THE INFLUENCE OF ORGANIZATIONAL CULTURE ON MANAGEMENT

Ruxandra Popescu, Valahia University, Romania

ABSTRACT

Within the important changes involved in any effective process of adapting to the competitive environment, taking into account the organizational culture must be an essential component of the management process. The present paper highlights the fact that between the organizational culture and the improvement of the performances of the managerial system there is an extremely close relationship. The conclusions of the study state that a company with a strong, effective organizational culture can be saved from the consequences of an unfavorable economic or social environment.

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KEYWORDS: organizational culture, performance, managerial system.

INTRODUCTION

Organizational culture is important because individuals act on the values they share, their behavior having a significant impact on the activities within the organization (Balthazard & Cooke, 2004). Another aspect that demonstrates a strong and success-oriented organizational culture is the concern for innovation, by identifying ideas for improving the activity, ideas coming from employees. Managers have the role of fostering increased initiative and creativity among teams and focusing on the company's objectives. The topics of excellence are: quality, costs, deadlines, investments, working conditions, efficiency, environmental protection, IT optimization, initiative and creativity.

On the other hand, a particularly important role in ensuring the effectiveness of an organization is played by the specific organizational culture (Strese, Meuer, Flatten & Brettel, 2016). The impact of organizational culture depends on the way in which it supports the achievement of objectives, on its area of penetration among employees, but also on the degree of appropriation and acceptance.

IMPROVING MANAGEMENT PERFORMANCE AND DEVELOPING ORGANIZATIONAL CULTURE

Currently, there is a growing need for studies on organizational culture in the conditions in which the current dynamism of the external environment requires major changes in organizations (Jankelová, Skorková, Joniaková & Némethová, 2021). According to studies (Aldulaimi, 2015; Kargas & Varoutas, 2015), some organizations have failed in their work because, although they
have adopted the most appropriate strategies, they have failed to implement them due to the inertia of their organizational culture.

In managerial practice, it is considered that there is a direct relationship between the organizational culture and the reward system of initiatives. Before supporting the values of the organization, it is necessary not only reward, but also gratitude, interesting work. Thus, many organizations use the reward system to encourage behavior appropriate to that organizational culture. Indeed, business progress begins with creating a culture of leadership throughout the organization. To implement this culture in the organization, first of all, a team of managers must be formed to create the same terms of reference regarding high performance, after which a coaching program must be developed, designed to individually support each manager in high performance language.

Nevertheless, it can be said that a positive organizational culture, which is based on values, such as: care for employees, creating an innovative environment, open to change, care for consumers and providing high quality products and services, is what plays an important role in the performance of that organization.

Organizational culture also influences and changes attitudes, beliefs, and behaviors (Aldulaimi, 2015). If they correspond to the organization's strategy, we can talk about efficiency and performance. Organizations need to develop strong, strategically appropriate cultures that aim to change and adapt to the environment. Thus, many specialists are of the opinion that the success and achievement of established economic and social objectives depend to a large extent on the efficiency of the management of that organization, ensured by a successful organizational and managerial culture (Balthazard & Cooke, 2004; Strese, Meuer, Flatten & Brettel, 2016).

Therefore, the organizational culture, through its elements, also contributes, along with the factors listed above, to increase the competitiveness of the organization. To the extent that organizational culture means respecting norms and ethics, maintaining and improving interpersonal relationships, teamwork, preserving and perpetuating tradition in the field, creating and transmitting the strongest values and beliefs, competitiveness is sustained.

Managers, through their activity, must continuously take into account the impact of organizational culture on policies, objectives and improving the performance of the management system. Not taking into account the role of organizational culture means losing, every day, a part of your identity. Organizational culture, through its forms of manifestation (symbols, behavioral norms, rituals, ceremonies, histories, prestige and authority of managers and employees), influences and determines a series of behaviors and attitudes, so that employees can realize their full potential. dispose, in order to achieve the proposed purposes.

In addition, modern management systems try to better align the interests of employees with those of the company, try to reward teamwork, make work more interesting and promote values and norms. In this sense, the role of the organization's managers is extremely important. In order to understand the real reasons that determine employees to achieve high results, it is necessary for the manager to know and explain the starting point of the motivation. What is visible to the manager is the behavior. A manager able to know the expectations and the hierarchy of values of
those he works with can influence the behavior in the desired direction, in order to support innovation and creativity.

It is more interesting to follow and analyze the content of managerial ethics in the context of the influence of organizational culture on management. This is a relatively young branch of applied ethics that refers to the conduct and actions of managers within organizations and how decisions influence individuals or social groups. Not all managers are aware of the importance of ethically analyzing their own decisions. Often, decisions involve more or less a certain degree of routine, so managers no longer analyze the ethical implications of their decisions.

In practice, many organizations conduct evaluations of management decisions to determine the extent to which they comply with ethical standards. There is also the possibility to resort to audits on social issues, carried out by companies specialized in the field.

CONCLUSIONS

The task of organizational culture is to mobilize the energy of employees to meet the objectives underlying the organization's strategies and policies. Managers, through their decision-making role, are those who establish actions and delimit essential behaviors in achieving the objectives within the organization. Regardless of the way in which it is analyzed, it is observed that the organizational culture plays an important protective role for employees, in particular, and for the organization in general. Based on time, the organizational culture structures and imposes values that, gradually, become elements on the basis of which the actions of employees and managers, their behavior and decisions are based.

For success, the organization needs both leadership qualities and a great predisposition to what is different. Early recruitment of future managerial talent, career changes through planned transfers to gain experience are steps to ensure that the right people are really available when needed.

REFERENCES


**BIOGRAPHY**

Ruxandra Popescu is PhD students at Valahia University, Romania and their field of research is management.