

The implication of the technological changes on the organizational culture of the environmental administration for funds in Romania

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Abstract. The current paper aims to show through a diagnosis model the impact of globalization on the technological changes felt by the employees of The Environmental Funds Administration. The method: the participants were 63 employees from the Romanian Environmental Administration for Funds, aged between 23 and 54 years old ($m=34.53$; $S.D. =11.32$); the instrument was OCAI (Organizational Culture Assessment Instrument). The results highlighted the fact that the employees tend to involve themselves in professional trainings concerning the technological changes and the modern methods applied in development of the organization. In this way, the organization should take into consideration the aspects required by the employee investing in human capital based on the psychological organizational diagnosis.

Keywords: organizational culture, ideal profile, real profile, clan culture, Adhocracy culture.

1. Introduction

The organizational culture is an effect of the development process of ideas within an actual situation/context. The ideas and the cultural patterns meet the actors on a background sets of behavioural rules [1].

The organizational climate is defined as representing the usual perceptions or the perceptions shared by the members of an organization regarding the globalization, technological changes, methods and the formal or informal procedures. It is about simple nonevaluative descriptions connected to the conditions offered by the organization, based upon the perceptions of the organization's members. They are influenced by individual characteristics and by the positions held by the organization's members.

[2] show shows the process for the organizational diagnosis from a three-component perspective: processes, interpretation and methods. Choosing from different models for data collection depends on the nature and aim of the diagnosis, the theoretical model adopted by the researcher and the unique contribution of each procedure used in the global image. The interpretation of the collected data is an essential component of the diagnosis process; using multiple methods offers the possibility for organizational diagnosis improvement by gathering in a complete, coherent and valid interpretation the results obtained after using multiple scientific methods. An efficient mix of various methods means a very good understanding of each one's advantages and limits and an accurate estimation of how they can complete each other [3]. Based on previous research and studies regarding the public servants performances' [4], the organizational culture diagnosis in banking loan department [5], in a private clinic [6] and in a fast-food chain [7], the personnel fluctuation in a fast-food chain [8], the counterproductive work behavior [9], assessing professional performance [10], selection and psychological evaluation of personnel [11] and work analysis [12] this study highlights the aspects of globalization and the technological changes in the ideal and real profiles of Environmental Environmental Funds Administration organizational culture diagnosis.

1.1. The organization's description

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The organization which has been analysed is the Environmental Fund Administration, which is under the aegis of The Ministry of Environment, financed with own funds. The number of total employees is: 120 specialized advisers, advisers with technical, economical or judicial studies and training in project management. The Economical Department is aimed at collecting funds which are then redirected to environmental projects financing. Among the environmental projects we can mention: “the jalopy”, “the green house”, “creating green areas”, “raising people’s awarness and educating them for environmental protection”.

The Human Resources Department has 3 employees: the department director and 2 other employees, all three have a degree in economics and have been trained in human resources management. One of the two employees has experience in personnel recruitment and applies personnel recruitment tests during the process of personnel recruitment.

2. The objectives

This research / The current research aims to design the diagnosis of the organizational culture and also to highlight the need for change by identifying the key elements for change.

2.1. Diagnosis plan

In order to establish a diagnosis plan, the theoretical methods have been applied and data was collected as to obtain a larger picture of the organization.

In order to develop a diagnosis model, we need to develop a model which shows the real nature of the key problems and of the real causes of symptoms. Designing The design of an european model of organizational culture diagnosis has been based upon the model of the competitive values [13].

Although, initially, it has been designed in order to identify the organizational values, afterwards it has proved its usefulness in applications connected to the organizational culture. The basic idea is that organizations can be characterized using features or cultural dimensions which are general true for any organization.

The model is based on two dimensions: the first one is about the organization’s point of view, more exactly about the organization’s focusing on internal problems (processes or people) or external (relations with the external environment where the organizations is placed and where it is functioning). The second dimension is about flexibility and control. Control shows the fact that, to a certain extent, the behaviour of the organization’s members is established by rules and that flexibility reflects the presence of any freedom concerning the behaviour of the organization’s members.

3. The method

3.1. Participants

The participants were 63 employees from the Romanian Environmental Administration for Funds, aged between 23 and 54 years old ($m=34.53$; $S.D. =11.32$), male and female, rural and urban area.

3.2. Instruments

The model [13] identifies four cultural directions in organizations: support direction, innovation direction, rules direction and objective direction.

Starting from the Competitive Values Model, another instrument has been designed in order to diagnose the organizational culture, OCAI (Organizational Culture Assessment Instrument), designed by [13]. OCAI allows assessing the organizations from the point of view of 4 types of organizational cultures as following:

3.2.1 Clan Culture

Characteristics: the organization is focused on the internal processes, it is flexible, concerned about its own employees. Leaders are considered to be mentors of the employees, the binding of the organization is represented by loyalty and traditions, the personnel management is focused on developing the commitment towards the organization, development of human resources. Success is defined in terms of sensitiveness

towards clients and of concern or shown to people. Values of the organization are team work, participation and agreement.

