



## **Organizational culture and its influence on communication and human resources management**

*Gabriel-Florin MESAROȘ*

*PhD, Valahia University of Târgoviște, Romania*

*Email: mesarosfloringabriel@yahoo.com*

**Abstract:** The evaluation of the organizational culture gives the managers and management of a company a starting point to achieve this adaptation, by developing the strategic vision that will help the company occupy an important place in the market. As for the consultancy part. The main function of the organizational culture is to guide the behavior of the employees towards the objectives of the company to which they belong in order to define and communicate the business strategy. So, evaluating culture is a constant effort that needs to be made to identify what areas for improvement are and how change should be directed so that all employees can help achieve the goals set by those in charge.

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### **1. Introduction**

In the early 80s, gaining quite quickly an essential place in the theory of organization and in the design of organizations, the notion of organizational culture (of the organization) appeared. The first study – that of Andrew Pettigrew “On studying the organization of cultures, introduced the term by resuming that of “organizational climate”, which he expanded by giving it new valences (Pettigrew, 1979). The climate had a definition for the short term, referring to the most changing characteristics of the organization, while what the organizational culture refers to stable, long-term characteristics of the organization.

The concept of organizational culture expanded after the appearance, in 1982, of Robert Waterman and Tom Peters' work "In Search of Excellence: Lessons from America's Best Run Companies" (Waterman and Peters, 1982), which highlighted the important role of organizational culture in companies' efforts to achieve performance.

According to the "International Encyclopedia of Business and Management", Vol. 4, the term "culture", in general, can be defined as "the collective programming of the spirit that distinguishes the members of a group or categories of people of another or another" (Warner, 1996). Correspondingly, "organization culture" has been defined as "the collective programming of the spirit that differentiates the members of one organization from those of another".



American professors Stephen Robbins and Mary Coutter formulate a clearer definition of organizational culture, stating that it represents a system of "shared meanings", "of values, symbols, rituals, myths and practices that have evolved overtime." (Robbins and Coutter, 2012)

The meanings shared have the meaning of the values, beliefs and attitudes specific to the organization, to which its members have adhered and which govern their actions and behavior. The two authors analyze and evaluate the culture of the organization based on ten characteristics: the degree of identification of the members with the organization, the emphasis placed on the groups in the its framework, focusing attention on people, the cohesion of the organization, the way of exercising control, the toleration of risk, the criteria of compensation, the toleration of conflicts, the finality of the means, the focus on open systems.

Edgar Schein considers organizational culture a process, not a structure made up of certain components (Schein,1985). Culture follows, in its vision, certain models, representing a set of landmarks that guide the members of the organization in the activity it carries out. Culture follows, in his vision, certain models, representing a set of landmarks that guide the members of the organization in the activity that carries out it. For managers, the process of creating culture, learning it, transmitting it to newcomers within the organization is as important as the structure of the organization. Schein uses the following components of culture to give a definition of it: the rules of behavior that guide people when they meet (the language used, the forms of expression of mutual respect); the dominant values adopted in the organization (especially in terms of its products); the rules established by the organization to ensure its operation and effectiveness; the philosophy that governs the organization's relations with its own employees or with customers; rules that are developed and strengthened within the work teams.

The way in which contacts are established outside the organization best reflects the existing climate within the organization, the spirit that animates its members. The best way to know the culture of an organization is to integrate directly into it, knowledge being carried out in a longer period of careful observations, discussions with members of the organization, analyzes of their behavior and reactions.

Studies have shown that there are generally three levels of awareness of organizational culture (Robey, 1986):

- The surface level, the least understood, is represented by behavioral models, employees' clothing, documents used, logos, etc.
- The level of subsurface is that of the values understood and shared by the members of the organization: high quality of the products offered, special service, risk-taking, emphasis on innovation, increasing the prestige of the organization. These are reflected in the slogans of the organization.
- The level of depth is that of the hidden beliefs and assumptions of the members of the organization, which are highlighted only after a thorough analysis based on the obvious manifestations.



In the various definitions given to the notion of organizational culture, with the highest frequency there are four terms, which can cover the scope of the whole concept: symbols, "heroes", rituals and values. In their sequence, these four terms can be considered as concentric shells of the core – the concept of culture: the deepest is the one represented by values, from which, passing through rituals and "heroes" it helps to the layer on the surface – the symbols.

