



*The 10<sup>th</sup> International Scientific Conference*  
**“DEFENSE RESOURCES MANAGEMENT  
IN THE 21<sup>st</sup> CENTURY”**  
Braşov, November 13<sup>th</sup> 2015



**CURRENT PERSPECTIVES ON FACTORS THAT  
INFLUENCE ORGANIZATIONAL CULTURE**

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**Abstract:**

Training cultural systems is conditioned by history and founders of the organization, the external environment and the size of the organization, but also the vision, goals and organizational goals.

Identifying the factors that influence organizational culture is a key issue for any manager, especially given that has not yet materialized in a comprehensive and rigorous. The internal factors are more numerous and more influence, but can not be neglected any external factors.

*Key words: organization, organizational culture, internal factors, external factors*

**1.Introduction**

Organizational culture is a difficult concept to define; literature does not meet universally accepted definition. When defining organizational culture and have contributed various disciplines: anthropology, psychology, economics, sociology, general and comparative management. Therefore different approaches, including between those skilled in the art.

Organizational culture is similar to the national culture and rooted in history, myths, heroes and symbols. It evolves around the organization values inherited from previous generations, influencing the critical ability of the system to change.

**2.Organizational culture basic feature in managing the organization**

The concept of culture has given managers a way to discuss important organizational elements that are not easily measured or integrated into traditional categories such as leadership skills and interpersonal relationships.

Although it is an important concept, organizational culture is not defined in the same way by two researchers or scientists. Although in recent years the concept of culture has been much debated and publicized for organizational culture there is still no universally accepted definition. Whitey W. and G. W. England reviewed 164 definitions of culture, reaching its synthetic definition that sums up a culture knowledge, belief, art, law, moral norms or customs that serve to differentiate groups from each other.

A. Strati highlights the points of connection between human resource management objectives as elements of the organization: “organizational culture is a set of symbols, beliefs and behavior patterns learned, product and recreated by people who devote their energy and life's work of an organization. It is expressed in the design and organization of work, built manifestations of culture and services that the organization produces.”

Other definitions are formulated representative of W. Ouchi, G. Hofstede, R. Pascale, R. Griffin, S. Davis, G. Johns: “... a set of symbols, ceremonies and beliefs and

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myths that communicates the organization's core values its members”(W. Ouchi); “... collective mental programming that distinguishes members of an organization to another organization” (G. Hofstede); “... relates to the implementation of an internal model that determines the behavior, values and schemes of thought, speech and action in an organization” (R. Pascale); “... the constellation of values of an organization, it is elucidating support organization and purpose establish modalities and priorities” (R. Griffin); “... a set of values and beliefs shared by the staff of an organization with specific meanings and it provides rules for acceptable behavior” (S. Davis); “... formal, organizational culture consists of beliefs, values and assumptions shared within an organization” (G. Johns).

Of Romanian authors, E. Burduş and I. Popa, O. Nicolescu and I. Verboncu defined organizational culture as: “... a complex model of faith and hope, which include philosophies, values, postulates, attitudes and common rules of that organization members” (E. Burduş and I. Popa); “... lies across organizational culture values, beliefs, aspirations, expectations and behaviors shaped over time in each organization, prevailing therein and conditions its direct and indirect functionality and performance” (O. Nicolescu and I. Verboncu).

In all the above definitions of organizational culture meet common elements:

- envisage a set of meanings and values that belong to individuals in the organization;
- organizational culture elements require a relatively long period of time to form;
- meanings and values that form the basis of organizational culture is a synthesis of individual and national;
- values and beliefs are reflected in symbols, attitudes, behaviors;
- organizational culture is a reference framework for the organization's members;
- manifestations of organizational culture significantly influence the evolution and performance of the organization.

Organizational culture, which is a different concept of the social culture, shows a growing interest increased for managers. All the processes taking place in an organization are covered culture. This in turn is influenced by internal factors (endogenous) and external factors (exogenous) to the organization.

### **3. Factors influencing organizational culture**

Identifying the factors that influence organizational culture is one of the problems with a high degree of importance for any organization manager. Although it is a particularly important issue, so far there has outlined a comprehensive and rigorous approach on the factors that influence organizational culture. Below we present internal and external factors that we believe that significantly influence the organizational culture.

a) ***The internal factors*** exerting an influence permanent and visible especially on “personality” of an organization. These factors are:

a<sub>1</sub>) *The founders of the organization*, through original ideas they had when he founded the organization influences how those ideas are supported and implemented. A strong culture is the founder and circumstances associated with the establishment of the organization. Some of the founders and their personalities have made their mark on the organization and led initially created them, and their success rules were imposed, influencing mission, objectives and strategies applied survivors.

Fundamental concepts of founders and employees are adopted, they acting according to values and beliefs founders. If employees have successfully repeatedly when

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beliefs, values and assumptions are validated founders and experiences are shared in common by all employees. If employees fail at what they do, the organization is dissolved and no longer appears no culture.

If the step of forming and strengthening the organization's founders and leaders have a key role in building the organizational culture as the organization gets older and experienced members themselves begin to find solutions to some issues. Such employees strongly influences cultural systems, the bearers of their contents.

a<sub>2</sub>) *History of the organization* envisages the set up and development of the organization. The way in which the organization was established as a private company or public institution forward as a series of values, perspectives and concepts. The organization's history is longer and more complex, the influence on organizational culture is stronger. Thus, the scope of coverage, robustness and impact symbols, rituals and myths are wider organization so the organization has a longer history. At the same time, it presents as history gives continuity stability, prestige and power to influence organizational culture elements. In small organizations, inherited, there is still strong opposition in recruiting and promoting managers from outside the family. In this case the values are centered on loyalty and discipline, and employees are aware of the organization's past, which ultimately results strengthen organizational culture.

a<sub>3</sub>) *Size of the organization* expressed usually by turnover, capital value and / or number of employees, all of which are in direct correlation with the size of the organizational culture. Because the more the organization, the greater and diversified organizational culture, becoming increasingly difficult to perceive and model, we rely on experts in organizational culture.

