
THE IMPACT OF ORGANIZATIONAL CULTURES ON COMPANY MANAGEMENT

Vasile CUMPĂNAȘU

Scientific Researcher PhD., "Constantin Brâncuși" University of Târgu Jiu

Abstract: *CULTURE IS THE WAY OF THINKING AND ACTING, IT IS A SYSTEM OF ATTITUDES, VALUES, IDEAS, BEHAVIORS AND INSTITUTIONS. CULTURE IS A WAY OF HUMANIZING MAN, OF HUMANITY, IN THE PROCESS OF ACQUIRING QUALITIES THAT ARE NOT FOUND IN NATURE AND THAT ARISE FROM THE TRANSFORMATION OF THE BIOLOGICAL EXISTENCE FORMS OF MAN INTO SOCIO-CULTURAL EXISTENCE. THE MECHANISM THAT ENSURES THIS ORGANIZATION IS THE INSTITUTIONALIZATION, FORMALIZATION AND STANDARDIZATION OF HUMAN RELATIONS AND THE BEHAVIOR OF INDIVIDUALS WITHOUT WHICH A SOCIETY CANNOT EXIST. IN AN ORGANIZATION, CULTURE IS THE MAJOR DETERMINANT NECESSARY FOR ITS FUNCTIONING AND OBTAINING THE NECESSARY SKILLS FOR EVOLUTION. THIS ARTICLE PRESENTS A CRITICAL VISION ON THE ORGANIZATIONAL CULTURE OF COMPANIES OF ITS POWERFUL MEANING IN THE ORGANIZATION, DEVELOPMENT AND PROGRESS OF ANY KIND OF SOCIETY. ORGANIZATIONAL CULTURE IS AN INTRINSIC PART OF HUMAN INTRINSIC RESOURCE MANAGEMENT. THE RISE OF THEORETICAL CONCERNS AND PRAGMATIC APPROACHES REGARDING ORGANIZATIONAL CULTURE LEAD TO A NEW VISION OF HUMAN RESOURCES IN THE MODERN ORGANIZATION AND TO A NEW TYPE OF MANAGEMENT.*

Keywords: ORGANIZATIONAL CULTURES, SOCIETY, CULTURE, BEHAVIOR

**Contact details
of the
author(s):** Email: vasilecumpanasu01@gmail.com

Introduction

The concept of organizational culture is fundamental because it explains critical phenomenon in the functioning of organizations. Organizational culture is considered to be the invisible force behind the easily observable things in an organization and is the social energy that causes people to act in order to achieve the proposed organizational goals.

Organizational culture can be compared to the personality of an individual who cumulatively meets certain qualities such as meaning, direction, motivation, vision, and the energy needed to evaluate. organizational culture is defined as the way of life of individuals and includes sets of social values that guide directions for certain social changes, day-by-day and traditional behaviors, social beliefs, and rituals.

The development of organizational culture has also been favored by the important role that human resources play in the development of the organizations.

Literature review

In an organization, culture is the major determinant necessary for its functioning and obtaining the necessary skills for progress.

Organizational culture is based on two factors:

- the structural establishment of the group
- individual integration into higher standards

Hodgetts and Luthans define certain characteristics that can be associated with organizational culture, which can be defined as a system of common values that can be estimated by observing how employees understand this at different levels in the organization and with different training and knowledge. (Hodgetts, Luthans, 2003, p. 55)

These are:

1. The rules must be defined taking into account the workload and the levels of cooperation between employees and organization management of the organization
2. The rules should be clearly defined for employee behavior in terms of increased productivity, cooperation between groups and relationship with partners and customers
3. Observed behavioral routines can define both a common language and formal procedures
4. Coordination and understanding of different organizational units with the aim of improving efficiency, quality and vitality in design, production and service delivery

In order to achieve the goods necessary for living, people organize themselves in various forms, so that they can activate inside them.

We understand by organization, the totality of actions and processes that are oriented toward forming and perfecting the connections between the parties.

The mechanism that ensures this organization is the institutionalization, formalization and standardization of human relations and the behavior of individuals without which a society cannot exist.

Human society is characterized by thoughts and feelings, which imply the formation of a symbolic language by which man gives meaning and sense to everything, to his actions and to his creations.

Man cannot form himself or realize himself as an individual; he cannot participate in the life of society outside of organizations, in whatever form they may appear.

The organization consists of a social group that operates according to certain normative acts for the achievement of common goals and objectives.

Culture is a world of symbols, which is the unity of material and spiritual, its essence being the values. This is the sphere of human existence, a set of values and criteria for the appreciation of the world.

Culture is a way of humanizing man, of humanity, in the process of acquiring qualities that are not found in nature and that arise from the transformation of the biological existence forms of man into socio-cultural existence.