Symbols are represented by events or objects that are used to convey certain meanings related to the values and ideals of the organization and consist of objects or images, or gestures that have a special meaning recognized only by the people who share the culture. The symbols can be represented by: the name of the organization, the name of the founder of the organization, its logo.

The "heroes" are living or deceased people who have marked the evolution of the organization by offering behavioral patterns within it, having characteristics very cherished from the point of view of culture. The "heroes" are inevitably linked to certain "histories", which are essentially sequences of events with symbolic significance for the members of a culture and talks about the major options of the important people in the organization, in the key moments of its existence, about how the difficult situations with which it was overcome confronted the organization.

Rituals are, from a technical point of view, useless activities to achieve the goals proposed by the organization, but they are essential from a social point of view, for the achievement of the same objectives. They are planned "show" actions, and combine various forms of expression of organizational culture in an event, that is, they publicly celebrate that culture (of example, awarding diplomas, festive moments, etc.).

Values are considered the core of the organization, consisting of the collective preferences or attitudes imposed on the members of the organization and to which they subscribe. They are emotional perceptions or positive or negative attitudes that help to judge events or situations that take place inside or outside the organization. Values are only logically inferred, following the way people behave or act in different situations, and cannot be expressed or identified by observation

Factors that influence the organizational culture

The culture of an organization is influenced by a multitude of factors, some internal, some external, of which the most important are (Zorlențan, Burduș and Cărpărescu, 1998)

- *External factors*: national culture, legislative framework, suppliers and customers; infrastructure and technological factors;
- *Internal factors*: the founder of the organization and its leading leaders throughout its life, the way of its establishment, its history and traditions, the size of the organization, the way in which the recruitment, employment and psycho-socio-professional integration of the staff is done, the permanence of the values and practices specific to the organization.

## 2. Types and dimensions of the organizational culture

The classification of organizational cultures is based on several types of criteria:

a) Depending on the contribution to the performance of the organization, there are:

- *positive cultures* – characterized by specific values (teamwork, group decision-making, flexibility, cooperation, participatory leadership) and the coherence and stability of these values;
- *negative cultures* – characterized by excessive centralization, bureaucratism, rigidity, authoritarian leadership, neglect of the interests of customers, shareholders, opacity to changes and even the braking of their production within the organization, the adoption of inappropriate strategies, all leading to worsening of the organization's performances.

b) Depending on the organizational structure that determines in turn the configuration of culture, the following are distinguished:

- *"cobweb" type culture* – specific to small organizations, trade unions and political ones, the power being concentrated at the center (represented by a person with the role of initiator and cultural animator). This type of culture is characterized by the existence of a harsh organizational climate of competition, which, however, causes a large fluctuation of the staff (due to the difficulties of supporting it), the promotion of individualism and individual performances, the use of any means to achieve the goals, the negligent treatment of the psycho-socio-professional integration, high flexibility, high efficiency of the climate, able to create performances;
- *temple culture* – specific to large organizations, with many structural divisions and bureaucratic mechanisms with the specialized role that ensures the functioning of the organization. This type of culture is characterized by: the existence of subcultures corresponding to the specialized subdivisions of the organization (marketing, research and development, etc.), the reference to values such as: order, discipline, strict bureaucracy, expressed by internal provisions, the differentiation of persons according to their status, or the position occupied, positive and equally negative motivation, quiet organizational climate, favorable to people who want professional specialization;
- *network culture* – present in organizations that carry out creative activities (design, research and development).

The main characteristics are: focusing on the values of creativity, innovation, teamwork, high empowerment, placing common objectives before the individual ones, adopting a flexible and slightly formalized structure,



promotion perspectives determined by individual performances, practicing especially a positive motivation, the existence of a dynamic organizational climate; "swarm" type culture – found in technical, managerial, legal, advertising consulting firms, in associations of plastic artists, architects, designers. This type of culture is characterized by: the insufficient power of the organization to impose certain common objectives on its members, the focus on the values of individualism, indifference to the organization, the power of the members of the organization is based on their professional authority not on their hierarchical position, it is preferred by many professional fields (academics, architects, doctors from public institutions).

