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**ANALYSIS OF ORGANIZATIONAL CULTURE AS A KEY
FACTOR IN ORGANIZATIONAL CAPABILITIES
MANAGEMENT**

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Abstract:

The management of the organizational capabilities basically implies the optimization of their specific components mix according to the level, volume and quality of the organizational objectives. Taking into account that the most important component of the organizational capabilities is the human resource, it is to be considered that the manner of its acting is strongly determined by the characteristics of the organizational culture (form, value, intensity, etc.). The results obtained by the organization will occur as a result of the proper location and/or the use of the elements that constitute this important social variable which is the organizational culture, in close connection with the management process, as a whole.

Key words: culture; organization; management; capability.

1.Introduction

The effectiveness and the efficiency, as fundamental objectives of each manager / management team, are the result of the level of functionality achieved by the organization during the period which is analyzed. It is obvious that the organization functionality depends on the material / technical / financial resources held or attracted, on the quality of the specific processes carried out within the activities necessary to achieve these objectives, on the quality and motivation of the human resource or on the philosophy of the construction and existence of that organization.

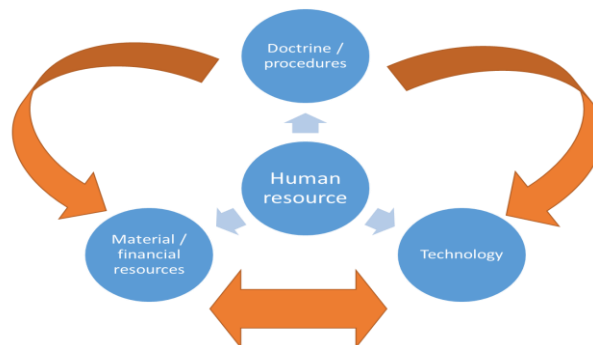


Fig.1 The connections between the components of the organizational capabilities

ANALYSIS OF ORGANIZATIONAL CULTURE AS A KEY FACTOR IN ORGANIZATIONAL CAPABILITIES MANAGEMENT

The organizational capabilities are obtained "by" and "through" human resource, whether we refer to that from the managerial level, or we are talking about the one from the execution level. And this last statement is supported by the interdependence between the components highlighted in the figure above (resources, technology, processes, doctrine, etc.), as well as by the effects generated by the human resource by interacting with them.

2. Organizational culture and its implications in the organization management process

From the management perspective, the organizational culture must be analyzed from two points of view: which are the elements that generate it, on the one hand, and what kind of implications it has in turn over the organization functioning as a whole organization, on the other hand.

The organizational culture is a social construction at the level of the organization (fig. No. 2), its components taking concrete forms as a result of using a certain type of organizational structure and management style, referring mainly to those periods when the best results were obtained by the respective organization.

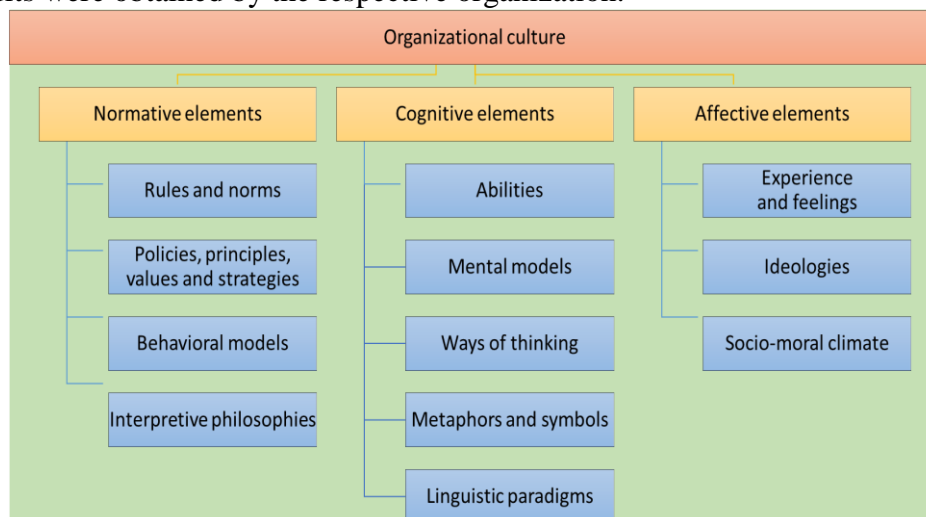


Fig.2 The components of organizational culture [1]

