

# THE COMOR PROJECT – A MULTI-CRITERIA RESEARCH OF ORGANIZATIONAL CULTURE IN ROMANIA

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## **Abstract:**

*Representing an experiment of the Scientific Society of Management in Romania, conducted together with the Association of Faculties of Economics, Romania, the COMOR project 1 studies in an analytical manner the many forms of expression of organizational behaviors - generally - and of managerial ones- in particular through the value judgments of a broad spectrum of respondents (7655 managers and non-managers, males and females, young and elderly people, with higher and secondary education, managers and employees, with or without institutionalized managerial training) working in 594 companies from all areas of economic activity (according to the NACE code 2) of the Romanian counties and who expressed their views in two situational aspects (according to the evaluations of current situation - on the one hand, and - in parallel –according to a prognosis desired by the respondents, on the other hand).*

*With proper development, the paper presents the arguments that justify the authors' scientific approach, the research features and structures of representativeness of the respondents.*

## **1. Introduction**

Like the corporate culture, the organizational culture is the result of a long term interaction between its members, assuming internal links of interrelation well defined between its components: language, traditions, rituals, group norms, principles and values, official philosophy, game rules, work climate (resonant or dissonant), thinking patterns, symbols impregnated in material elements etc., elements that confer their own unmistakable personality traits in relation to other cultures.

The studies and researches conducted by international specialists, but also by numerous Romanian authors offer compelling arguments in favour of intercultural approach of knowledge in the field.

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<sup>1</sup> COMOR – Managerial behaviour in organizations in Romania

<sup>2</sup> NACE-Classification of National Economic Activities

The major changes taking place in the global economy of the 21st century, specific to the informational society, a society based on knowledge, lead to the raise of economic interdependencies of countries worldwide through increasing volume and variety of transactions of goods and services across borders, international cash flows freer and faster and a wider diffusion of technology", manifesting itself in the form of four types of freedom of the contemporary world in the movement of goods, persons, capital and technology. In this context, the economic organizations, far from enhancing their own cultures that differentiate them from each other, tend towards cultural convergence focused on macroeconomic issues, given the particular structure and technology of organizations, without eliminating the people behaviour, a minimum requirement, from the success equation but absolutely necessary for survival and organizational success.

The Romanian economy, which, after more than a quarter of century, after the 1989 revolution, seeks the most suitable ways and solutions to build a free market economy, the "cultural sensitivity" - as Gh. Gh. Ionescu calls it - becomes a major factor for:

- a strategic perspective, which is becoming global, with multiple simultaneous paths which are used in changing contextual market situations;
- an internal cooperation relation (between managers and employees) and a wide cooperation with customers, suppliers, stakeholders outside the organization.

Focused on researching the organizational behaviour, the COMOR project studies various behavioural variables (forms of expression) of respondents in the Romanian economic organizations, to get to know and develop, on the one hand, those national specificities that remain and have grown further, and on the other hand to identify other ways to improve those behaviours that alters one or another part of the cultural dimensions of organizations at inter-regional or national level.

This paper, which is an experiment of SSMAR, aims at identifying peculiarities in the Romanian organizational culture and management behaviour through benchmarking models of Hofstede and GLOBE, and it does not discuss a new topic. The organizational culture is one of the topics which enjoy a major concern by the socio-economic theory and practice worldwide, being widely researched, developed and debated in the scientific world. The analytical approach by researching the multiple forms of expression of organizational behaviours- generally - and managerial ones- in particular, investigated in terms of value judgments of a broad spectrum of respondents (managers and non-managers, Males and females, young and old people, with higher and secondary education) working in companies in all areas of the economic activity (according to the NACE code) of the Romanian counties and who expressed their views in two situational aspects (according to the evaluations of the current situation, on the one hand and - in parallel - according to the prognosis desired by respondents, on the other hand), is the novelty that this paper brings in the scientific and the economic environment in Romania and abroad.

The research of organizational culture in Romania is a scientific argument for reconsideration of cultural elements, as drivers of the management process. The study of the economic organizations in Romania highlights cultural particularities of this geographical area, allowing inter-regional and national and other regions of the world comparison, formulating relevant conclusions for the management systems, having the purpose:

- to remove the prejudgement of the existence of a "good model" in management and organization;
- to give managers a better understanding of their own cultural organization and of cultural differences, in general;
- to urge managers to recognize and address the organizational culture in the context of contemporary business;
- to suggest to managers some cultural insights in the context of the dilemmas that the Romanian organizations face in the extensive process of globalization;
- to help managers to see in organizational culture - in general - and in the management - in particular a policy instrument which, although difficult to define, covers a complex reality with vague contours, being irreplaceable and extremely delicate to manage.

