nicolae & Dascălu, 2008).

Organizational culture can be defined as "a complex model of beliefs and hopes, which includes the philosophies, values, postulates, attitudes and norms common to the members of the respective organization". A group of people, if they have worked together for a limited time, any organization, sooner or later, produces a series of traditions, common customs and a certain philosophy. All these

characterize the organization very well and are unique in their own way, making it stand out from others for better or worse. Organizational culture is the substrate on which all decisions in an organization are based. From this perspective, the organizational culture plays a central role in the relationship between the management of the organization and the implementation of any strategic decision. For an organization, culture is not only a system of values shared more or less by all employees, but also that invisible force that offers a strategic direction, guiding them in its fulfillment by generally accepted norms and rules, mobilizing internal energies and giving them motivation and satisfaction (Năstase, 2004).

The completion of an evaluation process of the organizational culture most often leads to the need to implement a strategy for changing the culture of the organization. It is important to note that there is no ideal organizational culture and therefore we cannot talk about the ideal values of some parameters that any organization should reach (Abrudan, 2009). The organizational culture is correct when there are no significant differences between the values of the leaders and those of the employees, and these values are widespread at all levels of the organization and shared by most of the staff. The term „shared values" means that all members of the organization attach the same meaning to the terms and that, for the most part, they have managed to integrate them into their own value system. We can say that, in this case, the leaders have succeeded in transmitting their values to the employees, and the organization is after their image and likeness (Năstase & Cercel, 2011). As we have shown, the organizational culture is based on a system of common actions, values, norms and beliefs, which gradually develops within an organization a person interacting for the first time with an organization, as well as the invisible part (things are done in the same way by all the members of the organization because there is a common system of shared values).

Undoubtedly, the organizational culture is influenced by the globalization of the market, by the technological evolutions and by the development of the means of communication, which thus produce rapid changes in the external environment of the organization and in the employee-employer relationship, as well as the interactions that take place between states, entities and individuals with different cultural traits (Boulescu, 2007).

There are a number of factors that favor the development of this process, of which we can remember (Boulescu, 2011):

a) increasing the level of education of the population;

b) migration of labor force, services and capital;

c) economic, cultural and social interdependencies.

Time is a key element, being necessary, but not sufficient for the formation of organizational culture. We say that it is not enough because not every company with a long history manages to develop a performance-oriented organizational culture (Băcanu, 2008).

Considering the organizational culture, every organization intends to implement these living ideals, namely corporate governance, risk management and the internal control system represented by internal audit. Moreover, the internal audit plays a role in the management education, in finding effective solutions and in assisting the implementation and development process of the techniques and tools developed in this field. Of that, the internal auditor should have a deep understanding of corporate governance, being the best indicated in assuming this major role within an organization in search of the achievement of management success.

Organizational culture affects the way in which decisions are made in an organization and, because of the concrete way in which it evolves, it equally affects the formulation of strategy. Studies of unique qualities in organisations show that this organizational culture is the basis of the entire decision-making process, although it may appear only indirectly, through inertial consequences. The organizational culture integrates those values, beliefs and behavioral norms that have proven to be beneficial to the evolution and growth of the organization. In other words, the organizational culture preserves all the values that have been historically validated as being beneficial to the organization and its employees (Bibu, 2006).

The top management of an organization bears the major responsibility of ensuring the correct and efficient functioning of the systems within the organization. It must be clearly recognized that there is no universal method of management and the very word leadership implies giving the right direction to the management of an organization.

The internal audit was adopted as a fashionable term in the field of financial control; currently internal audit involves design and implementation of the internal control systems that affect all the activities of the organisation and its members. The internal auditors and the manager should be partners and not adversaries, since they share the same objectives of improving the effectiveness of management and achieving the proposed goals. The auditors must assess all the functions and activities within the organization, in order to effectively report to the general management. The relationship between the internal auditors and the audited organization has to be a professional one, with respect to the honest evaluation of the system and to the disclosure of the problems encountered by the employees. The support offered by the internal auditor, working together with the audited employees, has to result in

finding solutions, to eliminate the errors or irregularities that may exist in the existing systems.