The organizational structure, by the manner way it is built and used (positions, functions, departments, etc.), will support the understanding, awareness and assumption of values, symbols, rules and norms etc. which are favorable to both individual and collective performance, and thus for the proper fulfillment of the organization's objectives. More concretely, depending on how the correlation between the performance standards related to each position and the recognition of their achievement by the management is established, the specific value is generated and both current and future employees will target it during their actions related to meeting the specific objectives (for example, employee of the month, etc.).

Secondly, the management style is a factor that generates elements of the organizational culture, because through the personal example of the manager or through his vision behavioral patterns are generated, desirable for the proper functioning of the management process or for building a socio-moral climate meant to support the subordinates' focus on increasing performance.

Regarding the ways in which, in its turn, the organizational culture helps to operationalize the organization management system operationalization it is to highlight its contribution at different horizons levels when achieving:

ANALYSIS OF ORGANIZATIONAL CULTURE AS A KEY FACTOR IN ORGANIZATIONAL CAPABILITIES MANAGEMENT

- a specific / particular guide of values, symbols, principles, etc. which helps employees to adapt as quickly as possible to the organizational requirements regarding the support of the management process in a way that is most favorable to it;
- a major orientation of the subordinates towards identifying and solving the problems that the internal environment of the organization can face, on the one hand, and an appropriate integration of the organization in the external environment where it is forced to survive, on the other hand.

In general, the following functions of the organizational culture are accepted from the perspective of its management:

- *”Integrating the employees within the company. It is a continuous function that is not limited to new employees only. In fact, it is necessary a permanent maintenance of the cultural integration - the organization of the employees, in order to prevent major conflict situations and centrifugal actions within the company.*
- *Guiding the employees and the groups of employees to achieve the company's planned objectives. Its mission is to trigger the latent energies of the employees, in order to carry out certain actions under specific time and economic conditions, so that the objectives included in the company's strategies and policies to be met.*
- *Adopting certain behaviors of the organization. The main role in pursuing this function is belongs to the management culture, the respective decisions and actions constituting a major component of the human resources management.*
- *Protecting the employees against any potential threats posed by the organization the environment. The culture of the organization constitutes the support for organization behaviors and actions which are of preventive nature or of direct control of the negative consequences that might emerge inside in the environment of the company.*
- *Preserving and transmitting the values and traditions of the organization. The culture of the organization is the main depository of the values and traditions specific to each company and achieved in time. It is important, especially when generations are changing within the organization, that they are maintained.”*[2]

Without diminishing the role played by the other factors that influence the management process in any organization, we consider the organizational culture to be the "invisible hand" of the management team that can use it in the specific actions designed to optimize the activities in the organization.

3.Organizational culture - resource of the process of achieving organizational capabilities

Organizational capabilities management aims to achieve the expected performances through a superior use of the existing elements (strategy, human resources, technology, material and financial resources) during the restructured, resized or redesigned management processes. As it was stated earlier, the organizational culture is the intangible component of the manner in which the components of an organization manifest themselves in within the activities of an organization. Organizational capabilities are obtained only through the superior use of the knowledge, skills and qualities of the human resource. In this context, the organizational culture is transformed into an essential resource for each

ANALYSIS OF ORGANIZATIONAL CULTURE AS A KEY FACTOR IN ORGANIZATIONAL CAPABILITIES MANAGEMENT

manager, with the help of which he/she will manage more efficiently the actions of achieving the organizational capabilities.

In our opinion, the way in which the management team will track and use the elements of organizational culture that favor a higher qualitative leap in terms of achieving organizational capabilities will lead to a properly functioning organizational capabilities management process. Developed in different phases, the organizational capabilities must be designed, planned, operationalized and evaluated, as it is shown in fig. 3.