Highlighting the systems of symbols, traditions, rituals, values and behavioural norms shared in the studied organizations, but also of the way of thinking and action, the procedures for internal integration and adaptation to the external environment, are important milestones for researchers and practitioners, policy makers, investors and the public. The culture study supports theoretically and practically the relevant organizations, aware of the influence of values on organizational life. Practically, all processes in the organization are influenced sensitively - in terms of content and modalities of development – by cultural entity as organizational culture is directing efforts towards the stated objectives, develops motivation of employees for the expected performances, provide the structure and mechanisms which coordinates employees' efforts without having too many formal rules and procedures.

Similar to the national culture, the organizational culture has strong roots developed in history; it has myths, heroes and symbols that evolve around the values inherited by organization from previous generations, creating a kind of collective subconscious and influencing critically the ability of the system to change.

Referring to the common identity of national and organizational culture, the Dutch Professor Geert Hofstede concludes that **each national culture, defined by values, supports organizational cultures, defined by practices** (our emphasis). This was the impetus that instilled us not only the curiosity, but mostly the need of knowing and disseminating the cultural specificities of the economic organizations of our country to help improve management practices, aiming at the understanding of intercultural communication.

The bivalent approach - regional and by sector - enables the multidimensional analysis, in a trans-cultural view of the major role that the human factor - in general and its behaviour (organizational and managerial) - in particular, from different types of economic activities (agriculture, industry, trade, transport, construction, services, etc.), and the cultural sub-national entities have for durable and sustainable development of the Romanian society as an entity.

## **2. Characteristics of the research**

The COMOR project develops and complements the previous researches in Romania<sup>3</sup> through a comprehensive national application, presented as an aggregated study of the organizational structures in terms of sectors (areas of economic activity); territory (counties, development regions, national economy); employment in the organizational hierarchy (managers and non-managers); demographic and educational structures (male-female; age; level of education and training; management training).

Thus, overall, the research findings are based on the 7655 respondents' opinions from 594 economic companies with a sectoral and an inter-regional distribution, shown in table 1.

So from the beginning, the COMOR research has two essential characteristics:

- It is comprehensive in order to investigate all the economic sectors and all development regions of Romania;
- It is representative due to the large number of respondents who work in all fields and across the country, which gives it a high degree of confidence in the assessments made for defining cultural dimensions expressed by specific organizational behaviours.

## **3. The representativeness of respondents**

The gender of respondents (male-female), their age on age groups, the education level (secondary or higher education), the occupational status of organizational structures (managers or non-managers), the level of managerial training of employees - generally but also of those who hold management positions - in particular, constitute the main factors which imprints its bipolar mark on the expressed value judgments (pro, against or abstentions) on various aspects of the expression forms of cultural dimensions.

### **3.1. The gender and age of the respondents**

The expressed opinions (pro, against or abstentions) on issues or concrete forms of manifestation of the investigated organizational behaviours, are marked by traits of temperament or attitudes, professional and life skills of respondents, i.e. the psychological or moral profile of them. Amid innate skills of the individual, his moral profile is formed based on education and experience, i.e. acquisition due to the environment as a result of its integration in the socio-professional relations system

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<sup>3</sup> In 1997-1998, CEMAT SA, under the management of Professor Cezar Mereuță, organized a survey formed of 2,041 people in 25 companies; in 2004, Professor Olimpia State shows the experience of a hotel unit, based on opinions expressed by a number of 105 respondents; in 2005, Interact Training Company in Bucharest, Romania with The Gallup Organization Romania, published a study that shows a new perspective on the evolution of the business environment in Romania; in 2006-2007, GLOBE Romania runs an organizational behaviour research in agri-food industry, financial services and telecommunications services, based on a random sampling; in 2008, the Gallup consulting firm published the results of a research conducted in 125 organizations; in 2011, Angelica-Nicoleta Onea through her doctoral thesis proposes solving atypical problems of valuing of cultural elements with regional specificity.

(family, school, organization, society, i.e. the socio-professional group of affiliation in its various existential situations) (Didier, 1998).