The professionalism of the auditor in this manner provides a value judgment about the tools and techniques used by the managers and employees, including rules, procedures, instructions, computer systems, categories of organization etc.as recognized by specialists in internal control (Boulescu, 2003).

Accordingly, it is unanimously accepted that the internal auditor advises, assists, recommends to senior management who are solely responsible for subsequent decisions. The internal auditor's obligation is primarily to assist in finding ways to contribute to the improvement of the performance of employees and organisations, as well as to coordinate with them in effectively achieving the true objectives of internal control.

RESEARCH METHODOLOGY

In the investigation, 100 managers were involved in several companies. The research method has been based on research and it has been honoured in this study and there have been success stories. In order to determine the value of the sample, the method was used by the sample to determine the value, equal to 0.86. For data analysis, state-of-the-art methods have been used, such as the Fræedman, Parson and Spärmān methods. Special attention was given to the ways in which the organizational culture manifests itself and the factors that influence the organization's performance improvement (Table 1).

It is the role of the constants in the fact that it is in charge of the organizational values and the norms of behavior, and finally the psychological contract (Figure 1).

FINDINGS

We found that 38% of the managers interviewed appreciated that organizational values have the highest weight as importance. Organizational values are considered as constituents of a leader's vision, as well as of the organizational vision. The founders of a company have from the beginning a set of own values, which, later, will be found in the formal definition of the mission as well as the formulation of its objectives.

On the second place as importance, with 33%, the norms of behavior were located, in order to maintain a system of values that a group considers socially acceptable, it is required that it develop a system of norms of behavior. conduct that guides the actions of its members. The norms foreshadow the attitudes and behaviors expected to be displayed by the employees within and outside the organization, as well as the rewards/sanctions triggered by their respect/violation.

On the last place was the psychological contract, with 29%, informal, unwritten, between employer and employee, which includes mutual expectations and contributions of the two parties. It provides the basis for future collaboration between the two parties, in an economically, socially and culturally accepted manner. Organizational culture implies the existence of these psychological contracts. The individual first comes into contact with the organizational culture of the company through the recruitment, selection, employment and integration procedures. The social environment in which he enters places a series of pressures on him, which may or may not validate an important part of the assumptions, expectations regarding the organization. These contracts reflect a social consensus of the parties involved and an establishment of mutually accepted patterns of behavior. The great resistance to the change of the organizational culture is also due to the fact that the employees perceive an attempt to unilaterally modify the terms of these contracts, which have become a way of being for them.

CONCLUSIONS

We note that regardless of the size of the organization, its turnover, the sector in which it operates or the degree of human resources training, we can identify patterns of behaviors and attitudes of employees that influence, in a positive or negative sense, the performance of an organization and which we find, in varying proportions, to all the economic actors of a given society.

An in-depth analysis of the organizational culture of performing companies must identify all cultural cues that influence the economic and social performance of the company. On the one hand, some of them can increase the efficiency or effectiveness of the company and therefore, it acts on its economic-financial performance, others can positively influence the responsibility of the employees and their self-motivation, and, finally, there are indications that, by their action, they can raise communication barriers, cause demotivation, cause the employees to avoid getting involved in the smooth running of things and produce responsibility.

The culture of the organization is formed in a long time, being modeled both by the values of the society, learned by the members of the organization starting from childhood, as well as by the influence of the leaders and the government, at the level of the unconscious, of the day. Organizational culture begins to form with the birth of the organization, is a dynamic evolution, being modeled by the course of events for which the organization crosses, with

more or less success. It is continually subjected to a process of transformation, a process faster and faster at the level of the organizational climate, and slower at the level of the invisible part.

At the level of organizational structure, companies have preferred a hierarchically functional structure of a flattened pyramid type. In these companies, the decision making process is rather centralized, the delegation of competencies being used only for the current activities of the organization, in all the companies are established and clear rules are established. There is no consistent policy of inter-party co-operation, nor have there been any indicators of compliance with team work. As I said before, in the opinion of the managers, the ideal organization is an organization of winners. In such an organization, the standards of performance are high, of every employee waiting to perform better than his or her colleagues. The management emphasizes the results obtained, efficiency and efficiency, being, on the other hand, the safe way to be hired and to gain the status and position in the hierarchy.