c) Depending on the level of risk and the speed of reaction to changes, there are: culture "Bet the company"– the organization carries out planned and systematic actions, less dynamic. It is characterized by high assumed risk and slow reactions; culture "Word hard – Play hard", which saves appearances through elegant practices. It is characterized by taking a reduced risk and quick reactions; culture "Macho" – ensures the immediate satisfaction of the members of the organization. It has as its characteristics the assumption of a high risk, through rapid changes.; process culture – rules-based, rigid. It is characterized by taking a reduced risk and quick reactions.

d) Depending on the type of transaction that binds a member of the organization to it and the rules that govern it, there are (Ouchi,1983): cultures based on mechanisms of the market, on the conclusion of a contract between the organization and its members, in which the transaction price is specified. The mechanism is relatively simple, but it can only be used in a small number of situations (for example, between the manager of a football team and the players new employees); cultures based on bureaucratic mechanisms, on the conclusion of formal contracts that stipulate precise hierarchical relations and rigorous ways of controlling the activity of employees. It is recommended for organizations in which there is a climate of stability and confidence; cultures based on clan mechanisms, specific to Japanese firms, where formal control is replaced by a common culture whose objectives converge with those of the organization, the interests of its members being thus protected. Employees consider the organization as their own family, putting their full potential for work and creativity in the service of achieving its goals.

### 3. Dimensions of organizational culture

From the point of view of the promoted values, which come mainly from the national culture, there are small differences between the organizations, while between the specific practices of their cultures there are significant differences.

The general framework of organizational cultures is defined by six dimensions, some of which are identical to the models of driving styles . These are:

1. *Process orientation / result orientation.* Organizational culture is focused on work processes – characterized by care for administrative norms, standards and procedures, or results – characterized by – the dominant attention paid to the results achieved by the organization. In organizations that are oriented



towards processes, specific practices are perceived in different ways by the members of the organization, while in result-oriented organizations, all members perceive them the same way. The strength of an organization depends largely on the degree of homogeneities you are promoting the organizational culture, and that is why the results-oriented cultures are stronger than those oriented to processes.

2. *Task orientation/employee orientation.* This dimension has deep roots in the history and traditions of the organization, in the philosophy of its founder and in the evolution – smooth or troubled – of the organization and corresponds to the managerial grid of Robert Blake and Jean Mouton (Bourke, 2017).
3. *Career guidance/"provincial" orientation.* If, according to professional guidance, the members of the highly qualified organization are valued, the "provincial" orientation expresses a much more limited vision of the organization and how to carry out its work. Members of the organization have their identity in the organization, not in their profession.
4. *The open/closed vision* specific to the approach to the problems. It refers to how to carry out the internal and external communications of the organization and its tolerance towards newcomers in the specific field of activity. Characteristic of performing organizations is the openness to the outside, being able to successfully face other similar organizations and adapt quickly to the changes taking place in their environment of existence and action.
5. *Rigorous/ poor control of the activity.* This dimension refers to the degree of rigor of the standards, norms and procedures necessary for carrying out the activity within the organization, being determined by its profile.
6. *Normative/pragmatic approach.* The environment of action of the organization, and especially of its clients, can be approached rigidly or flexibly. The approach differs depending on the proximity to the environment of the different subunits of the organization and their links with the environment. If the role of sub-units is based on strict compliance with rules and procedures, the approach will be mainly normative, while if the subunits are open to the exterior of the organization, then they pragmatically address the problems, constantly adapting to the requirements and changes of the environment.

#### **4. Cultural values specific to the individual and the organization**

##### *4.1. Cultural values specific to the individual*

A profound influence, although only by chance we are explicitly aware of this, on our personal values and beliefs, is the organizations or groups we belong to – from the corporation to the family. The basic component of the personality, personal values are accepted unconditionally, without criticism, because they are transmitted from parents, teachers, colleagues, television, movies, or any other sources agreed by us. When we work in an organization we can identify with its successes, trying feelings of contentment, or we can be marked by deep anxieties, frustrations if we have experienced failures due to the organization.



Managers are said to have a lower availability to issues of social interest. They see themselves as objective, rational, without leading marked by whims and moodiness, but they are not aware of the strength of values that can affect them either personally or the decisions they make.

For a good manager it is essential that before judging and appreciating a certain case to analyze in detail all the facts related to it (Buzărnescu, 1995). The manager attaches importance to individual values in decision-making, the decision-making process being – beyond the source of pride for managers – a process based on thoroughly examined presumptions.

