Emerging Markets Queries in Finance and Business

Research on the use of project management in organizational culture change in public administration institutions

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Abstract

Modern theoreticians emphasize that management is required in all modern organizations, economic or not, possibly being even more necessary in organizations that have no economic character, such the state institutions as they are not governed by the principle of profit and loss. Hence, research in the field of project management within the institutions of public administration is a potentially fruitful one, as it can emphasize strengths and weaknesses in the field, and, in the long run, contributes to raising the level of the countries or development regions involved. In my present study, there is a comparative analysis of organizational culture state of art and changes in public institutions, as a result of the implementation of projects within national and international programs. My methodology includes surveys conducted at the headquarters of public administration institutions in Targu Mures, interviews with a few important public clerks, and library study and discussions with my PhD coordinator in this field. Results up to this moment – from the surveyed locations in Romania, at least - give the picture of an organizational culture that is in between tradition and modernity. As an outcome of project implementation, it is expected that the Romanian public administration will be to a larger degree transparent and in the service of the citizen, more involved in several neuralgic areas of public life, and also have better wages for its employees, thus motivating them.

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1. Introduction

Peter Drucker highlighted that "…management is required in all modern organizations, regardless of whether or not economic. In fact I realized that it is more necessary in organizations that have no economic character, such as those that do not have a financial profile (the so-called social sector or state institutions). They need management as they are not subject to the discipline imposed by profit and loss" Drucker, 1996.

Project management is much discussed today Lock, 1996, as well as research on organizational culture change in different institutions Preda, 2006 as it can greatly improve the role of human resources by changing the organizational culture of an institution, Androniceanu, 2008. The notion of organizational culture defines a system of values, assumptions, beliefs and norms shared by members of an organization (company, government agency, non-profit organization, museum, etc...) which unite the organization. Peters and Waterman consider organizational culture as "a coherent and overarching system of shared values, transmitted through symbolic means such as stories, myths, legends, slogans, anecdotes, stories" Hofstede, 1991. Most experts acknowledge that the components of organizational culture do not all have the same level of visualization and consistence Wanna, 2007. However, most researchers consider the following components of organizational culture: symbols, values, rules of conduct, and rituals and ceremonies.

The concept of symbol is used to characterize organizational phenomena and their manifestations at different levels. Often symbols are used in dealing with other cultures to express some similarities or differences. A culture can be seen as a system of symbols that are designed to maintain order and make it functional. Another important element is the representation function of symbols, which reveals that they represent something different or something more than the symbol itself, whether it is a material component or not. A third element refers to the assumption that symbols or the symbolic reality have their own logic. This logic can be found in generating certain attitudes and behaviours. Symbols can wear a variety of forms. They can be divided, for example, in: verbal symbols, material symbols, and several others.

Thus:
• stock symbols consist of behaviours, which transmit meanings;
• verbal symbols can be slogans, logos, anecdotes, special expressions etc.
• material symbols: architecture, office, furniture, clothing, etc, Organizational Culture, http://iew3.technion.ac.il/Home/Users/anatr/symbol.html.

Values are preferences held by groups, core beliefs and norms that define the forms of action and thinking. More specifically, they form the philosophy of the organization and determine its charter of conduct expressed by internal regulations, job descriptions, as well as systems of rewards and sanctions adopted. Values established prohibitions, taboos, the margins of freedom that should not be violated. Norms of behaviour anticipate the attitudes expected to be adopted by employees within and outside the organization, and rewards or sanctions triggered by compliance or violation of them, respectively,

Les cultures organisationnelles du travail, http://savoir.fr/les-cultures-organisationnelles-du-travail.
Rules of conduct can be:
• Formal, official regulations established by the company's management;
• Informal, unofficially established by the community members or subgroups within the organization.

A *ritual* is a set of planned actions with emotional content, combining different ways of expression of organizational culture. They often have both a practical purpose as well as a symbolic one. Examples of rituals within an organization include hiring a new person, exclusion, that is dismissal of an employee working in a group, retirement ceremonies, and integration rituals in achieving goals and providing significant symbols (medals, certificates, badges and so on). The *ceremony* is a collective event, in a formal and solemn manner, which often expresses an awareness of tradition and history of the company. The ceremonies are celebrations of cultural values and basic assumptions of the organization, and are events that reflect and honour the organizational culture, and people remember them over time. One of the important functions of organizational culture is to maintain a certain social order within the organization by providing a collective mental model that makes each employee aware of the given roles and positions. One can appreciate that this