Table 1

**The COMOR sample distribution from sectoral and regional perspective**

No.	Areas of economic activity	Companies Respon- dents	Economic development regions								Total Roman a
			North East	South East	South	South -West	West	North -West	Centre	Bucharest -Ilfov	
1.	Agriculture and Forestry	Compa- nies	3	7	11	4	8	7	5	5	<b>50</b>
		Respon- dents	45	67	114	30	100	93	59	46	<b>554</b>
2.	Industry and Energy	Compa- nies	18	37	42	28	41	38	38	22	<b>264</b>
		Respon- dents	285	475	578	542	642	378	591	303	<b>3794</b>
3.	Construc- tions	Compa- nies	11	8	12	12	3	13	6	15	<b>80</b>
		Respon- dents	150	71	110	194	40	99	54	243	<b>961</b>
4.	Trade	Compa- nies	11	15	10	10	4	16	6	16	<b>88</b>
		Respon- dents	163	147	104	99	41	117	77	226	<b>974</b>
5.	Trans- port	Compa- nies	-	5	5	1	2	5	3	2	<b>23</b>
		Respon- dents	-	61	61	10	23	51	46	29	<b>281</b>
6.	Tourism	Compa- nies	2	4	2	2	3	5	4	-	<b>22</b>
		Respon- dents	30	34	16	18	35	45	27	-	<b>205</b>
7.	Services	Compa- nies	6	8	6	13	6	11	4	13	<b>67</b>
		Respon- dents	90	75	51	193	50	113	54	260	<b>886</b>
	<b>TOTAL</b>	<b>Compa- nies</b>	<b>51</b>	<b>84</b>	<b>88</b>	<b>70</b>	<b>67</b>	<b>95</b>	<b>66</b>	<b>73</b>	<b>594</b>
		<b>Respon- dents</b>	<b>763</b>	<b>930</b>	<b>1034</b>	<b>1086</b>	<b>931</b>	<b>896</b>	<b>908</b>	<b>1107</b>	<b>7655</b>

The history, as the free and careful observation of organizational practices offer us many examples showing that, in terms of temperament, men - in general - are more alert, more energetic, more impulsive and dominant, more unscrupulous, more realistic and cynical, they know better to exploit situations of life for their benefit, therefore, they are - in general - less choleric and sanguine than women. Thus, the organizational behaviour of the studied companies is underlined through all opinions expressed by men and women, respondents with different temperaments (choleric, phlegmatic, sanguine, melancholic).

Thus, the male respondents prevail in the research with 4130 persons, representing 54 % of the total sample of 7,655 respondents, while females are 3,525 persons, representing only 46 %. The high number of male respondents in comparison to the female ones is observed in six development regions (Bucharest-Ilfov, South Muntenia, West, South-East, Centre and North-East), while in the South-West Oltenia and North-West, the number of female respondents is higher than the number of male respondents.

The young people (aged under 30 years) as people on the verge of adulthood, are entry level in their professional career and family life. During this period, they seek their own way that will evolve throughout their working lives. Besides physiological needs (food, shelter) and safety ones (personal security, stability, structured and ordered environment and release of anxiety), as defined by Maslow, the youth manifests strongly the need of belonging to the organizational group where they seek acceptance, affection, companionship, friendship. The main expectations from the organization refers to job security, minimum wages, safe working conditions, rules and clear work procedures, inter-networking opportunities at work – within a team or within other forms of work organization.

Being entry level, young people in this age group represent 24 % of the research sample.

In the adulthood (between 30 and 44 years), having already made a choice on an identified and desired path, persons live the feeling of high self-confidence, paying great attention to the needs of esteem (respect, status in the organizational hierarchy, recognition from others in the group). The expectations from the organization side refer to the recognition of professional competence, promotion in prestigious positions, awards and other means of reward.

The 3625 respondents in this age group, accounting for almost half of the research sample (47.4 % of the total of 7655) are persons who, professionally, have confidence, whether they are managers or employees, male or female, they fully show their competence in their field, they have a corresponding occupational status according to the recognition of professional and human qualities that they possess.

The persons in the third group (aged over 45 years) manifest a particular concern for the needs of self-realization. The COMOR research shows two stages:

- The first phase is the period of full manifestation of career in which the individual reaches his full potential, by aspiring for advancement in the upper organizational hierarchy, or by maintaining the current position through continuous training (courses) to strengthen the good professional reputation;
- The second stage (usually after 60 years old), representing the top of adulthood, is specific to the gradual detachment from the career when the individual is preparing to withdraw from its professional life by retirement.

This group is formed of 2191 respondents, representing 28.6 % of the research sample.

