

Emerging Markets Queries in Finance and Business

Study case for determination of organizational culture in a state organization

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**Abstract**

This paper presents a study on identifying the type of existing and desired organizational culture, in a state organization. For writing this paper, the strategy adopted was the study case. For data collection and analysis were used qualitative research techniques and specific tools such as: analysis and documents, interviews with company employee, questionnaire and direct observation. Harrison's organizational ideology questionnaire was used to identify the type of organizational culture. The existing culture is the role-type culture and the desired culture is the success-type culture. Between the two types of organizational culture is a large gap.

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**Introduction**

The concept of organizational culture appeared recently in science and has been taken up and developed by management since the early'80s. There are recorded in the literature different definitions of culture, Kluckholm, Kroeber, 1952.

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One of the most spread definitions of notion is advanced by Schein E., 1983, who appreciate culture as a set of fundamental assumptions that a given group has invented, discovered or constituted to solve problems and to adapt them to its environment and internal integration.

The objective of this paper is to conduct a study on identification the type of organizational culture in a state institution. Methodology: case study, by the questionnaire of Harrison, to determine the organizational culture in a public institution.

## **1. Purpose, mission and strategy of organization**

Organization's mission is balancing demand and supply in the labor market. Purpose is to ensure increased employment of labor and hence, the reduction of unemployment rate, by increasing costs for active measures.

Organization's objectives are: applying strategies in employment and training and applying measures of social protection of unemployed persons. Organization's strategy is: modernizing the organization and adaptation to EU standards, providing free services and adapted to real needs of customers, development of own employees, efficient use of resources, decentralization of responsibilities, development of specific infrastructure public relations, database, statistical processing, sociological, applying management through objectives. Organization's mission is understood, articulated in unambiguous terms from top to bottom and enhanced through everything the managers do. Employees can discuss different problems encountered without being punished. Communication is open and valued at all levels of the organization, facilitating the movement of ideas and suggestions. Employees are given effective authority, according to their ability to contribute to the mission, and mistakes are seen as opportunities to learn rather than as a sign of personal inadequacy. Human Resources being much time together had many common problems were able to solve problems on several occasions and to observe the effects of taken decisions, and receiving new members into the organization. The organization is part of the public system is characterized by process culture giving feedback, not involve risk, but has the weakness bureaucracy. We can say that the organization has the following features:

- employees share imperative sense in achieving objectives and values, feeling well because they are members of the organization;
- employees are governed almost alone, doing voluntarily what they see they have to do, interfering with the variants of solving the tasks or bugs;

The organization also has negative trends: people believe so much in what they do that results often end justify the means. It follows, therefore, that is an organization with strong organizational culture, and this culture must be submitted with conviction to new members who need to recognize it as valid. This process of transmission of organizational culture to new members permits testing, ratification and its validation.

## **2. Practical aspects of organizational behavior**

We conducted a case study, by the questionnaire of Harrison, to determine the organizational culture in a public institution. Acclaimed researcher Charles Handy, 1985 is the one that distinguishes four types of cultures in organizations. Roger Harrison, one of the top specialists in the management and development of organizations worked with the concepts of organizational culture. He developed a questionnaire in the 70s, to help managers to diagnose and understand the culture of their own organizations. To determine the organizational culture the Harrison questionnaire was applied. Organizational ideology questionnaire, to identify the type of culture, conducted by Roger Harrison, 1975 in Handy, 1985, is based on the concept of the four dominant types of organizational cultures: power P, success R, role role and support S. We calculate the scores of Index of Culture both for the Existing Scale and the Preferred Scale summing scores R and S and decreasing scores P and role. In the study conducted attended 61 people out of the 74 employees of the organization. The amounts must include scores given to each question, by the degrees of importance considered

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