3.2.2 Hierarchy Culture

Characteristics: a very formalised and structured environment; accurately established procedures that governs people’s work, leaders who want to organize and coordinate activities, the binding of the organization: the organization is sustained by rules and formal norms, personnel management is focused on security and predictability. Success is defined by meeting deadlines, accurate planning, reduced costs.

3.2.3 Autocracy Culture

Characteristics: a dynamic environment, creative entrepreneurship, leaders are innovators (they are risk-takers). The binding of the organization is focused on the commitment towards experimentation and innovation. Personnel management encourages employees to have individual initiative and freedom of expression. Success means developing new products and new, unique services.

3.2.4 Market Culture

Characteristics: organizations are strongly focused on results and leaders are orientated towards productivity and competition, they are tough and they establish high standards. Personnel management is focused on developing the spirit of competition in employees.

Success is defined in terms of entering the market and reaching a market share as high as possible. Values of the organization are focused on initiating competitive actions, obtaining quantifiable results, reaching the objectives, gaining a better reputation and more success.

The OCAI questionnaire has been applied on a representative sample of 45 subjects, specialized advisers within the EFA.

By using the organizational culture assessment instrument (OCAI) the following profiles of organizational culture, which is being studied, have been obtained for the six dimensions (dominant features of the organization, leading within the organization, human resources management, the binding of the organization, the values which are the base of the organizational strategy and the criteria for success): a real profile that describes the situation happening in the present and a profile considered to be ideal, from the perspective of the sample in the study.

4. The results

The collected dates were computed with SPSS 15 and analised the descriptives statistics.

Table 1 The characteristics of the organizational culture dominance

Type of culture	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	22	28	9,12	13,5
Autocracy culture	18	18	9,53	12,79
Market culture	28	35	10,49	20,61
Hierarchy Culture	32	19	7,99	14,43

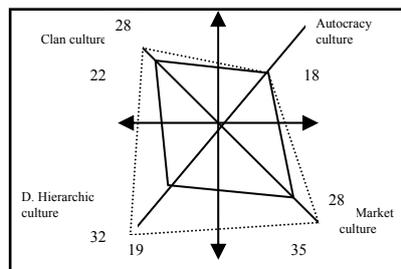


Fig. 1: The characteristics of the organizational culture dominance.

Applying Wilcoxon nonparametric test for dependent groups there are statistically significant differences between the idela and real profiles for dimension Market culture ($p < 0.05$) and dimenssion Hierarchy Culture ($p < 0.05$). As it can be observed in table 1, the organization ideal profile for Market culture is higher then the

real profile ($p < 0.05$) and the organization real profile for Hierarchy Culture is higher than real profile ($p < 0.05$).

Table 2 The leadership

Type of culture	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	23	20	10,07	9,09
Autocracy culture	21	18	10,35	12,49
Market culture	22	35	13,92	27,56
Hierarchy Culture	34	27	14,66	21,89

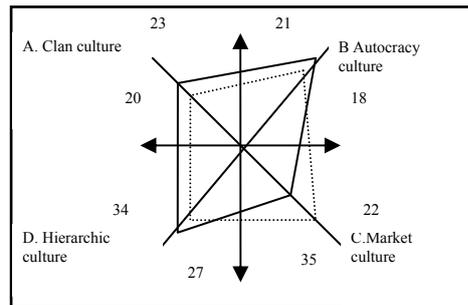


Fig. 2: The leadership.

Applying Wilcoxon nonparametric test for dependent groups, there are statistically significant differences between the ideal and real profiles for dimension Market culture ($p < 0.05$) and dimension Hierarchy Culture ($p < 0.05$). As it can be observed in table 2, the organization ideal profile for Market culture is higher than the real profile ($p < 0.05$) and the organization real profile for Hierarchy Culture is higher than real profile ($p < 0.05$).

Table 3 Human Resources Management

Type of culture	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	21	29	16,39	14,92
Autocracy culture	27	19	10,26	10,71
Market culture	23	18	10,49	7,75
Hierarchy Culture	30	34	15,19	11,29

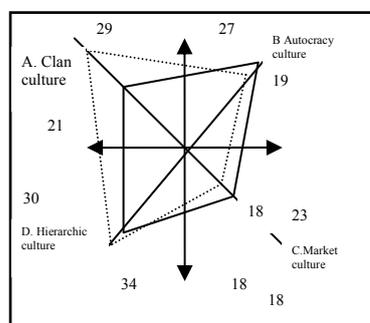


Fig. 3: The Human Resources Management.