Spencer Kagan, recognizing the mutual influence between culture and society, argues that:



- even in the broadest sense of the term, culture is not coextensive with man in his work and is not synonymous with society.
- man, as the subject of society, is the creator of culture and its creation, which means that man is not its content, but its form of existence. (Spencer, 2002, p. 47)

For example, the state, the school, the market, are creations of culture in their form and social realities in their content.

Leslie White also argues that every human culture can be divided into three parts:

1. economy and technology
2. social structure
3. ideology (White, 1959, p. 35)

Economic aspects and technology are fundamental to the other two parties, and the social structure and ideology can only be understood by reference to this foundation.

Several categories of cultures can be defined, depending on the scope of the culture, namely:

- national culture
- economic culture
- organizational culture

Culture is the way of thinking and acting, it is a system of attitudes, values, ideas, behaviors and institutions.

Man, through education, integrates into a community and evolves according to socio-cultural models. They integrate individuals into organized groups and ensure continuity.

Nicolescu and I. Verbuncu showed that: the organizational culture resides in the ensemble of values, beliefs, aspirations, expectations and behaviors outlined over time in each organization that prevails within it and directly and indirectly constrain its functionality and performances. (Nicolescu, Verbuncu, 2008, p. 43)

Marian Năstase makes the following statement: "organizational culture represents the totality of values, symbols, rituals, ceremonies, myths, attitudes and behaviors that are dominant in an organization, are transmitted to the next generations, as the normal way of thinking, feeling and acting, and which have a decisive influence on the results and evolution in any field of activity".

The existence of some common features can be observed, as follows:

- All definitions consider a set of meanings and values that belong to the individuals in the organization
- Values, beliefs, are reflected in symbols, attitudes, behaviors and different formal and informal structures
- The elements of organizational culture need a relatively long period of time to form
- The meanings and values that constitute the basis of the organizational culture are a synthesis of the individual and the national ones, appearing at the intersection between the two large categories of elements
- The organizational culture constitutes a reference frame for the members of the organization
- The forms of manifestation of organizational culture significantly influence the evolution and performance of the organization (Năstase, 2004, p. 29)
- Organizational culture can be a starting point for identifying the necessary changes through the implementation of new strategies
- By tracing some aspects of the organizational culture, the barriers that stand in the way of change can be identified
- Highlighting what is taken for granted can be a useful model to reexamine what is not normally questioned. If no one questions the things that must be taken for granted, then inevitably change will be difficult



- It can be seen where there are links between aspects of organizational culture that are particularly resistant to change.

In new organizations a culture is developed from a diversity of sources that often respects the imagination and orientation of the individuals involved in the business initiation (Popa, 2005, p. 38)

Conclusions

Organizational culture is an intrinsic part of human intrinsic resource management. The rise of theoretical concerns and pragmatic approaches regarding organizational culture lead to a new vision of human resources in the modern organization and to a new type of management.

Understanding the organizational culture in all its complexity is the very premise of the introduction of the efficient management of human resources at the level of organizations regardless of its nature and size. (Niculescu, Verbuncu, 1999, p. 402)

National culture is one of the most powerful factors of organizational culture.

The national culture often overlaps the economic culture of this country and represents numerous peculiarities of human nature, which directly affect the employees, managers, owners, the juridical-institutional environment and the economic environment.

It can be stated without fear of being wrong that the "variable" national culture is one of the variables with the greatest influence on the organizational culture of companies.

Determining the content and the ways of exercising this impact takes different forms from one economic agent to another, requiring, for knowledge, a special analysis. (Niculescu, Verbuncu, 1999, p. 34).



2/2022

REFERENCES

- Hodgetts R., Luthans F. – International Management: Culture, Strategy and Behavior, New York Mc Graw Hill Fifth Edition, 2003, p.55
- Spencer K. – Staff Development That Closes the Achievement Gap. Structures, Yes Lessons, No National Staff Development Council (N.S.D.C.), 35t Annual Conference: A Risk Culture and Learning Ideas in Action New Orleans, Louisiana, 2002, p.47
- White L., The Evolution of Culture, New York Mc Graw Hill, 1959, p.35
- Niculescu O., Verbuncu I., Fundamentals of Organizational Management, University Publishing House, Bucharest, 2008, p.43.
- Niculescu O., Verbuncu I. – Management, IIIrd revised edition, București, Economic Publishing House 1999, p.402
- Marian Năstase – Organizational culture, Organizational culture, Publishing House of the Academy of Economic Studies, 2004, p.29
- Popa I., General Management, București, Organizational culture, Publishing House of the Academy of Economic Studies, 2005, p.38
- Niculescu O., Verbuncu I. – Fundamentals of organizational management, București, Economic Publishing House 1999, p.34