The Influence of Organizational Culture on Company Performance

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Abstract

Organizational culture is a matter of management, which currently is receiving much attention. Organizational culture carriers are men. However, organizations with an organizational culture already made it abstracting the people and become an attribute of the company, a part of her that has a strong impact on team members, making their behavior according to the norms and values that constitute its foundation.

The purpose of this paper is to highlight the role of organizational culture on firm performance.

Organizational culture provides a framework in which managers can implement motivational tools that influence how employees are comport. The companies with a strong organizational culture are much better able to improve their performance by involving members of the organization in a very intense way.

Organizational culture is a significant predictor of organizational performance as an employee satisfied and will return to work.

Key words: culture, organization, management
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1. Introduction

Worldwide interest in organizational culture began in the seventh decade of the twentieth century. The main reason was an indirect Japanese companies explained in performance to an appreciable extent by their specific culture.

The term "organizational culture" was introduced in literature Pettigrew in 1979, enjoying a rapid growth of popularization in the early 1980s 70% of articles published in magazines aimed at organizational behavior and human resource management include the concept of *culture* (Budean and Pitariu, 2008, p.85).

Culture is a collective phenomenon because people who live and work together in the same social environment where he was taught support it at least partly. In this context culture is understood by all the ideas, values, and traditions of a distinct group of people. Organizational culture is a set of values, beliefs, aspirations, expectations and behaviors shaped over time in each organization that prevails within it and it is directly and indirectly determines the functionality and performance. (Nicolescu, and Verboncu, 2008, p.322).

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2. Features and functions of organizational culture

Human resource management in organizations requires understanding environmental influences both internal and external environment of organizations. From a cultural standpoint, the internal environment is the organizational culture, while the external environment is the culture branch and the socio-cultural.

Characteristics of organizational culture are as follows:

- Culture is a true "way of life" for its members, who consider its influence as often taken for granted. Culture of an organization is evident, frequently, only when compared with that of other organizations or when it is subject to change.
- Because culture involves assumptions, values and basic beliefs, it tends to be fairly stable over time. In addition, once a culture is well established, it can persist despite staff turnover, ensuring social continuity.
- The content of a culture may involve factors internal and external to the organization. Internally, a culture can support innovation, risk-taking or secret information. Externally, a culture can support the slogan "Customer above all" or unethical behavior from competitors.
- Culture can have a huge impact on organizational performance and satisfaction of its members.

Organizational culture is nothing more than trying to adapt companies through diversification, by forming their own cultural characteristics not so much to highlight its specificity and to oppose other companies as to withstand competition and develop positive.

Analysis of cultural factors is increasingly addressed in management literature as it contributes to a better understanding of individual and group behavior in an organization. The organizational culture is described as being a complicated set of beliefs, values, behaviors and artifacts. Also very important it is that organizational culture can change over time under the influence of external environment, but often that change can know barriers in the internal environment. Thus, we can say that organizational culture is complicated and uneven emerging.

If maintaining organizational culture is relatively easy approach for managing an organization more difficult it proves to be changing organizational culture. A preferred means of generating change is the conflict, seen as constructive process to stimulate organizational performance. Behaviors and attitudes are difficult to change which means that the dimensions of organizational culture are invariable over a long period of time. Therefore, organizational culture may be unable to evolve as new goals set by the economic environment, a frequent occurrence in our country firms. Management practice shows that organizations resist change by force rules, habits and structural rigidities, which leads to a powerful retardation to new market conditions. The one who can change this situation is the management culture.

Within an organization, organizational culture exerts several functions (Ganescu, 2011, p. 21) shown in Figure no. 1.

a) Organizational culture exerts an important function of integration of employees in the organization, adjusting the internal environment. This function does not manifest only be heated new employees but all employees because it requires maintenance doe their integration within the organization.

b) Due to its specific organizational culture has an important role to protect employees against potential threats in the external environment. Organizational culture is the basis of organizational behavior and actions of preventive or controls the direct negative consequences of the external environment company.

c) Through organizational culture are preserved and transmitted values and traditions enterprise. Changes in the management system must take account of specific values, concepts and organizational habits that must be perpetuated to give strength to the company. Without strong culture, valor traditions well preserved in time, we cannot talk about strong and successful companies.

d) Accordingly contemporary company's competitive bout mentions the dependence of increasingly high performance organizational capacity, which is essentially the integration expertise of employees. Organizational culture is what allows you to create an appropriate

framework for the development of organizational capacity. In the long run, organizational capacity main source of its competitive advantages.

