ORGANIZATIONAL CULTURE CHANGE IN THE ORGANIZATION

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ABSTRACT
Organizational culture is rooted in history, myths, heroes and symbols, and it evolves around values inherited from their forefathers organization, creates the same kind of “collective subconscious” and critically affects the system’s ability to change.

Changing organizational culture is produced in years, is difficult to achieve in a short time. This change is related to preservation: on the one hand while canned organization models, traditions, rituals, norms and values that reinforce brand identity and on the other hand, due to influences arising from changes in social life and domestic life organization, organizational culture supports transformations deeper and more superficial.

Sources cultural change in the organization can be both inside and outside the organization. Methods and mechanisms by which it maintains organizational culture, change can also be sources of it. Due to changes in environmental factors experienced by evolving organization, organizational culture changes may occur. The internal dynamics of the organization may determine, at some point, need to change organizational culture.

KEYWORDS: organization, organizational culture, change in organizational culture

1. Introduction
Organizations are social entities with deliberately structured activity, directed towards an end and bounded by the external environment through permeable boundaries. Any organization requires specific roles of social actors involved in it, namely compliance behaviors that can not be understood and explained outside it. Individuals need to find some motivation to join such structures aimed at integrating them. Once achieved integration, individuals come to distinguish the environment on organizational culture which requires human interaction, values and norms, toning off towards the outside of which are interdependent.

2. Organization as a System Social and Cultural
Study organizations as distinct social forms began to be developed in the late 30’s of the twentieth century. In the 40’s it distinguish three directions in organizational research, directions related to the names of very important sociologists of the moment: Max Weber, Talcott Parsons, James March and Philip Selznick. Understanding the organization as a “structural expression of social action”, Selznick concludes that, on the one hand, every organization has a use value as an instrument for achieving aims, on the other hand, the organization is a dynamic system influenced by both the external environment and the social characteristics of its members [1].
Organizations goals are interrelated with the social environment they fulfill the following functions:

a) the reproduction of norms and values – principles involved in crystallization work organization members, a link between organizational culture and corporate culture overall coherence of goals, values and norms as mechanisms regulating social action;

b) adaptation – with a role in the mobilization of all types of resources;

c) integration – role in harmonizing organizational components.

With emphasis on the importance of the cultural and cognitive elements in defining organizations, the organization is defined by a set of values, beliefs and attitudes common to a group of individuals and supported by specific structural arrangements that give them a basic substance.

The organization is a complex social entity, and the meanings of the term “organization” are vast, there is no universally accepted definition, according to which the organization defines: sociology, management, psychology, economics.

The most common definition of the organization is: “the organization may consist of two or more persons engaged in order to achieve common goals” [2].

J. D. Mooney, Northcraft and Neale believes quoted the organization as:

– a form of human association in order to achieve a common goal;
– a frame of reference of any group that has a common goal;
– a “body” full feature linked and coordinated to achieve a common goal;
– a set of practices, procedures and relationships designed to coordinate efforts and human talent to achieve a common goal [3].

Erhard Friedberg defines organizations as “human formalized and hierarchical assemblies to ensure cooperation and coordination of their members to achieve given ends” [4]. At the same time, it is also a cultural product, which ensures identity. The functioning of the organization and the mechanisms that determine the behavioral manifestations divergent members of the organization are the result of both the technical and economic or social influences and elements of a cultural nature.

3. Organizational Culture – Factor of Change in Organization

Organizational culture is a difficult concept to define, in the literature we do not find a universally accepted definition. In defining the organizational culture and contributed various disciplines: anthropology, psychology, economics, sociology, general management and compared. Currently, the concept of organizational culture is the core theory of cultural management school [5].

Below we present some of the definitions of organizational culture:

Whitey W. 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 [6].

Eugen Burdus and Ion Popa: “... a complex pattern of beliefs and expectations, including philosophies, values, postulates, attitudes and norms common to the members of that organization” [7].

Ovidiu Nicolescu and Ion Verboncu: “... organizational culture resides in all the values, beliefs, aspirations, expectations and behaviors shaped over time in each organization within it and the prevailing conditions its functionality and performance directly and indirectly” [8].