The three age groups - with different personal needs and professional aspirations, perceive the variables of organizational behaviour in their own way, expressing their opinions in relation to specific interests, which allow us, through aggregation, to obtain a correct characterization of the investigated dimension of the organizational culture: individualism or collectivism; low or high power distance; increased or reduced uncertainty avoidance; masculinity or femininity; short or long term orientation.

Proportionally, the youngest respondents in the sample are from the North - West (30.1 %), Centre (26.4 %), and the eldest from the South-West Oltenia and North-East.

### **3.2. Respondents gender and education level**

**The level of education** of the respondents (with secondary or higher education) reflects the degree of mastery and ability to properly interpret the two situations of the research (evaluation of the current practice or prognosis of the desired practice) of different variables or concrete expressions of manifestation of the organizational behavior, accounting for specific and/or concrete terms that define, finally, the various components of the five cultural dimensions that are already mentioned.

The two categories of respondents have different approaches to the broad spectrum of investigated issues: people who have higher education relate and interpret various forms of expression of organizational behaviour through the attributes of the management process (planning, organization, decision making, training and control-assessment) with focus on ensuring sustainable development of the organization, while people who do not have this high level of education, address them globally, without perceiving and interpreting them in the light of distinct components (planning, control, etc.) and with various implications on the activities finalities.

If the respondents with higher education answer unequivocally (with pros and cons) about issues that relate to the creation in the organization of a "*culture of learning*", concept emerged as a necessity of the continuous training process throughout working life of the employees, or in terms of adaptation or modification of the content of the components of organizational culture that, in the globalized context, the organization should meet the needs of European integration - and not only, the majority of respondents with secondary education refrain from expressing opinions. And the examples could continue.

The processed data analysis shows that the highest percentage belongs to respondents with higher education (71.3%), while the persons with secondary education represent only 28.7%. Above the national average of respondents with higher education, there are the respondents from the regions: South-West Oltenia, South-East, Bucharest-Ilfov, Centre; North-West.

In terms of respondents with secondary education, the respondents from the North-East region with a share of 54%, South Muntenia and West with shares of 29.5% and 29%, have higher percentages than the average national level of 28.7%.

In terms of the gender structure at national level, the male respondents are the majority both in secondary education (58.3%) and in higher education (52.2%). Geographically, the highest percentage of males - for respondents with secondary education - is in the West, South Muntenia, South-East, North-East and Bucharest-Ilfov regions. Regarding the higher education, the share of 52.2% at national level is exceeded in the regions: North-East, West, South-East and Bucharest-Ilfov.

Being a minority both for secondary education, 41.7% and higher education (47.8%), the share of female respondents is higher than that of male respondents in the regions: North-West for higher education and South-West Oltenia for secondary and higher education.

### **3.3. Occupational status and gender of respondents**

In terms of occupational status, the human resources of any organization are grouped in managers and employees.

As the occupational status of respondents implies certain responsibilities which arise logically from the role of each category (managers or non-managers) in accordance with the tasks set by internal regulations on functions and positions, the perception of different manifestations of the organizational behaviour is different reflecting in a high or low extent, the promotion or defending the interests of the held position. The employment status of the respondents as a factor that determines different perceptions on organizational culture variables, involve also the temperamental and behaviour traits of individuals - whether managers or employees, and the experiences within and beyond the organization to which they belong. So, for example, managers - on one side - and employees – on the other side - have different approaches to several investigated issues, such as:

a) Democratization of decision-making, by acceptance or not of collaboration and consultation at the stage of substantiation and, respectively, of growing or not the consensus in the phase of choices of solutions, ranges the respondents on different positions:

- Managers – the most interested actors to adopt the most appropriate decisions to ensure the steady and upward development of the business, sometimes due to their temperament or behaviour are more reserved in expressing the positive views;

- Employees, however, especially the specialists, based on the negative experiences of some management decisions at different levels of the organizational hierarchy, consider they are justified and responsible to be part of the decision process;

b) stringency in organization, evidenced by the development of standards and performance indicators or by specifying tasks and work procedures in the job description, is considered necessary by managers, but excessive by employees;

c) frequent adaptation of the style and methods of management to the organizational dynamic (change), it is harder accepted by managers used with a routine, but is regarded as absolutely necessary by young managers, but also by employees;

d) discrimination by sex, age, relative degree etc. at hiring, remuneration, rewards, continuous training, promotion to management positions and so forth, is hardly accepted by employees and sometimes tolerated by those who lead.