Organisations small organizational culture is characteristic stable, homogeneous. The growing size of the organization, especially when multiple branches, spread over a large geographical area, there are subcultures. These in turn can be dominated by one or organizational culture may conflict with it.

a<sub>4</sub>) *The purpose and objectives of the organization* are included in coherent and realistic policies and strategies. Establishing precise goals and objectives of the organization, their knowledge by employees of the organization and ensuring interpenetration goals and objectives of the organization with the employee remodeling are key elements of organizational culture, affecting the fulfillment of the objectives for the organization. If the organization's goals and objectives are not clearly defined and are known by employees, organizational culture effects will be predominantly negative.

a<sub>5</sub>) *Owners organizations* may be represented by a person or group, more or less, persons and / or organizations. If the owner is represented by one person or a few people, influence on organizational culture is great. When the property is dispersed among a large number of shareholders, influence on organizational culture is low, leading to increased influence by taking effective managers of power from owners.

a<sub>6</sub>) *Organization's managers* is a variable that has a high significance in culture. Manager's personality, level of managerial and specialized training, leadership that characterizes may vary within wide limits from one manager to another, with direct implications on the way and extent real influence on the pattern of organizational culture. Among managers, the organizational culture, the increased sway a higher level of managers, followed by mid-level managers.

a<sub>7</sub>) *The organization's management system*, by nature methodological and managerial decision-making, informational and organizational structure, has a strong influence on the culture. A management system with high functionality and based on a powerful motivating employees in the organization causes a strong company culture. Professionalism is reflected in the ability of managers to design and implement

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performance management systems that lead to strong and competitive corporate culture.

a<sub>8</sub>) *The employees of the organization*, along with managers, is one of the factors that influence organizational culture. Number of employees, training, sex, age, temperament them are parameters that mark in various ways value system.

a<sub>9</sub>) *The economic situation* organizational culture influences the size of the organization and the availability of resources for employees, by facilities or economic restrictions practiced by economic stress intensity on the evolution of the organization and its employees.

a<sub>10</sub>) *Phase of the life cycle of the organization*, although it represents an important internal factor on the organizational culture is not always taken into account. The life cycle of the organization are: creation (birth), rapid (youth), taking advantage of previous investments (maturity) and economic decline (old age). At each stage, the organizational culture has different characteristics to be identified and considered. A performance management system take appropriate managerial, technical and economic stages of maturity of the organization, so as to continue developing and to delay the phase of economic decline.

a<sub>11</sub>) *Values and visions stability* is the most powerful internal factor involved in maintaining and strengthening organizational culture. The extent to which members of the organization believe and adhere to the values of the organization for a long time organizational culture will influence on the ability to have a positive impact on organizational performance.

b) *External factors* that exert the most visible influence on organizational culture are:

b<sub>1</sub>) *National culture* in which the organization functions include the reasoning, religion, education, training processes elites and constitutes a common fund which determines beliefs, values, norms, symbolism, individual perspectives and conceptions of organization. National cultural factor was identified and taken into account in recent decades amid increasing globalization and internationalization of economic activities.

b<sub>2</sub>) *Economic environment of the organization* is closely related to legal and institutional environment and reflects the functionality and performance of the national economy. When the national economy recorded rapid economic growth, development activities are conducted in a manner organization tax, banking, higher trade. When the national economy is in crisis, the economic environment exert economic stress on the organization. Direct and indirect effects of the economic environment on the organizational culture organizational visible in aspirations, expectations, beliefs, norms of behavior etc.

b<sub>3</sub>) *Legal and institutional environment* influencing organizational culture through interpretation and observance of laws degree by the organization. Through laws, ordinances, methodologies and institutions of each state shall establish basic rules for the establishment, operation, development and liquidation of organizations. If legal and institutional environment favoring performance is consistent and organizations, all processes within organizations, including those relating to organizational culture, are positive developments. If the legal and institutional environment is incomplete, insufficiently harmonized and does not seek to obtain economic performance, the organization will be adversely affected. In this case, the protective function of organizational culture go first.

b<sub>4</sub>) *Competitors and customers*, as actors markets directly affects organizational culture by market segment addressed the scale, level requirements, different development potential and prospects.

b<sub>5</sub>) Causes huge *technical and technological factors* differences between organizational cultures of different organizations. Technique and technology used by

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organizations with a dynamic technological environment causes important influences on the culture, being found in one form or another, the components of organizational culture.

### **4. Conclusion**

□ Although in recent years the concept of culture has been much debated and publicized for organizational culture there is still no universally accepted definition. Currently there are over 164 definitions.

□ All the processes taking place in an organization are covered organizational culture which in turn is influenced by internal factors (endogenous) and external factors (exogenous) to the organization.

□ Identify factors that influence organizational culture is one of the problems facing any manager. Although it is a particularly important issue, so far there has outlined a comprehensive and rigorous approach on the factors that influence organizational culture.

□ The internal factors exerting an influence permanent and visible especially on “personality” of an organization, but no external factors can not be neglected.

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