PARTICULARITIES OF THE CULTURAL DIMENSIONS
OF GALATI COUNTY ORGANIZATIONS

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Based on data collected as part of the COMOR Project for the analysis of organizational culture in the Romanian business environment, developed by The Scientific Society of Management from Romania, we have initiated, using Business Intelligence tools, a scan of the characteristics of organizational culture for Galati County. The aim of the research is to investigate the particularities of cultural dimensions, based on the Multifocus Model developed by Geert Hofstede, are found in economic organizations in Romania, and, in particular in the business environment of Galati. An important topic of the research is to identify the drivers that influence managerial behavior at the level of the Romanian organizations in order to promote and to guide the change at the level of the microeconomic structures.

Keywords: organizational culture, managerial behavior, cultural dimensions, Business Intelligence tools, data mining.

JEL Codes: M10, M14, C89, D89

1. Introduction

Organisational Culture is defined as the way in which members of an organisation relate to each other, their work and the outside world in comparison to other organisations. Culture is “the collective programming of the mind distinguishing the members of one group or category of people from others”. [Hofstede, 2001]

In the study conducted at IBM subsidiaries in different national contexts, Hofstede has shown that from organizational point of view cultural differences consist more in practice, while at national level, the difference lies more in values.

The Globe project has identified the existing connections between the national culture and the one at the organizational level, and also the mutual influences, expanding the Hofstede model. (House, 2006)

1.1 The model of the cultural dimensions developed by Geert Hofstede

"If the brain is the hardware, culture is the software... and if you don’t know the software of a country, you cannot use the programme!” [Hofstede, 1989]

Cultural dimensions represent common structural elements in cultural systems of the countries, based on fundamental questions that every society responds in a particular way. The six dimensions are represented by particular values for each country that define the score and allow the comparison for respective dimension (CultureCompass, 2015):

1. Attitudes toward social inequality: Power Distance Index (PDI)
2. Attitudes toward community: Individualism vs. Collectivism (IDV)
3. Attitude toward success: Masculinity vs. Femininity (MAS)
4. Attitude towards unknown: Uncertainty Avoidance Index (UAI)
5. Attitude toward time passing: Long-Term Orientation (LTO)
6. Attitude towards prohibition and control: Indulgence vs. Restraint (IND)

1.2 Correlations between the six cultural dimensions

Analysing the six organizational dimensions determined by the Hofstede’s cultural model which also adds the two dimensions identified by Michael Minkov in 2010, we find a series of correlations between indicators, which may constitute, without generalizing, a pattern. Thus the countries with a high degree of masculinity have an uncertainty avoidance lower index and a high individualism index corresponds to a lower long-term orientation. In general, the countries with low power distance are statistically correlated with a high index of indulgence.

Romania has a score of 90 on the PDI dimension, a very high Power distance, which means that people accept the hierarchical order. Hierarchy in an organization is seen as reflecting inherent inequalities and subordinates expect to be told what to do.

Indulgence vs. Restraint represents the limit up to which people try to control their desires and impulses. Relatively weak control is called “Indulgence” and relatively strong control is considered “Restraint”. Romanian country score for indulgence is 20, very low, in opposition with the high PDI score.

Romania scores 42 on MAS dimension and can be considered a relatively feminine society. In feminine countries people value equality, solidarity and quality in their working lives. Conflicts are resolved by compromise and negotiation. Incentives such as free time and flexibility are preferred. Focus is on well-being, status is not ostentatious shown. A high masculine society will be driven by competition, achievement and success, a value system that starts in school and continues throughout organisational behaviour. A feminine society is one where quality of life is the sign of success.

Uncertainty avoiding dimension represents the extent to which people feel threatened by risk and ambiguity and try to avoid such situations. Romania with an UAI of 90 has a very high preference for avoiding uncertainty. Countries exhibiting high uncertainty avoidance maintain rigid codes of belief and behaviour and are intolerant of unorthodox behaviour and ideas. In these cultures there is an emotional need for rules, time is money, people prefer to be busy and work hard, precision and punctuality are the norm, innovation may be resisted, security is an important element in individual motivation.

Romania, with an IDV score of 30 is considered a collectivistic society. Loyalty in a collectivist culture is paramount, and over-rides most other societal rules and regulations. In collectivist societies employer/employee relationships are perceived in moral terms, like a family link, hiring and promotion decisions take account of the employee's in-group, management is the management of groups.

The long-term orientation dimension represents the extent to which people show a pragmatic or future-oriented perspective rather than a normative or short-term point of view. Romania has a moderate LTO score of 52. [CultureCompass, 2015]

The country scores determined by the Hofstede project do not represent a standard constant but a relative comparison tool. Based on Hofstede's organizational cultural model we can build a three-dimensional model of organizational culture, with the six dimensions representing the six faces of a cube, as the figure shown above.

![Figure 1: 3D Modeling of the 6 Cultural Dimensions Model](image)
The obtained results for each dimension, in conjunction, can be used for comparisons at international level, in order to develop the standard for the organizational culture and of the Romanian managerial behaviour pattern. [Marinescu, 2013]

A low score of the IDV size explains a collective consciousness, in which the relationships and the obligations to the group membership represent a priority. An increased score of the IDV represents a powerful self-awareness, in which own interests prevail.

The long-term orientation reflects the need for stability, while the short-term orientation reflects the adaptability to change.

Correlating the two dimensions of the individualism and the long-term orientation binomial, we obtain a classification of the countries descending comparative to the maximum distance, representing the countries with a high score of Individualism and / or with a higher long-term orientation (table 1), in which Romania ranks the place 22 out of the 27 countries selected from the study coordinated by Hofstede’s.