The structural analysis records that more than half of the sample (56.2%) is represented by managers and only 43.8% of respondents are employees.

In terms of managers, above the average in the country there are the following regions: North-West, Bucharest-Ilfov, South-Muntenia, South-East and Centre, South-West Oltenia and North-East are below this average.

In terms of respondents gender, the male respondents have higher percentage in comparison to the female respondents, both in the whole research and in the development regions.

### **3.4. Structures of the sample of managers**

#### **3.4.1. Managerial hierarchy**

The organization's hierarchy has three levels of leadership that in a graphic form look like the pyramid of managers: managers at the top of the hierarchy (top managers), those in the middle (middle managers) and those at the low level (first line supervisors or managers).

*The top managers* are the strategic management of the organization, who establish the strategy, objectives and organization policies and long-term decisions related to all this, such as: business development through the creation of new capacities, penetrating new markets, retechnologyization, modernization of organization etc.

In this research, the top managers are represented by 570 respondents, representing 13.2 % of the total sample of 4304 managers.

The most managers in this category come from the regions: North-West, South-East, Bucharest-Ilfov, South-West Oltenia. The few managers at the top of the organizational hierarchy come from the regions: North-East, West, Centre, South Muntenia.

*The middle level managers* form the tactical management of the company, i.e. those dealing with planning, command and control of activities. They coordinate one or more compartments of the complex work, implementing plans that are consistent with the overall objectives of the company. This category includes 1622 respondents, representing 37.7 % of the total of 4304. In descending order, the contribution of the 8 regions is as follows: Bucharest-Ilfov, South Muntenia, North-West, West, Centre, South-East, South-West Oltenia, North-East.

*The first line managers* or supervisors are operative managers who lead and support the executives, they take operative decisions (on short term), in a single organizational structure (a single structural component, a compartment: office, project, lab, team). The respondents in this category represent nearly half of all manager respondents (49.1 %). Proportionally to the number of managers in each region, the most supervisors respondents come from the regions: North-East, West and South-West Oltenia. Below the average of 49.1 % of the research, there are the regions: Centre, South Muntenia, South-East, Bucharest-Ilfov and North-West.

### **3.4.2. The gender of the managers respondents**

The main conclusions drawn from the analysis of the processed data at national level are:

(1) More than half (57.8) of the 4304 managers respondents are males (2486) and only 42.2 % (1818) are females.

Comparing by gender the structure of the entire sample of 7655 respondents, it is shown that the proportion of male-managers exceeds with 3.8 percentage that of males in the sample (57.8 % -54 %), while the share of female manager is lower than the percentage of women in the sample with the same difference of 3.8%.

(2) In each development region, the male managers-respondents are more numerous than the female manager respondents.

(3) Compared to the average share of the two genders of manager respondents (male-female), at regional level, the position of the eight development regions is situated as follows:

- The male managers, above the average of 57.8 % of the sample are in the regions: West, North-East, Centre and South Muntenia.

The regions: Bucharest-Ilfov, North-West, South-East, South-West Oltenia are below the average share in the research.

- At the opposite level, the percentage of female managers is above the sample average of 42.2 % in the regions: South-West Oltenia, South-East, North-West and Bucharest-Ilfov.

The regions: South Muntenia, Southeast, Centre, Northeast, West are below the sample average share of 42.2 %.

(4) Among the top managers, the male respondents represent 65.8 %, while the share of female top manager is only of 34.2 %.

(5) In the middle level management, the male-respondents are over represented in the regions: Centre, West, South-West Oltenia, South Muntenia, North-East.

The females hold the majority share among the middle managers in the regions: North-West, South-East and Bucharest-Ilfov.

(6) The supervisors respondents who conduct directly the work processes within organizations are in this research - males, a rate of 60.6 %, and females, in a proportion of 39.4 %.

### **3.4.3. The managers' age**

In terms of age, 52 % are managers respondents, the respondents in this research are between 30 and 44 years (52 %), followed by those in the age group over 44 years (39.5 %), and young people aged under 30 years (8.5 %).

As a general trend, the groups' percentages in the three age categories of the research are maintained across all development regions, with differences that do not have a special significance on defining the dimensions of organizational culture.

### **3.5. The management training of respondents**

Since its origins, the management - regardless of the field - is based on the ante facto (ex ante) finding of the qualities of the future manager (regardless of the level and position to which / on which he will be located) and not on the post-factum finding, when he is dismissed for mismanagement after destroying - equally - the heritage (material and/or financial one) of billion lei of the organization, the career of thousands of employees and their families.

