

MANAGEMENT OF ORGANIZATIONAL CULTURE AS A FACTOR OF SUSTAINABILITY OF THE ORGANIZATION

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Organizational culture supports economic and social effectiveness, adaptability of the firm in the competitive context. In fact, it is important to note that companies which have a strong, effective organizational culture can save themselves from the consequences of an unfavorable economic or social environment. In successful enterprises organizational culture contributes to proper functioning, favoring communication, socialization of new members, building trust and adopting common means to achieve the set goals.

Relevance of the topic under investigation: In the process of transformation taking place in contemporary society, a special role is played by organisational culture. As a factor that determines the success of an organisation's activity, culture is an essential element, indispensable for social progress. The interest in organisational culture can be explained by the fact that at the present stage the world community is marked by such far-reaching processes as the globalisation of the economy and the computerisation of society, which has led to the emergence of new forms and methods of organising human activity.

Scientific novelty and originality: The thesis represents a comprehensive and systemic investigation of the phenomenon of organizational culture, it is an attempt to analyze the consequences of social and economic reforms on the culture within the organization C.B.EXIMBANK JSC. The scientific innovation consists in:

- The approach to organizational culture as a category of social philosophy, the essence of which is the organization's mode of activity in the system of social process management; analysis of the notion of „culture” from an ontological perspective, being defined as a self-organizing system that regulates human existence, the world of meanings, symbols and values that function as rules, conditions and norms for the embodiment of a culture;
- To argue for the need to attune organisational culture, as an essential element of the culture of contemporary society, to the characteristics and specifics of a particular society; demonstration of the change of managerial paradigm leading to highlighting the role of the human factor, organisational culture being a component part of the new managerial paradigm;
- Elucidation of the main components of organisational culture and building the methodology of organisational culture theory based on new managerial values and principles.

Theoretical significance of the thesis and its applicative value: Theoretically, the study will contribute to the deepening of knowledge about organisational culture, which is of particular significance for the reform of the socio-economic system. The practical importance of the thesis lies in the fact that the materials, conclusions and recommendations developed by the author can be used in the work of the organisation under analysis.

Interesting is the definition given to organisational culture by the author Antonio Strati: „The organizational culture represents a set of symbols, principles and learning behavior models, generated and recreated by the people who dedicate their energy and work to the life of an organization. It is expressed by the work planning of the organization, by the manifestations built-in of the culture and by services produced by the organization” [1, p.578].

Today, organisational culture is widely used in management practice and theory, benefiting from continuous development. The most significant internal and external variables influencing organizational culture are: the impact of a dominating leader, tradition and history, employee expectations, labor force characteristics, the assessment and motivation system, and the informational technique. Organizational culture management affects an organization’s success through influencing member productivity, increasing motivation and engagement, managing and verifying organizational behaviors, and collaborating with other subsystems. The approach to organisational culture as a managerial tool starts from the premise of management’s ability to create and manage it. This premise emphasizes the question of whether management can really ‘manage’ it and whether, viewed from this perspective, it is nothing more than an ideology cultivated by management for the purpose of controlling and legitimising activity. Managing organizational culture in terms of its function and influence on the organization’s interactions with its environment is the outcome of the function that culture serves in an organization and the impact it has on its ties with its environment.

Within an enterprise, organizational culture exerts more several functions:

- organizational culture performs an important function in integrating employees into the organization, in adapting them to the internal environment;
- due to its specificity, organisational culture has an important role in protecting employees from potential threats from the external environment. It underpins organisational behaviours and actions of a preventive nature or of a nature to directly combat negative consequences of external environment;
- it is through organisational culture that the company’s values and traditions are preserved and transmitted. Changes in the management system must take into account the specific values, concepts and customs of the organisation, which must be perpetuated in order to strengthen the enterprise;
- in line with contemporary competitive firms, is talked about the increasing dependence of performance on organisational capacity, which is essentially the integration of employees’ expertise. It is organisational culture that ena-

bles the creation of an appropriate framework for developing organisational capacity. In the long term, it is the main source of competitive advantage [2, p.108].

Proper techniques and changes to create a healthier organizational culture at EX-IMBANK will be the following:

- talent attraction and retention (HR specialists believe that a positive work culture provides a firm a competitive advantage when it comes to hiring long-term workers. Employees at banks are more inclined to remain longer if they believe bosses are concerned about their well-being. They will get personally invested in the bank's good reputation);
- foster team spirit (An appealing work culture encourages communication, social networking, and constructive interactions among team members, resulting in increased internal cohesiveness and cooperation);
- establish clear goals (Clearly defined, quantifiable, and attainable goals direct workers' efforts and demonstrate how they contribute to the success of the organisation);
- hire for cultural compatibility;
- social networking and mentorship (Promote healthy connections within the bank by providing chances for social engagement such as sports, community service, office parties, roadtrips);
- recognise and reward outstanding work (A culture of gratitude and open celebration of employees' achievements might inspire them to do more);
- listen for feedback;
- career advancement.

To sum up, healthy organizational culture leads to improved overall communications, better relationships within the firm, satisfied workers and as a result to success of the organization.

References:

1. STRATI, A. *Organizational Culture*. Berlin: New York, 1992. 578 p.
2. JOHNS G. *Comportament organizațional*. București: Editura Economică, 1997. 108 p.

Recomandat
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