Table 4 The Organizational Binder

Type of culture Column heading	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	21	27	11,9	13,39

Autocracy culture	17	15	8,69	8,32
Market culture	15	29	11,51	11,46
Hierarchy Culture	47	29	20,51	13,89

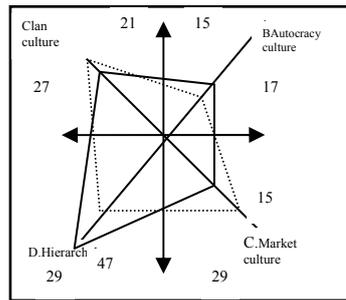


Fig. 4: The Organizational Binder.

Table 5 The Organizational values for organizational strategy

Type of culture Column heading	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	19	25	9,84	12
Autocracy culture	20	18	7,20	8,18
Market culture	31	28	22,69	15,14
Hierarchy Culture	30	29	21,48	15,42

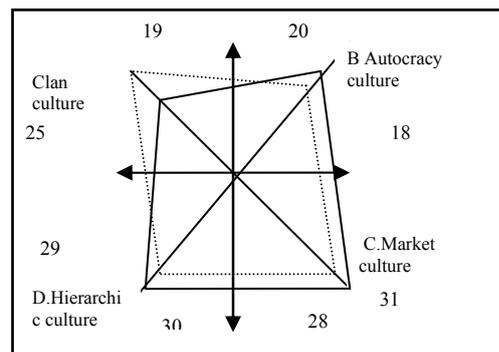


Fig. 5: The Organizational values for organizational strategy.

Table 6 Success criteria

Type of culture Column heading	Mean		Standard deviation	
	Actual	Ideal	Actual	Ideal
Clan Culture	25	2	10,46	23,58
Autocracy culture	10	25	10	17,37
Market culture	32	14	23,26	11,46
Hierarchy Culture	32	29	26,93	21,65

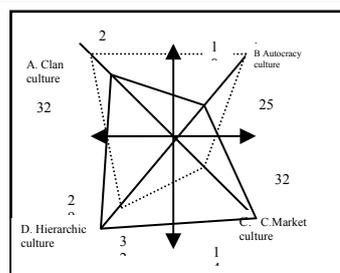


Fig. 6 Success criteria.

As it is shown in the analysis of the descriptive indicators, the dominant culture in the EFA organization is the autocracy. The obtained means for the other types of cultures are similar as values.

Applying Wilcoxon nonparametric test for dependent groups, there are statistically significant differences between the ideal and real profiles for dimensions: Clan Culture ($p < 0.05$), Autocracy Culture ($p < 0.05$) and Market Culture ($p < 0.05$). As it can be observed in table 6 for Success Criteria, the organization real profiles for Clan Culture and Market Culture are higher than the ideal profiles ($p < 0.05$) and the organization real profile for Autocracy Culture is higher than real profile ($p < 0.05$). Hence, the type of dominant culture in an organization is the autocracy one. This profile characterizes the human resources management from within the organization, the strategic values and the manner in which success is defined but it does not exist in the same proportion in the dominant characteristics of the organization and in the characteristics of leadership, which indicates a certain lack of congruence in the culture. Generally, the organization is considered by the employees as being a friendly work environment, relatively personal, where people seem to communicate well and they seem to share certain things about them / each other. The dominant values and objectives of the organization are shared and the cohesion between employees, their involvement in the organization's activity and the feeling "of ours" are relatively strong. Employees' loyalty and their attachment towards the organization are among the most important factors in maintaining its unity.

5. Conclusions and recommendations

Based upon the analysis of the differences between the real profile and the ideal one in an organization, the following recommendations can be made: the small discrepancy between the real profile of culture and the desired one reflects the presence of a reduced, insignificant need of fara of for change which can be transformed in a potential source of resistance towards change. Small differences that can be identified at the level of the hierarchy culture suggest the perception of the need to reduce the high-level control and rigidity. The characteristics considered dominant in the organization are paradoxically the dynamism, the strong orientation towards results and the orientation towards the internal environment, in order to create a harmonious climate. These results indicate the fact that, although, the organization has a general orientation towards the clan culture, its members are conscious of the new tendency the organization is directed to and they "feel" and recognize this change. In spite of the fact that the orientation on the market is recognised, their behaviour is guided to a great extent by the same cognitive schemes. This discrepancy between the new tendency of the organization and its members' conservatism strengthen some researches which show that those attempts of change that start from the exterior, without action at a profound level, of values and fundamental assumptions of personnel, lead to superficial and short-term changes.

The cultural identity of the organization is not strong (EFA was set up in 2005), thus the organization's orientation towards the external environment, towards clients is reduced, element that can fara can aici in time can have negative effects on the organization.

The Environmental Funds Administration organization's efforts should be directed towards growth and its orientation towards clients and competition, reducing the process of formalising in favour of flexibility and development of a shared and strong identity. Also, it is important to organize periodic trainings followed by assessment and investing in cultural values regarding the glogalization and tchnological changes.

6. References

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