

## MANAGERIAL CULTURE – “MENTAL GEAR”: A STUDY FOR THE EMPLOYEES’ DISPOSAL IN THE TOURISM ENTERPRISE

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### **Abstract**

***Purpose:** Paper tries to be effective in the perspectives of managers of tourism enterprise. That will have a performance indicator for the enterprise.*

***Design/Approach:** Generally we observe environmental adaptation and behavioral integration are two major problems the organization of this beginning of century is confronting with. Organizational culture is one of the solutions to solving these problems. This paper presents the characteristics of organizational culture and the degree of influence on it by the different levels of managers. The most important part of the paper presents how managers can change the culture of organizations through influencing the cultural web of it.*

***Methodology:** This is an empirical paper. Data has been collected through national and mostly from state tourism enterprises.*

***Keywords:** managerial culture, employees’ disposal, tourism, and tourism enterprise.*

***Paper type:** Research paper.*

***JEL Classification:** M10, M12 and M14*

### **The Organizational Culture as a System**

The organizational culture acts as a reference system which allows organization members to better understand the world that surrounds them and act accordingly. She made available to the individual the "mental gear" with which help may done order in the complexity and diversity that surrounds him. At the same time, culture is a means of adaptation and integration organization which regulates the relationship with the environment and relations within it, by contribution to strengthening internal cohesion.

Since the decade of the eighth century, on the international area has been a growing importance of the elements "soft" of firms' management. Since 1990 was granted a change of organizational attention, as the basic element of adaptation to firms' environment. The tight correlation between leadership and change has been researched and demonstrated by numerous authors. This is due to the fact that leadership is a desirable attribute of managers, although being a leader and a manager does not necessarily requires the same skills and capabilities but both involve flexibility in thinking and adaptability.

The English word **Culture** has been derived from the Latin *cultura* stemming from *colere*, meaning "to cultivate" is a term that has various meanings. For example, in 1952, Alfred Kroeber and Clyde Kluckhohn (1952), compiled a list of 164 definitions of "culture" in *Culture: A Critical Review of Concepts and Definitions*. However, the word "culture" is most commonly used in three basic senses:

- Excellence of taste in the fine arts and humanities, also known as high culture.
- An integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for symbolic thought and social learning.
- The set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group.

According to the Dictionary of Romanian practical language [1995] the word culture has the following sense:

- All the knowledge of an individual;
- All activities subject to rules and social and historical patterns of behavior transmitted through education, own a given social group;
- All rules of conduct adopted by an individual and manifested in the given social group.

One of the complete definitions of company culture is given by Kroeber and Kluckhohn [Senior 1997]: "The firm culture of the company consists in a determined manner of thought, expression of feelings and response, which is obtained and transmitted by symbols, as distinct elements representative groups of people, including their expression of facts, the essential element of the culture consisting of traditional ideas and values attached to them".

In a simple manner, for a common perception, the business culture is perceived as "the way things are made here", which is typical to organization: habits, attitudes, revealing mode of training and acceptance of behavior expected.

Black (2003), describes **Organizational culture** is an idea in the field of Organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. It has been defined as "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stake holders outside the organization."

Charles and Gareth (2001), has given the definition of organizational values as - This definition continues to explain **organizational values**, also known as "beliefs and ideas about what kinds of goals members of an organization should pursue and ideas about the appropriate kinds or standards of behavior organizational members should use to achieve these goals. From organizational values develop organizational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by employees in particular situations and control the behavior of organizational members towards one another."

In a simplified definition organizational culture submit all rules of conduct adopted within the organization.

The features of organizational culture are (Senior, B. 1997):

- The identity of members of the organization with position or the company as a whole;
- How is the integration of subunits that can be independent or interdependent?
- The way in which is made the control measure in terms that are used in rules and regulations to oversee the conduct of employees and the extent of freedom they have;
- The emphasis is on group or individual that is the extent to which activities are organized around certain people or groups;
- Managers focus on people or tasks, the extent to which managers take into account the influences and consequences of decisions on people;
- Risk tolerance in terms of the degree of acceptance of innovative behavior, sometimes aggressive and risky employees;
- Tolerance to criticism and conflict states in terms of the level to which they are accepted criticism and conflict states;
- Orientation on purposes or means that is the focus of managers on the results or the techniques and processes necessary to obtain such results;
- The prizes and rewards especially in terms of the grant criteria: performance criteria or other criteria;
- Degree of openness of the system in the sense of measure in which the organization monitors and give signals and responses to changes in its external environment.
- There are several approaches on the concept of "organizational culture":
- Rational-pragmatic, culture is considered an attribute of the organization, something that the organization possesses;
- Systemic, the organizational culture is the most important element of the organization, which performs the function of adaptation to the external environment and internal integration;
- Anthropological - treats organizational culture as the essence of the organization. The "web" elements of cultural organization are: rituals, stories, practices symbols, control systems, power structures and the formal organization structure in the center of their being it paradigm (Johnson, G. 2006).