In order for the activities carried out in any organization to be effective, they must be marked by the values of the one who carries them out. If there is no incentive in work or there is even an aversion to work, it becomes unattractive, the individual appears as a machine, tool, which produces a distancing of him from his work. From a psychological point of view this means denying its own values. Qualitatively superior working conditions, the involvement of the individual in the overall activity of the organization can generate attraction and satisfaction with work (Zlate,2002).

For some managers, full satisfaction is when they perform their tasks, their personal values are constituted in the interest of the organization and they transfer to other colleagues. Thus, the organizational culture and its values unconsciously transform the individual's leader. The individual values of the manager, which become organizational values, are elements with which he operates to achieve social goals.

There is another category of managers, who mainly carry out actions that are tributary to the "human", without excluding the goals or objectives of the organization.

In all cases, individual values are present in the work of the management staff, with a more or less decisive role, along with elements such as, status-role, organizational culture, etc.

#### *4.2. Cultural values specific to the organization*

Each organization has developed its values and norms of life. The organization's struggle to survive or expand can be that its actions are legitimate, even if it sometimes does not rigorously follow moral principles. The needs of the organization can often be in conflict with the values of the individual, of caring for others, of integrity, of honesty, which can generate a process of judging/evaluating of whether or not personal and organizational value is adherent and approved.

Any organization has its own requirements, norms, standards, designed to maintain its activity and then lead to outstanding performance. She develops her own life, protects her own interests, but her work does not need to be templated, being carried out according to ways that were once successful and that now can generate a failure.

Behavioral dimensions, which differ depending on how perceptions, attitudes and behaviors of individuals are structured towards everyday situations in the reality of the organization, determine organizational cultures.



Unlike values, organizational behaviors and practices are appropriated by individuals later, within organizations, as they come into contact and as they what integrates with them. If at national level, from a homogeneous value point of view, they are very diversified, but they are homogeneous at the organizational level.

Values are those cultural "inscribed" data and transmitted to individuals, through the family, in the first stage of their existence. In the end, it is the values that underlie the attitudes and reactions to different facts and conceptions of life, crystallizing into general strategies of understanding of social reality. The cultural differentiation of national entities is based on value systems, which are relevant to understanding how individuals relate to everyday realities.

Managers must keep in mind that people seem much more favorable to those who share their own values, which implies that a favorable or unfavorable attitude of cooperation between themselves and subordinates can affect all aspects of the organization's work.

Differences in values do not, fortunately, create barriers to understanding, and they can be overcome if people show tolerance for diversity. Understanding and accepting different values is essential to the success of any organization that encompasses different cultures.

### **5. The cultural dimensions of an organization.**

Studies of cultural differences between people have shown that they are based on their values, attitudes and behaviors. Each individual has attitudes and beliefs through the filter of which he sees and interprets both the activities of the organization to which he belongs, and the situations related to its management .

Values, beliefs and attitudes determine, to a certain extent, both sides of behavior: goodwill or good faith, respectively superior aggression or good faith.

According to the famous model of managerial behavior "Theory X and Theory Y" – of the American theorist in the field of management and representative of the behavioral school ,Douglas McGregor, the managers characterized by "Theory X" does not show confidence in their subordinates, considering that they do not want to work with responsibility and therefore must be supervised more closely. Managers in this category establish some control systems to ensure that employees work, and they, on the other hand, realize that the manager does not have trust in it, which can cause them to have a recalcitrant attitude, becoming "irresponsible". Consequently, the manager, noticing this attitude, also becomes more and more distrustful, suspicious and will install control systems from what in more rigid, even absurd, sometimes. In conclusion, the fact that the manager considers that the employees cannot be considered in good faith, determines on their part, an irresponsible attitude, which, gradually strengthens the manager's belief that employees cannot be of good faith; basically, in this way, a vicious circle appears.



In contrast to the above, McGregor's "Theory Y" shows the benevolent, understanding and trusting face of the manager: managers trust their employees, entrust them with complex tasks and objectives, do not establish strict, rigid control systems. Feeling their confidence in themselves, employees strive to perform their tasks as best as possible, whether or not they are supervised by the manager. Finding that the employees are active, that they work with a lot of reluctance, the manager becomes more and more convinced that they are worthy of all trust. Thus, the attitudes of the manager influence his behavior, which in turn influences that of the employees, strengthening the initial attitudes of the manager.