Table 1: Classification by the country score for the IDV dimension in correlation with LTO

<table>
<thead>
<tr>
<th>Country</th>
<th>PDI</th>
<th>IND</th>
<th>MAS</th>
<th>UAI</th>
<th>IDV</th>
<th>LTO</th>
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[Source: CultureCompass, 2015]

The organizational culture influences the economic performance. For Romania to achieve a high level of economic growth it needs a change of the mentality, of the organizational culture through
the development, at national level, of some excellence clusters to attract skilled specialists from within the country and from abroad, creating models of good practice.

Quantification of cultural dimensions is an innovative idea, comparing the scores obtained on the basis of the cultural dimensions makes allows identification of cultural differences at the national level, of the business environment and, respective, at the organisational and occupational level.

2. Particularities of the cultural dimensions

This study is based on the views of a representative sample of respondents from the business element from Galati in order to assess the current situation and the desired one. The administration of the questionnaires was conducted with the support of the project team of the University "Dunărea de Jos". The questionnaire aims to identify the factors of maintaining the current level of performance and those that could cause a higher level of performance.

2.1 The gap between current practice and the expected one

For the Individualism vs. Collectivism Dimension we can analyse the obtained results on the specific indicators represented below, in figure 2. The gap between the actual practice and the desired practice is positive for the first seven indicators and with a negative ecart for the last one. The medium score reflect a gap value equal to 0.44 representing the difference between expected practice and the current one, calculated for the representatives IDV indicators.

- Means-oriented vs. Goal-oriented

1. Assertiveness – Pa 3.84/ Pd 4.12 0.28

- Degree of identification with your organisation

2. Attachment – Pa 3.81/ Pd 4.19 0.38

- Internally driven vs. Externally driven

3. Attitude – Pa 3.36 / Pd 3.99 0.63

- Easygoing work discipline vs. Strict work discipline

4. Conduit – Pa 3.88 / Pd 4.54 0.66

- Open system vs. Closed system

5. Decision making structures – Pa 3.98 / Pd 4.10 0.12

- Degree of acceptance of leadership style

6. Subordination–Pa 3.29/Pd 3.36 0.07

- Employee-oriented vs. Work-oriented

7. Motivation – Pa 3.60/ Pd 4.45 0.85

- Local vs. Professional

8. Privileges-Pd 2.31 Pa 2.99

- Medium scores for IDV indicators

IDV – Pa 3.61 / Pd 4.05 0.44

Figure 2. Gap between expected practice and actual one, calculated for IDV indicators
The positive gap between expected practice and actual one, calculated for IDV indicators showing a good correlation between PA and PD for the indicators: Hierarchic subordination with an amount of 0.07 and Decisional systems with a difference of 0.12. The values obtained explain the particularities of Romanian collectivistic society: the preferences for respecting hierarchical order, where subordinates expect to be told what to do, clear work procedures, group management and teamwork.

The negative gap value -0.68 for privileges granting on other criteria than those concerning competence and work effort reflect the desire to reduce this aspect. Another sensitive indicator for the Romanian organisations is motivation, with a gap value of 0.85 between the desired practice and the actual one. Those preferences indicate the need for change in this direction.

2.2. Feedback

The proposed aim is, from the analysis of the determined statistical indicators based on the questionnaires from the Galati county, leaving behind the classical linear thinking, to identify new relationships, connections that can be revealed by analyzing the database, obtaining information about organizational culture that highlights the evolution of environmental trends Business in Galati, the practical goal of the research being to provide useful results and conclusions necessary to the local organizational development process.

The research feedback is to collect the information about organization through questionnaires and their forwarding to the managers and the employees so they should be able to diagnose the problems and to be able to develop action plans for solving the problems.

We can make an analogy between organizational change and an innovation. In this matter, the innovation can be defined as a technology, a product or a practice "first used by the members of an organization, regardless of the fact that was already used in other organizations" [Nord, Tucker, 1987] while its implementation is "the process to determine the appropriate and continuous use of an innovation by individual members of an organization" [Klein, Sorra, 1996], this idea applies equally to the organizational change. From this point of view, the aim of the organizational change is a better interaction between the organization and the environment in which it evolves and, consequently a more efficient and effective method of work.

The need for change starts from the premise that the environment is changing rapidly, the organization being subjected to many pressures and challenges. Environmental actors have a great importance for the organization's work (partners, suppliers, customers, normative type organizations, legislative changes, etc.) as a result, the changes are major and rapid and the role of the management is changing, becomes an active one, the accent focusing on forecasting, commitment and resourcefulness.

The change initiation requires the leadership involvement - the top management. The diagnosis of the problems requires a detailed analysis of the strengths and weaknesses of the organization, the obtained results constituting targets for the interventions to come.

The changes should be implemented bidirectional in order to have a successful change at the level of an organization must be superimposed the plan of change designed at the organizational level thought at individual level.

First it must be acted at the level of the organizational culture through interventions which include training programs, programs to improve the ability of solving the problems, critical analysis of current procedures and practices.

Burke-Litwin model premise is the following: the organizational development interventions on the structure, management styles and practices and the policies and upon the procedures leading to the "first order change"; interventions on the organization's mission, of the strategy and organizational culture leads to "second order changes" in the organizational system.

The organizational change must promote a dynamic organizational development of the organization's evolution, the organizational change success depending both on the quality of the solution found and the effectiveness of its implementation. [Tripon, Dodu, 2012]

If we will explore the organizational culture from Romania through the 6-D model, we can get an overview of the characteristic drivers of Romanian culture, and, relating to other cultures of the world, an insight into how these mechanisms can become engines of society.

References