We'll look at the manner how the management, regardless of level, affects development, change and transformation of these elements. Organizational life rituals such as training programs,

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evaluations and promotions, the conduct of meetings and meetings, the negotiation and acceptance of views emphasizes "the way things are made here" and may signal the importance of things on the scale of values the people of organization think. The major contribution training these rituals lies obviously to the top and middle managers. Due the fact that they can be assimilated to organization policies should be consistent with the implementation of strategy.

The stories which are circulating among the employees are saying to newcomers or even in addition create a certain image and certain expectations about the behavior of individuals.

In order to define a wanted behavior, managers can determine themselves the content of these stories so that they are more widely accepted. The practices are common modes of behavior of members of the organization in relations with others revealing "the way things are made here." This element of culture is the most difficult to change because it involves not only management will but also will involve all members of organization. For that managers should adopt a participatory behavior expressed by the availability versus subordinate in order to make direct communication with them and hire some young people whose thinking has not yet been deformed (Grünewald, 2000).

The most obvious symbols in an organization are linked to titles; the terminology used in common language, offices, cars, parking places etc. This presents the nature of relations, the motivations and values of any organizational structure.

As the degree of formalization increases, imposed by symbols, decreasing the influence of managers on the other elements of culture.

The evaluation and control systems and the reward systems emphasize what is really important to organization.

The simply existence livelihood systems assessment and control is not sufficient to motivate the employees, they must be clear and well known throughout the organization.

The structure of power is important in terms of influence the power centers have on it. The power group, sometimes act informal, must to awareness to the higher managerial levels, to use as beneficial their influence.

The structure of formal organization restricts what should be truly important to its members: achievement, power, bureaucracy, or cooperation. Cooperation-oriented firms are more flexible, easily adaptable to changes including the organizational culture.

The paradigm illustrates the organization philosophy and refers to:

- Orientation of company (or the results to humans);
- Awareness and reward success;

- Awareness of the need for an ongoing analysis of the environment to seize new opportunities in time;
- Opening and devotement to change. Given that changing organizational culture is made the most numerous cases to adapt the organization to a new strategy must be carefully studied the correlation between strategy and culture, the element that distinguishes organizations.
- Thus, after statistical analysis, performed at several companies, were found several elements that distinguish organizations high performing of those performing poorly (Tanta A.D., 2006):
- The management ability to formulate, communicate and gain acceptance of organization members on the implementation of this vision;
- The capacity of managers to induce change in order to implement new strategies;
- Ability to take risk, which can be developed based on risk tolerance;
- Maintaining a high level of performance given the desire of managers to maintain employee loyalty;
- Keeping the direction set out in strategy despite some minor disturbance that could interfere in the short term;
- The extent to which the planning process takes account of certain assumptions, generate alternatives and express more points of view.

### **Methodology to Research of Organizational Culture**

In order to find values that are accepted by members of economic organizations, the actual situation and the desired situation, we conducted a survey/pool of organizational culture in tourism enterprises. Majority is belonging to the state, and entrepreneurial organizations - Limited Liability Company (LLC). Regarding the reasons that hamper the formation of culture in the organization, 42% of the subjects investigated showed a lack of missions, of some values, which would join the organization in a team.

Another issue is the reorganization of the company and frequent staff turnover, whose rate is highest at private companies (Cultural event organizers - 61%, Hotels- 50%). The cause probably lies in the fact that these collectives only forms. In contrast, only 10% of employees from hotel industry said that the reorganization of the firm and staff turnover is a barrier to enterprise development. And not because there would be a high level of motivation, (workers' wages are quite low and their work is not appreciated) but, rather because they could not find a better job. Many specialists having with old experience in work, left the company. People often come to work because of skills or simply the need to communicate with other people. Here it depicts that a high level of motivation does not necessarily reduce the fluctuation of personnel, but also reduced fluctuation does not mean that there is a high level of motivation.

Another reason is the *scarcity of professional proficiency and knowledge in management area*, which is a serious obstacle for business performance of travel ticketing organizations - 58% and hospitality- 60%, where for 11 years any employee has not participated in training courses.

*Training programs, qualification and training of employees* in these businesses/enterprises are limited to a maximum, due the lack of money. Only 15% of respondents from the cultural event enterprises indicated this reason, a large number of employees being young and having higher education.

*Technical and technological factors* are influencing the organizational culture as well. Values, norms of behavior are generated by the existence of a certain technology and a certain degree of technical capacity of the plant.

Not incidentally, nearly half of the employees interviewed in different hotels, restaurants, hospitals and travel ticketing organizations; reported a *lack of rules, norms of behavior, which would regulate the activity of the organization*. Rules of behavior are based on shared values and beliefs. If they do not exist, then missing the rules that define how to act.

In order to find out what employees expect from the companies they work, they were asked to highlight certain values, as their priority. Subjects that were investigated in unanimously said that the company must ensure, first, the *wage*.

This value of money shows the mood across Indian society in which, for some accumulation of capital has become an end in itself, and for more money are not negligible, at least to the extent that they want a civilized standard of living or at least decent.