## 6. Dimensions of cultural differences

The Dutch researcher Geert Hofstede, following the study of a number of 60 Eastern and Western cultures, came to the conclusion that there are permanent and significant differences in the behavior and the attitudes of employees and managers (Hofstede,2001). According to Hofstede, the differences in values and attitudes related to work are due to much more national cultures than to the position in the organization, to the profession, age or gender. These differences, which exist both at the level of employees and managers, can be highlighted along four dimensions: individualism /collectivism, the intensity of power, avoidance of uncertainty and masculinity/femininity.

### Individualism/collectivism

When people define themselves as individuals, individualism arises, which implies freedom intertwined with the dimensions of the social environment in which they are responsible for caring for themselves and to their families. Collectivism is characterized by the fixed, rigid social systems by which people differentiate their group (relatives, clans, organizations) from other groups. Groups must take care of their members, protect them and provide them with security in exchange for their loyalty. In individualistic cultures, people believe that existing universal values will be shared by all, while in collectivist cultures it is accepted that different groups have and different values. The control of the members of an individualistic culture is done a lot through the internal pressures of the individual – guilt, while in collectivist cultures the control members are done more through the external pressures of society – shame. In individualistic cultures, special emphasis is placed on self-respect. The members of collectivist cultures emphasize compatibility, harmony and the salvation of appearances.

### Power intensity

This dimension measures the degree to which the stronger members of an organization accept the unequal distribution of power, in other words to what extent employees accept that their boss has more power than they do. We are talking about a high intensity of power when the boss is a rightful one, recognized and the employees do their work in a certain way because the boss wants thus also a low intensity of power when he is a boss only when he knows the right answer to a problem, and the employees carry out their work in a way that they consider the best. In countries with high power intensity (e.g. India, the Philippines) both superiors and



subordinates consider bypassing hierarchical authority to be an act of insubordination. In countries with low childish intensity (e.g. Israel, Denmark) employees are presumed to frequently bypass the boss to perform their work tasks.

#### Avoiding uncertainty

It is the dimension that measures the level in which members of society feel threatened by ambiguous situations and the level at which they try to avoid these situations by providing for greater career stability, the establishment of much more formal rules, the rejection of ideas that deviate from standards and the acceptance of absolute truths.

Depending on the orientation of the members of the organization to the intensity of power differ and their conceptions from avoiding uncertainty. In countries with a high power intensity and with the avoidance of low uncertainty (such as Singapore), employees think of the organizations they belong to as traditional families. In Mexico, for example, where both levels are raised, salaries see their organizations as pyramids and less as families, each member of a organizations know to whom to report, formal communication is done vertically, never horizontally. In such organizations, it is the manager who is the one who educates the uncertainty by highlighting the one who possesses the authority and over whom.

#### Masculinity/femininity

In Hofstede's view, masculinity represents the level at which the dominant values of society emphasize the support and acquisition of money and things; it also emphasizes in particular the interest, care for people. He defines femininity as the level in which the dominant values in society emphasize the relationships between people, the care for them and, in general, the quality of life. Thus, in male societies, the roles of the sexes are defined much more quickly than in the female societies. This dimension – masculinity/femininity – has important implications in terms of motivation in the workplace.

### 7. Conclusion

The organization dimension encompasses the study of the "organization-environment" relationship and of some of its dimensions, such as the structure of the organization, the organizational culture and the connection between them and the behavior of the individuals in the organization.

It is proved that the communication style is influenced not only by the different attitudes and experiences of the people, but also by their multiple weaknesses, which is why it is necessary that the communication style adopted by a manager, who seeks efficiency, to be permanently correlated with his skills and qualities, constantly taking into account the organizational culture of the team he leads.

It is noted that there is no recipe for effective communication or a style of communication that proves to be effective in any situation. For this reason, the adoption of a communication style depends on the competence



and personality of the managers, as well as on the skills and personalities of the subordinated staff, to which the organizational culture is added.

Organizational culture and communication are in a mutual relationship, communication helping to create and develop culture through formal and informal channels, shared experiences and social activities, and organizational culture influences communication, employees interacting through media channels, practices and protocols established at the organization level.

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