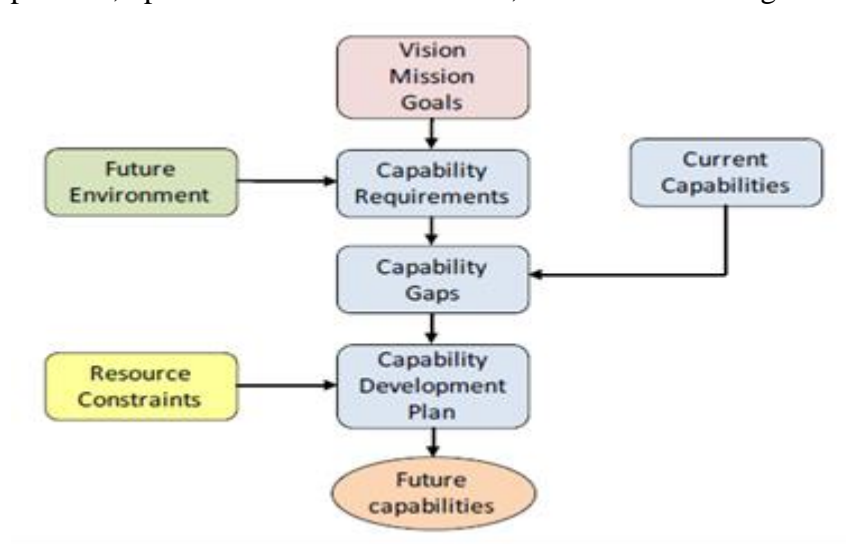


Fig.3 Generic model for the development of organizational capabilities [3]

The organizational culture, through the components selected and valued by the management of the organization during its own capabilities development, becomes an active and positive factor in any stage mentioned above:

- *The vision, the mission, the objectives* - the organizational culture explicitly supports an adequate construction of them, as the design of the future is also a result of the practical materialization of the system of values, organizational symbols, of the type of behaviors manifested today with implications for tomorrow.

- *Capability requirements* - identifying the levels of capability required for a certain level of organization efficiency is absolutely dependent, for example, on the individual abilities of seeing things as a whole, for the entire organization.

- *Environment of the organization* - the analysis of this factor is influenced by the connection between social / national culture and organizational culture, because the principles that people adhere to in society do not fundamentally change from the way they accept the principles within the organization.

- *Current capabilities - gap capabilities* - acceptance and action in the field of capabilities depend, overwhelmingly, on the objective analysis of the current stage of these capabilities and the realistic determination of differences in relation to the identified needs, a fact influenced by the organizational culture through the specific ways of thinking of employees have (proactive or passive, for example).

- *Capabilities development plan* - is the result of implementing the correlation of strategic thinking within the organization, as part of the organizational culture, with the design of the phases of achieving the desired level of capability.

- *Resource constraints* - at this stage, the organizational culture makes the greatest contribution, because even though certain resources cannot be found in the required quantity and quality, they can be overcome by the subordinates' desire and sacrifice to achieve their goals, almost no matter the cost.

ANALYSIS OF ORGANIZATIONAL CULTURE AS A KEY FACTOR IN ORGANIZATIONAL CAPABILITIES MANAGEMENT

- *Future capabilities* - future and change are a tandem to which the organization must have adequate answers, and these are obtained with the help of the available or future capabilities. The involvement of the organizational culture in establishing the future organizational capabilities is emphasized by its openness to the new, the ability of the subordinates to be open to the unknown, to new experiences and feelings towards the ways in which the objectives can be achieved.

The organizational capabilities are the result of the combination of several components, tangible and intangible, but their superior quality depends substantially on the intangible ones, in particular, on the quality of the organizational culture.

4. Conclusion

The interdependence between the organizational culture and the management of the organizational capabilities is strong, dynamic and continuous, both structurally and procedurally.

We can say unequivocally that the organizational culture is a "double-edged sword" at the manager reach within the process of developing organizational capabilities. The manner in which the organizational culture components are managed is reflected by the projected levels of performance.

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