Edgar Schein: “... the basic model assumptions that a given group gave, discovered or developed in learning to cooperate with external adjustment problems and internal integration and that can be considered valid and therefore can be taught to new members as the correct way to perceive, think and feel in relation to those problems” [9].
A. Strati: “... represents a set of symbols, beliefs and behavior patterns learned, produced and recreated by people who devote the energy and the work to life's organization. it is expressed in the design and in the work organization in constructed manifestations of culture and the services the organization that will produce” [10].

Peters and Waterman: “... a dominant and coherent set of shared values transmitted in ways more or less symbolic, such as stories, myths, legends, slogans, anedoctes” [11].

Geert Hofstede: “... collective mental programming that distinguishes the members of an organization to another organization” [12].

Organizational culture is an important part of modern approaches related to human capital in organizations. Developing the concept of organizational culture has been favored by major reconsideration of the role that human capital plays in the evolution of the organization.

Researches on organizational culture change are reduced. Creating a new organizational culture an important change brought by the existing organizational culture is a complex process.

Changing organizational culture is a kind of organizational change, but an important one, since any transformation amounts to a reassessment of basic assumptions that individuals take them. On the other hand, the organizational culture is the interface between individuals and changes, which may in turn be converted into a barrier or a facilitator of the process [13].

Organizational transformations have echoes the cultural layers. Whether transformation occurs in the structure, the form of ownership, the type of technology or management strategies, it requires cultural change. Preservation and cultural maladjustment are enemies of success of the organizational cultural change.

To understand the relationship “organizational culture – change”, are taken into account the following key features:

- culture is composed of three key elements: beliefs, behaviors and attitudes that are indicative in consideration of appropriate action or unsuitable for individuals and groups within the organization;
- culture is shared, fostering cohesion of people in an organization;
- culture develops over time, the current organizational culture is the result of beliefs, behaviors and attitudes that have contributed in the past to the success of the organization [14].

Sources cultural change in the organization can be both inside and outside the organization. Methods and mechanisms by which it maintains organizational culture, change can also be sources of it. Following the changes suffered by factors external environment in which the organization evolves, changes in organizational culture can occur. The internal dynamics of the organization may determine, at some point, need to change organizational culture because:
- reduced performance or different compared to those covered by top management;
- change the object of attention of managers;
- change management team;
- change the vision and mission of the organization;
- modification of the treatment of crisis and response to incidents;
- how to achieve change roles by managers;
- appreciable differences between the strategy adopted and the reality of the organization;
- promotion of new methods and management techniques
- change the criteria for reward;
- change the criteria for recruitment, selection and promotion of personnel within the organization;
- low ability to adapt the organization to the environment;
– resistance and / or hostility towards new progress;
– change the ceremonies and rituals of the organization [15], [16].

Stages of cultural change are:
– identify existing culture – diagnosis is made by culture and culture in general include organizational factors;
– planning for change – is to compiling the list necessary changes, cultural risk assessment and action plan creation;
– new culture – an organizational culture consistent with the overall direction of the organization; conducive to change, modify behaviors consistent with organizational culture and support new change made [17].

Related to the process of change, factors that occur are:
– Organizational cultures are hidden, so can not be diagnosed, managed or properly exchanged;
– Because it takes a long time for understanding and change, attempts to change are not always practical;
– Human capital in the organization will naturally resist the changes of the new organizational culture.

For that part of the organization members will oppose the change, managers will have to consider changing their behavior. To do this, managers will need to:
– The advantage obtained by changing the organizational culture organization;
– Improving communication with members of the organization to motivate new behaviors that help change the organizational culture;
– Remove those members of the organization who resist change and try, by any means, to undermine the authority of managers.

4. Conclusions
● Sources of organizational culture change can be found both inside and outside the organization.
● Creating a new organizational culture, an important change brought by the existing organizational culture is a complex process.
● Promote and strengthen cultural change is a difficult and relatively slow.
● It is not enough to agree on a new vision and organizational culture issues that change.
● Changing organizational culture may meet resistance from some members of the organization.
● Changing organizational culture requires communication because it is synonymous with the changing attitudes of their organization.

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