ORGANIZATIONAL CULTURE IN THE AGE OF GLOBALIZATION

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ABSTRACT

There is no definition of globalization in a form universally accepted and perhaps not even final one. The reason is that globalization includes a multitude of complex processes, reaching different areas of society. It can be a phenomenon, an ideology, a strategy or all together. One thing is certain: globalization raises an endless polemic, progressing continuously and irreversibly generate major effects, with both supporters and objectors.

As a strict deadline, globalization means the multitude of economic and social transformation of humanity currently registered, and integrative large-scale financial flows generated by the impact of monetary haul on the characteristics of social interactions.

According to experts’ opinions, globally we can identify several types of crops: global (overall) national economic branches of economic activity and organizational. Global culture, the national and organizational interconnected as it provides outstanding support and are indicators in the birth, evolution, performance and visibility of an organization. All processes taking place in an organization is subject to organizational culture.

Keywords
Globalization, organization, organizational culture

1. Introduction

The theme of globalization is quite widely debated, drawing both supporters and opponents, each trying to support their own arguments as convincing. But regardless of what is claimed by supporters and opponents, globalization is already an ongoing process, and organizations can not ignore it.

Whether globalization is an advantage or a drawback for an organization, depending on the political and economic situation of the society in which it operates, the process itself can not be ignored [1].


The word globalization is of Anglo-Saxon origin (globalization), synonymous with French mondialisation and sits on everyone’s lips: for some globalization is something that we must achieve if we are to be happy; according to others, the source of our unhappiness. What is certain, is that globalization is “destiny heading inexorably toward the world, an irreversible process that affects us all equally and in the same way” [2].
Issues regarding globalization appear from the moment of defining this notion. Globalization, very broadly, refers to the process by which social relations are relatively devoid of factors distance and borders, so that human life takes place increasingly more off a world seen as a unique place.

The term globalization was first used in a Webster dictionary in 1961. Since the mid-80s began to be used as an adjective other terms as markets, institutions, ecology, finance, lifestyle, communication, migration, laws factories, war, conferences, civil society events and risks [3].

Scientists and public opinion have not fallen yet agreed on a single definition. They set different definitions of globalization, but none was fully satisfactory, very hard to define the term confusing (yet) and extremely complex. Every author who has defined globalization has highlighted a particular aspect or dimension of it. The most general definition of globalization is given by Andrew Jones in his *Globalization*. Fundamental theorists: “interconnection and increasing interrelatedness of all aspects of society” [4]. George Soros in his work *On Globalization*, gave a definition primarily economic “globalization is the free movement of capital accompanied by the growing dominance of global financial markets and multinational corporations on national economies” [5]. British sociologist Anthony Giddens defines globalization using mainly sociological elements: “Globalization can be defined as the intensification of worldwide social relations which link to such an extent remote places that events that occur locally are viewed through the prism of similar others, spent many miles away and vice versa” [6].

One complete definitions of globalization was given by Tiberiu Brăilean in *Globalization. No name anything*. It considers globalization as “a phenomenon and a complex process characterized mainly by:

- a profound tendency retrieval unit;
- increasing global interdependence;
- internationalization of trade and production;
- liberalization of markets;
- free movement of capital, information, people and goods;
- the third industrial revolution and transnationalization technology;
- dominance of multinational companies;
- increased competition (the extremely high) globally;
- compression of time and space;
- affirming the culture of the contract;
- birth of a global civil society;
- impairment of national sovereignty, cultural and spiritual identity” [7].

Globalization has three main causes: technological, political, economic. They have triggered a process in which geographic distance became a factor in establishing and supporting links nonessential border economic relations, international political and socio-cultural that we call globalization. This internationalization potential relationships and dependencies causes plan deficits democratic, environmental, social and safety and effects such as changing attitudes and administrative deficiencies [8].