Developed as a science in the early 20th century, the concept of management has penetrated and has imposed in the economic sphere after the appearance in 1941 of James Burnham's work "*The Managerial Revolution*," published in New York. In the author's conception, managers are a socio-professional category in which individuals are endowed with the ability to organize a company in an innovative and expansionist way. He drew attention to the multiple qualities of true manager with a focus on dynamism, openness to knowledge, communication and adaptability, which translates into three-dimensional significance of management that is treated as a science, art and state of mind (Burnham, 2010).

Corroborating the respondents' contribution to defining the dimensions of organizational culture with their gender, age, type and level of education, personality traits and behaviour, the COMOR research has focused its investigation on the competence of managers, gained and proven through knowledge of management.

#### **3.5.1. The triple significance of management**

##### **Management as science**

Summarizing the many definitions that the literature offers to the management as a science, we can note that:

- Management is treated as an instrument through which the organization can be run profitably;
- Management tasks (planning, organizing, decision, training and control) are geared towards the goals of the organization;

- the management process is based on the general requirements of applied sciences, on a continuous process of development of sciences in the field, on observing strictly the organization and conduct of activities, on the systematic and responsible analysis of the successes and failures;

- the behaviour of the management teams, the team work, and change as a promoter of progress within organizations by adopting new, medium and long term provisions etc. represent the research variables defining for the dimensions of the organizational culture.

"Using its own methodology of investigation, the management as a science, capture information on process management and behaviour of management teams, which are submitted to special procedures of analysis and synthesis in order to validate the positive experience in the field, to perfect the existing management methods and techniques and to add new ones" (Rosca, 2003).

Another definition, which belongs to Professor Ion Petrescu and that is reflected to a large extent in the COMOR research shows that management is represented by "all the activities, subjects, methods, techniques that encompass the tasks of leadership, management, administration and organization of businesses and aims that through taking the optimal decisions in projection and adjustment of business processes to involve the entire team of employees and to undertake and work profitably, to organize capable changes of providing a strong and effective future on the economic and social plan" (Petrescu, 1991).

### **Management as art**

Interpreted as art, the management is based on the personality of the manager, on his ability to behave with people, employees, and business partners. In Mircea Malita view, the management appears as occupation, as skill that differs according to experience, vocation, talent or manager skill, mentioning that "Management is an old art, as most human pursuits were firstly arts. As time passes, the medieval arts turned into science and intuition, vocation, talents were gradually substituted with well elaborated rules and techniques". In the same interpretation, Doina Rosca believes that "the elements that define management as art are expressed through:

- The personal capacity of the manager to ensure the profitability of the organization he leads;
- Managerial responsibility for guiding objectives, allocation and utilization of company's resources to achieve the best possible results;
- the organization of his own staff in order to obtain the best possible productivity, taking into account the aspirations of employees and serving the social function of the company" (Rosca, 2003).

Addressing the management, both as art and as a science, with legitimacies, object and its principles, the American Management Association believes that the management involves:

- "to get results through others, assuming responsibilities for these results;
- Be oriented towards environment;
- To make decisions on business purpose;
- Trust in subordinates, empowering them the responsibilities for the outcomes that are to be achieved, recognizing their ability to make mistakes and to receive favourably their initiatives;
- To decentralize the organizational system and appreciate the people according to the results (Nica and Panaite, 1994)

The management as art emphasizes the pragmatic side of it and relies primarily on native skills and then on those acquired through both scientific knowledge in the field and on the managerial experience.

Therefore, the management as art is based on the ability of the leader to exploit the skills he applies to the realities of the organization in terms of efficiency.

**Management as state of mind (Rosca, 2010; Rosca, 2003)**

**The state of mind** specific to management is reflected in the way of looking at the managerial phenomenon, addressing issues in an optimistic-constructive manner in order to want, seek, accept and implement progress, meaning that the manager directs its specific activities on three main areas: exercise of the scientific management attributes; human resources management; external relations.