Upchurch and Teivane (2000), identified these five most important variables, *Safety regarding the workplace* is important for 89% of respondents, as the uncertainty about the day tomorrow is for them a source of permanent stress. In the third place in the hierarchy of priorities is provided the *opportunity to obtain professional recognition* - 60%, followed by *good relations with colleagues and superiors* - 46%. In last place is the *length of service and pension, or possibility to contribute to the enterprise development*. Of those issues mentioned above result that people living think of today rather than thinking about the future of the enterprise, but a plant may have a lasting success only target to the future.

## Conclusions

Organizational culture has a complex character, is a system that self-organize and which govern the human existence. The culture is manifested in social life; filter through all spheres of human activity. Culture is regulated by the actions of individuals united in various social groups. The direct mechanism that ensures this organization is the institutionalization of relations and behavior of individuals, due to which their actions are planned and coordinated.

Analyzing the development of culture we should take into account the ratio between universal and specific, which to the culture of a society formed an inseparable dialectic unit. Culture could be explain only referring us to some cultures specific, because there is no single culture for all mankind, but a multitude (mixture) of cultures, which correspond to different forms and levels of organization of human existence.

In contemporary philosophy the characteristic of the society is expressed through the notions of culture and civilization. Civilization refers to material structures, economic management that can be used by people in any society. As a unifying factor in a company, it reflects the processes of globalization and spread of new information technologies. Same time, the culture is a summary between characteristics and values that give personality and dignity of each human group.

There is a dialectical interdependence between culture and organization. On the basis of culture elements integrates the human group, through them governing the action and made the control of individuals. Culture shapes organization, the organization creates its own culture.

According to White (1974), Organization as socio cultural system is one of the essential aspects of the new management paradigm. Management centered on control, concerned about the rationality of the organization and how to personalize the work tasks and results, is replaced by participatory management, where effective leadership is the capacity of manager to integrate efforts of all members of the organization in order to achieve desired results. Authoritarian style of management, determined by the paradigm "man is lord of the universe" is replaced by the existential style, which man appears as being emotional, expanding, which is searching the sense of his activity.

Both the theoretical aspect and in practice, society and personality should be regarded as stand-alone entities, with the characteristics and rules specific modeling the social integrity. In interpersonal relations, personality has a certain degree of autonomy, being at the same time fundamentally dependent on other people. The dominance of interests of the individual or group within a social entity is not random. Spring training is a growing company culture.

Thus, in Western culture the individual is a distinct, separate from its environment, individualism prevails here, the orientation towards action, towards an active intervention in the external environment for processing it.

For eastern cultural traditions are valued in the group solidarity and harmony in interpersonal relations. In current conditions, it is necessary to form a social integrity, built on the synthesis of group interests and the individual interests.

In any organization the main value is people. In order to survive and prosper the enterprise must have a staff, which to be characteristic the sense of responsibility for the fate of the organization working, professional employees, active, competent, with innovative and creative spirit. The efficiency plants use the most effective potential of their workers, creating conditions for them to contribute actively to the activities and achieve the targets.

Meanwhile, individuals assigned a certain importance of its relationship with the organization. Offering his abilities and skills, he expects to be assessed and paid.

Organizational culture consists in the range of accepted values and practices accepted of the organization, made up along its history in response to problems of internal integration and adaptation to the environment to live. The organization is an organic compound to the base of

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potential viability is the organizational culture: the goal because people were united in a group, people, rules of behavior, principles of life and activity that they share holding horizons. An effective organizational culture manages to unite a group of people able to work as a team. A positive psychological climate for its members collectively oriented the members towards common values and ideals, connecting employees to the work group which have a special value, they mobilize to achieve effective results at work. Because of ideation systems, human activity becomes purposeful, based on purpose and ideals (Williams and Lawson, 2001).

Of the entire study detaches many conclusions:

That the issues related to organizational culture, aimed at two levels namely:

- The myth part, of history, in which are included myths, stories, slogans, symbols, ceremonies and "heroes" of them;
- The given part, presented by rules, standards, habits, structure, systems, leadership, strategy, etc.

The change of organization culture becomes necessary whenever it becomes a hindrance to the implementation of new strategies.

As the highest hierarchical level of organization members is, its culture, to influence the greater their ability. Strategy of the company, established at the top level sets the guidelines for developing policies with regard to human resources, is element major to influence on culture.

The managers, especially the top, can influence the culture in many ways. For this, they must make a real analysis of the organization and then define the web of cultural and desired organizational philosophy and put it into practice.

Changing the organization's culture is designed to increase performance, which leads to differentiation performance of those firms with poor performance. Organization's identity, myths, rituals provides solutions to solve for a limited period of problems unlike the organizational culture which is the central process of adaptation and integration.

Knowledge and sharing the organizational culture are necessary and useful because it is the most useful anticipatory element of an organization, perhaps even unique. Thus, understanding the collective behavior is essential, especially in situations, more numerous, the organization needs to adapt to ever changing conditions, which included expectations and aspirations of its members.

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