Some specialists consider globalization as a human factor integration into the global community, providing a venue new systems of global governance and global civil society. Others relate to the process of globalization with hostility, even fear, believing that it causes uneven growth among nations, causing unemployment and threaten living standards and social process. Globalisation extensive opportunities arise for real development globally, but they are manifested through unequal progress regions. Some countries integrate into the world economy at a rate much higher than others. Countries that have managed to become part of a unified global growth presents more significant and substantial decreases in unemployment and poverty. At the same time, economic crises have shown that the associated opportunities and risks of globalization involve social, economic and environmental degradation, which is caused by increased poverty.
The term globalization implies that the emergence and transformation of certain phenomena over the world have accelerated at such a pace, that gives rise to new phenomena. Globalization entails a quantum leap of certain autonomous national economies to a global market for production/distribution and technology. All this led, worldwide, the emergence of political confrontations related to domestic issues, social and ethical. This systematic divergence of the life prospects of broad layers of the population is incompatible with civil society, emphasizing in this regard the internal social conflicts: falling incomes leading to increased unemployment, economic and social marginalization of part of the population.

3. Organizational Culture – Essential Element of an Organization in the Globalization Era

The concept of organizational culture is fundamental for explaining the functioning of organizations critical phenomena, phenomena creating the hierarchy of values upon which the strategic direction of the system, establish the paradigm of human relations, interpretation of time and space, system configuration information or determining fundamental attitudes towards the internal and external environment [9].

Concerns for identifying and defining an organization's culture once started with American concerns Th. Szelnic, in 1957, to address the organization as a social organism. Subsequent studies on some US companies successful as Hewlett-Packard, IBM, Procter & Gamble, Delta Airlines, DuPont, Eastman-Kodak and Digital Equipment revealed importance in terms of managerial practice of invisible forces – organizational culture – it has turned into corporations successful [10].

All the light of this new side of practice management was attempted, in theory, defining organizational culture. In 1967 Anthony Jay Management and Machiavelli made referred to the culture of the organization, writing about corporations as institutions of social customs and taboos, institutions that they consider to be also political institutions, authoritarian, democratic, peaceful and warlike, liberal and paternalistic.

Organizational culture is a subject of management sciences in the early 80s when Harvard University is introduced during the corporate culture and begin to occur which causes the explosion of research works on the concept of organizational culture: Culture’s Consequences: International Differences in Work-Related Values (Geert Hofstede), In Search of Excellence (Thomas J. Peters and Richard H. Waterman) Corporate Culture (Terrence E. Deal and Allan A. Kennedy), Theory Z – How American Business Can Meet the Japanese Challenge (William G. Ouchi ). In his study Ouchi introduce a new and essential: the national peculiarities of an organizational culture. He compares the “model A” (specifically America) with “J model” (on Japanese organizations), highlighting specific features of an organizational culture in different national cultural backgrounds [11]. After 1990, the term organizational culture begins to be used in Eastern Europe [12].

More and more professionals are beginning to consider the organizational culture management as dinamizatoare force that can provide increased efficiency organization’s activities by common mode of thought, feeling and action of its members.

Thus the aim of management is to use some knowledge about the culture of the organization in order to design the most effective organizational strategy and structural, so as to make possible efficient use of human capital.

Organizational culture is increasingly accepted by managers as a tool to improve the management of the organization, because the organization incorporates facts which, although difficult to define, are relevant to its competitive operation.

To support a high degree of long-term performance of the organization, organizational culture must simultaneously fulfill three basic conditions:
– be strong through a coherent and rigorous system of values communicated to all employees of the organization by leaders and shared widely;
– be adequate strategic;
– be adaptive.

The culture can be considered, on the one hand, as a product of the action of the members and, on the other hand, the elements which characterize their action in the future.

Organizational culture is more than the sum of its parts, that is more than assumptions, beliefs, values, norms shared by members.

Although in recent years the concept of organizational culture was extensively debated and publicized, organizational culture is a difficult concept to define, there are no universally accepted definition. A. Strati highlights the points of connection between objectives – management – human resources as elements of the organization: organizational culture is a set of symbols, beliefs and behavior patterns learned, produced 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 the services that the organization produces [13].