Figure no.1. Functions of organizational culture
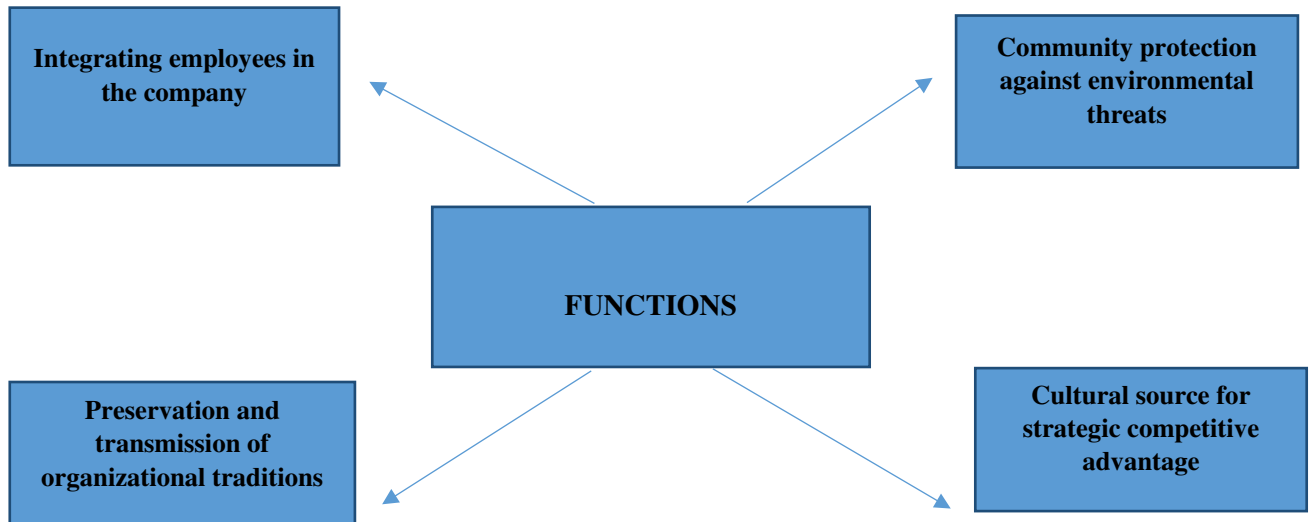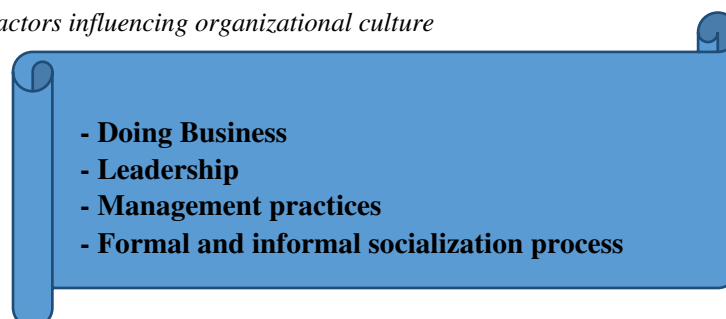

Source: (Ganescu, 2011,72)

Influence they can exert on management processes and organizational culture on organizational performance especially in an environment of increasingly turbulent is a huge one. (State, 2004, p.56)

3. The role of organizational culture in the company

 Organizational culture influences formal and informal expectations of individuals who are part of an organization defines the type of people who will adapt the organization and affects how people interact with each other both in the internal and external environment. Rules imposed by corporate culture established what are desirable or undesirable or unwanted appropriate behaviors in an organization, the lack of which seriously affected the organization's optimal functioning.