Important is the personal success and not the cooperation within the organization. In the absence of team performance indicators, employees are somewhat reluctant to work in teams, preferring individualism in work relationships in pursuit of personal success. The internal control is based on a simple concept of defining the rules and observing them, in order to ensure the efficiency of the actions taken and to reach the set objectives. The culture will make the rules introduced faster or harder to be known by those who will apply them, will determine the degree of acceptance of the rules and put into practice (because the employees can only act as their worshipers). it will generate co-operation, competition or conflict.

In conclusion, once assimilated into the organizational culture of the respective institution, the internal control can be used at any time to wish for an improvement of a certain activity, to verify the way in which the information flow works, or where the shared information is located. in other words, to identify the measures to verify and organize the obvious, to analyze and detect the weaknesses or weaknesses of some systems. The objective evaluation of the state of the control system within the management, both at the compartment level and at the level of the public entity (including those subordinated, under coordination or under authority) is very important as it involves a program, of the internal control system; the identification, after the evaluation, of some possible non-conformities, may lead to the assumption of new specific objectives at the compartment level.

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LIST OF TABLES & FIGURES

Table 1
Factors of influence of the organizational culture

| ORGANIZATIONAL VALUES	RULES OF BEHAVIOR	PSYCHOLOGICAL CONTRACT
Values are chosen from several alternatives;	Formal, established by official regulations by the company management;	Inadvertent - there is capacity and desire (but different interpretations lead to failure)
The values must be harmonized with each other;	Informal, unofficially established by the members of the respective community or subgroups in the organization.	Disability - there is a will, but there are no possibilities;
Values must be clearly defined;		Renegation - there is capacity, but it is not desired to respect the contractual conditions.
Values must be limited in number;		
Values must be realistic;		
Values must stimulate performance;		
Values must be attractive and generate a sense of pride;		

Source: developed by authors
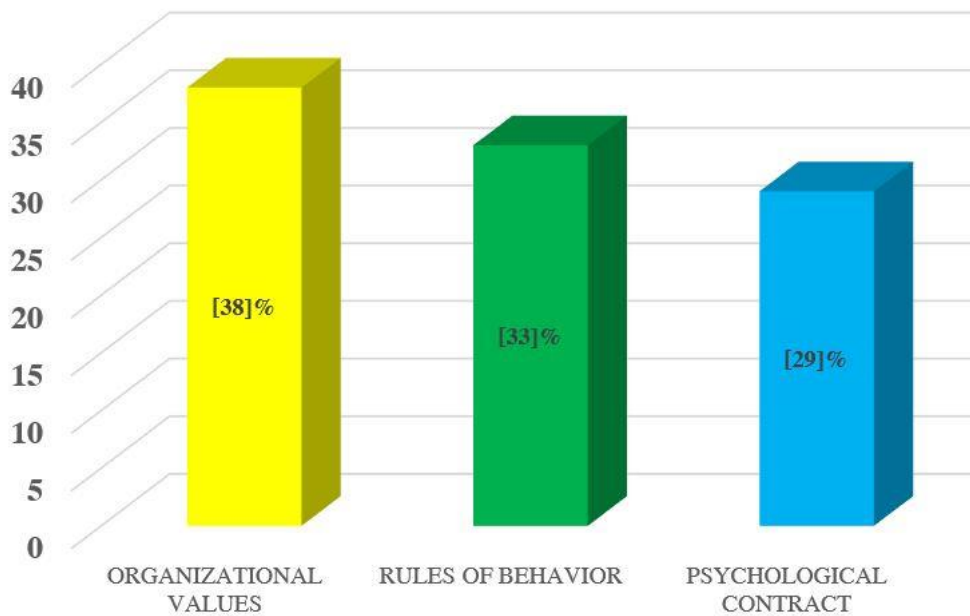
Figure 1
Appreciation of the importance of each factor
Source: developed by authors