Other definitions are representative: [14] [15]

“... A set of symbols, ceremonies and beliefs and myths that communicate the core values of the organization to its members” (William Ouchi);

“... Collective mental programming that distinguishes the members of an organization to another organization” (Geert Hofstede);

“... Relates to the implementation of an internal model that determines behavior, values and schemes of thought, action and speech in an organization” (R. Pascale);

“... The constellation of values of an organization, is supporting the organization’s purpose and setting elucidate the mode of action and priorities” (R. Griffin);

“...A set of values and beliefs shared by the staff of an organization with certain meanings and they provide rules for acceptable behavior” (Stanley Davis);

“... Formal, organizational culture consists of beliefs, values and assumptions shared within an organization” (Gary Johns).

W. Whitey and G.W. England reviewed 164 definitions of culture, reaching its synthetic definition of culture that sums up the knowledge, beliefs, art, laws, moral norms or customs that serve to differentiate the groups from each other [16].

In all definitions of organizational culture meet common elements: [17]

– all definitions are considering a set of meanings and values that belong to the individuals in the organization;
– organizational culture elements require a relatively great 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 and behaviors; organizational culture constitutes a reference framework for the organization's members;
– manifestations of organizational culture significantly influence the evolution and performance of the organization.

According to experts’ opinions, globally we can identify several types of crops: global (overall), national, economic, branches of economic activity and organizational. Global culture, the national and organizational interconnected as it provides outstanding support and are indicators in the birth, evolution, performance and visibility of an organization [18].

All processes taking place in an organization is subject to organizational culture. This in turn is subjected to pressure by certain factors such as: economic restructuring (generating insecurity in business), the collapse of the former geopolitical structures, human capital mobility, globalization, anti-globalization movement, political alliances, the rapid development of information technology.
Globalization generates new demands in the economic, political, cultural new regions, resurrection of local identities. Globalization catalyzes a different kind of pressure in organizations: economic and national borders dissolve favors rush new markets in order to survive.

To achieve a global vision is no question of the importance of using organizational culture. Thus, many US multinational companies move from holding international divisions while adopting a “global”. Even multinational European companies have a long history in international affairs due to smaller markets, a colonial legacy and a great near foreign countries are wondering how they can become more international [19].

Globalisation, ideas, attitudes, cultural and symbolic elements spread and crossed borders. Globalization has reduced distances, but has generated new demands in the economic, political, cultural new regions, resurrection of local identities. Some organizations rely on the small number of local branches of foreign employees, using a superior management team with a multinational composition to emphasize their openness to globalization. Other organizations use organizational culture to promote coordination and consistency.

To avoid problems related to the importance of organizational culture for global integration, the organization will pay particular attention to the following: the need for differentiation vs. integration; autonomy vs. and limits of corporate control vs. national [20].

Differentiation vs. integration. Differentiation into question the extent to which organizational culture is able to overcome national and cultural differences to create a global organization. This raises the question of the extent to which global practices are preferred over local and what is needed to be done for the organization to integrate into a global organization.

\textit{Control vs. autonomy}. Visions of globalization, with organizational culture as a control strategy, may have some unpleasant consequences. Some organizations who value conformity more than individuality, might be able to use organizational culture as a control mechanism, even if such could lose the advantage of individual initiative.

\textit{National vs corporations}. Vision on the development of an international framework through multiple and frequent transfers, designed to encourage identification with home loss and transfer to the corporation is frightening. In these "clans" global corporation exceed identification with community and family identity.

Globalisation can generate changes that get out of control as systems are always sensitive in interdependence: what happens in one part of the system affects the other parts. Along with the expansion of the organization and beyond, it will have to focus on finding factors generating conflict and reduce their influence. Cultural factors of national and organizational culture can be a barrier to the development of an organization.

At the same time, information and documentation of countries where the organization is to expand businesses can help reduce these barriers.

4. Conclusions

- Globalization is considered a beneficial process, inevitable and irreversible, but can cause social and economic fragmentation.
- Globalisation, ideas, attitudes, cultural and symbolic elements spread and crossed the boundaries of time and space. Global cultures, national and organizational interconnected.
- Cultural factors of national and organizational culture may be, in some cases, a barrier to the development of an organization.
References

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