Factors that can influence organizational culture are business, leadership, management practices and the social, formal and informal factors to be considered in any analysis, especially when it is necessary to change the organization. (figure no.2).

Figure no. 2. Factors influencing organizational culture

Source: (Ganescu, 2011, 139)

As stated by Schein, culture operates with a default set of beliefs that can not change unless they are brought to the surface and analyzed. Therefore reconsider convictions change can come from employees. The role of management is to identify and manage factors that influence culture and

motivate employees to re-examine and change its internal values and beliefs. In addition, managers are part of the culture of an organization and, therefore, their own values and beliefs should be reconsidered.

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Differences in cultural values reflects different conceptions of the nature of relations between employers and their employees and therefore lead to different interpretations and experiences of what "best practices" of human resource management.

Studying organizational culture is given by the valence practical presents this variable used increasingly in potentiation of organizational performance. Diagnosing organizational culture dimensions allow observation of human behavior in the organization and enhancement of the organization realities relevant to its operation. (Ganescu, 2011, p.75). Culture can contribute both to adapt to the external environment, and the need for internal integration by all staff adherence to the strategic objectives of the organization, cohesion group work is vital to the efficient functioning of the organization.

Organizational culture is a significant predictor of organizational performance as an employee satisfied and will return to work and the methods and techniques used in human resource management. Once cultural profiles "real" and "ideal" specified, they can be compared to see where there are differences and similarities. Then, managers can decide how they want to show the type of organizational culture and take specific actions to achieve this profile. Very relevant is the study of the connections and influences that may arise between national culture, organizational culture and practices in human resources management.

National cultural dimension is based more on values and beliefs, a common geographical space and organizational culture is based on work practices learned in the organization. The latter explicit connections with a number of specific organizational functions, and between national and organizational culture there are certain influences, but rather weak. However, the cultural dimension organizational researchers tried to prove extremely complicated influence they can exert national culture on organizational culture. Also, individuals who work in an organization influence and contribute to shaping and changing organizational culture by values, beliefs and habits learned from the family, educational and social, all these environments are influenced by the national dimension of the space in which a person lives and operates. So, we can not break the two dimensions and treat them separately linkages particularly complex and delicate, sometimes difficult to demonstrate and explain between national culture of a people and organizational culture and management practices used by organizations operating in that national framework.

Organizational culture provides a framework in which managers can implement motivational tools that influence how employees behave and thus performance organization. It is not easy to create a culture that fosters individual motivation (which is the ideal situation), because it takes time to understand the factors that motivate each employee. Currently, this problem becomes even more important and complex since employees orient their interest to other things besides money. Individuals, especially those qualified are also several possibilities about potential jobs. Therefore, the organization's motivational practices play a vital role in attracting employees and facilitate success in competitive markets. Moreover, innovative practices offer benefits for organizations, since it facilitates recruitment strengthens loyalty, enhance creativity and provide more employee satisfaction.

Moreover, organizational culture aims at developing cohesion. Companies with strong organizational culture are much better able to improve their performance by involving members of the organization in a very intense way. (Zlate, 2004, p.123). However and employees have an impact on the organization, bringing with them their own beliefs and values, and their level of commitment will depend very much on individual factors. If employees adopt values and beliefs chosen organizational culture will result in a high level of commitment and cohesion. Conversely, if personal values and beliefs that do not fit with the corporate culture, the difference may have a

negative impact on employees. Obviously, the best result is achieved when the organization's culture, beliefs and values fit employees.

4. Conclusions

In successful organizations corporate culture contribute to the smooth functioning markets, promoting communication, socialization of new members, establishing trust and common means adopted to achieve those objectives. The organizational culture supports economic efficiency and social adaptability in the competitive company. My guess is that a company has a strong culture, effective, can save the consequences of an unfavorable economic or social environment. Organizational culture has a significant role in supporting the profitable growth objectives of an organization. Organizational culture is very important because individuals act on their shared values, their behavior have a significant impact on the activities of the organization.

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