The content of management attributes (features) determines the management state of mind through:

- planning, attribute that scrutinizes the future, determining the organization's mission or *raison d'être* and its strategic and tactical objectives;

- organization, which it is associated always with the order, establishing links between people and things, the rules by which the work processes are conducted, with the content of resources allocation and coordination of the organization to meet the established plans;

- the decision is the fundamental attribute of management, which allows maintaining the balance of the entire organizational system in all its structural components and at all levels of the management pyramid. In order to achieve the set of objectives, the decision is based on adequate information enabling to choose an action from several possible elements. In a market economy, often the difference between a very good decision and a good one is measured in tens and hundreds of millions of Euros, which may have on medium or long term, the existential effects that are most undesirable for the entire organization;

- the training - means the process by which an employee empowers its collaborators through motivation to participate actively and effectively to the implementation of the given orders. It involves knowing and taking into consideration the employees psychology, personality traits and character, needs and aspirations, ensuring the motivation and their effective integration. The training requires: a high motivation of employees; clarity and brevity in formulating the management provisions; optimal argumentation of the optimal action; realism in formulating the objectives, allocate resources and milestones; balance the responsibility with the entrusted authority; equitable distribution of tasks and responsibilities; give a wide initiatives in action, according to the established procedures; achieving a suitable information system, adapting the style and methods of management to the nature and specificities of each situation;

- the control - is that attribute of management which allows the adjustment of the organization activity so that everything fits the scenario, to a set of rules and given orders. For any manager, regardless of the hierarchical stage, the control should allow him: to verify if what he decided finds its application in practice; if decisions were timely and fairly communicated, without distortions, through appropriate provisions, if they were properly understood and assimilated correctly by employees and if they have been properly applied; to know the deviations from the objectives, the nature of these deviations and what caused them. The purpose of

control is that based on these elements of knowledge, appropriate corrective measures can be taken.

**3.5.2. Professional competency. Managerial competence (Roșca, 2013; Roșca, 1997; Didier, 1998; Nicolescu and Ilieș, 2011; Sărățean, 2003; Mic dictionar enciclopedic, 1986)**

As an element of the human personality, **the professional competence** involves the analysis and synthesis ability, responsibility and critical discernment, originality in thinking and action, spirit of initiative and authority on work efficiency, being opposed to mediocrity. It has two components: granted competence and intrinsic competence.

*Granted competence (authority)* is achieved through specialized studies and defined occupationally by internal regulations of the organization. It is the one which establishes the relationships necessary to accomplish some assigned duties or tasks. *Intrinsic competence of the person* is reflected in the skills, knowledge, behaviour and experience necessary to exercise the powers or duties in optimum conditions. *The professional behaviour* as manifestation of intrinsic competences of an individual is the externalization of his psychic life in circumstances or conditions specifically determined by the condition and its social role, by the system of interests, attitudes and opinions, of concrete situations, independently from which it declares, from his psychological thoughts and attitudes. Educated in family, school and organizational environment, the professional conduct is the key factor of psychosocio-professional integration and success at work.

*The experience* in the profession is acquired in the organizational environment and it is constantly enriched in the active life of a person.

**The managerial competence** is manifested by exercising the managerial process attributes (planning, organization, decision making, training-coordination and control-assessment). It is based on three pillars: skills, knowledge and behaviours, being present at all levels of the managerial hierarchy.

The most important *managerial skills* relate to: the ability to decide, ability to lead the team, the desire to manage, the organizational spirit, the ability to lead people, the continuous self-training capacity. The continuous education process (lifelong active) which, in the context of the modern approach to theory and management practice appears as a necessity sine-qua-non to performance, is the means by which it ensures the synergistic blending of the three sides of the scientific management (art, science and state of mind), having the purpose and effect on the development of managerial skills such as: interpersonal relations, leadership, conflict resolution, decision drafting, entrepreneurship and introspection.

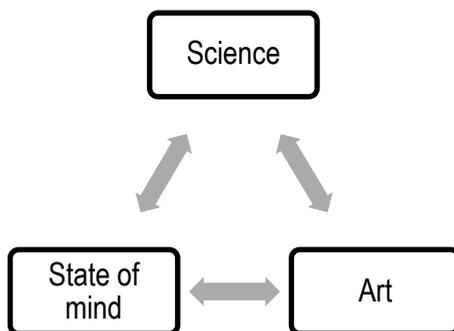
The second pillar of managerial competence involves supplementing the professional knowledge in the field of expertise with a series of *knowledge of management*, economics, psycho-sociology, law, mathematical and statistical and general knowledge etc. The nature, volume and content of management knowledge - complementary to the basic knowledge of the profession - varies depending on the nature of the organization (agriculture, commerce, industry, education, health etc.), on the level of the managers in the organizational hierarchy, growing gradually from supervisors to top managers.

*The management behaviour* - in addition to the professional behaviour components outlined above, involves the management component that emphasizes

the specific skills to see in perspective, to organize, to decide on the allocation and use of resources, to train and control- assess the conduct of activities and obtained results.

As a specificity of the managers that manifest towards the collaborators and subordinates in their duties, but also in interpersonal relationships, the management behaviour is determined by the objectives and tasks that have to be performed, the specific conditions under which the activities of the organization take place and under the psycho-socio-professional profile of managers as persons. Reflecting the work style, the way the managers work with people, the management behaviour is the main determinant of the psycho-social climate, influencing - positively or negatively - the mood of the staff in the company.

The managerial competence has a triple meaning, similar to the management, forming the well-known competence triangle (Fig. 1), consisting of science, art and state of mind.



**Figure 1. The triangle of the management competence**

### **3.5.3. Managers and their training in management**

Only 2727 manager-respondents, representing 63.4% of the total of 4304 in the COMOR research, said they have management studies through institutionalized forms (Bachelor degrees, training centres, master degrees etc.), 630 respondents (14.6 %) have acquired managerial training through self-study, and 947 (22%) exercise this occupation based on intuition, saying they do not have any training in matters concerning the management of the economic organizations.

An analysis of the managerial training on levels of the organizational hierarchy shows that only 61.5 % of the top managers-respondents possess management training through various institutionalized forms (which are empowered to confer managerial skills through official documents: diplomas, certificates), while more than a quarter (26.7 %) exercise functions of the highest professional, social and moral liability without having even the most basic knowledge of management. The question that every reader can answer is the following: how did they get in such positions, who has entrusted them to manage huge assets and the fate of thousands of people and who are soon replaced because of mismanagement?

The managers from the other two hierarchical levels are in similar situations, from 259 manager-respondents who are of the middle level hierarchy, and represent 16 % of the total 1622. 514 (24.3 %) supervisors say they do not have any training in management. If one questions the merits of individual study stated by respondents,

we find that a third (36.6 % = 14.6 % with training through self-study + 22 % without training) of manager respondents (38.5 % of the top of the hierarchy, i.e. 11.8 % + 26.7 %; 31.9 % of the middle management, i.e. 15.9 % + 16 % and 38.9 %, i.e. 14.6 % + 24.3 %, from the low level of the hierarchy) participate in the management of economic organizations through intuition and "their good leadership sense".

### **3.5.5. The management training of the employees-respondents**

Half of the employees-respondents (representing 49.8% of the total of 3351) say they have management training (41.2 % through institutionalized forms and 8.6 % through individual study).

## **4. Conclusions**

The COMOR research results are highly reliable to characterize the specificity of cultural dimensions in the economic organizations in Romania thanks to its all-encompassing nature of the multiple viewpoints of the structure of the sample under study, as follows:

The 594 business organizations are from the following sectors: industry and energy (44.4 %), trade (14.8 %), construction (13.5 %), services (11.3 %), agriculture and forestry (8.4 %), transport (3.9 %), tourism (3.7 %).

Accordingly, the 7655 respondents who through their judgment values participated in defining the dimensions of organizational culture, are at a rate of 49.6 % from industry and energy, 12.7 % from trade, 12.5 % from constructions, 11.6 % from services, 7.2 % from agriculture and forestry, 3.7 % from transport and 2.7 % from tourism.

Respondents who participated in the research are:

- Males in a proportion of 54 %, and females in a proportion of 46 %;
- Young people up to 30 years (24 %), adults aged between 30 and 44 years (47.4 %) and elderly (over 44 years) at a rate of 28.6 %;
- People with higher education (71.3 %) and persons with secondary education (28.7 %);
- Persons who hold management positions (56.2%, of which 13.2% are top managers, 37.7 % are middle level managers and 49.1% are supervisors) and employees (43.8 %).

The managers-respondents are:

- 57.8 % males and 42.2 % females;
- 8.5 % are aged up to 30 years, 52 % aged between 30 and 44 years and 39.5 % aged 45 years and over; - 63.4 % have management studies through institutionalized forms, 14.6 % acquired management training through self-study and 22% exercise this occupation based on intuition.

Management studies through institutionalized forms are possessed by: 61.5 % of top managers, 68.1 % of middle managers and 75.7 % of supervisors.

Through self-study, 11.8 % of top managers, 16% of middle managers and 14.6 % of supervisors attained managerial knowledge.

30.5 % of top managers, 16 % of middle managers and 24.3 % of supervisors occupy managerial positions without any training in the field.

It is noteworthy that 41.2 % of employees possess managerial knowledge through institutionalized forms.

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