Understanding the Managerial Culture

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Abstract

Within the organizations the managerial culture has a powerful impact over the development of human resources potential and directing it to the achievement of the organizational objectives.

This paper deals with the identification of the main functions that the managerial culture has within organizations, helping managers to better understand and use the characteristics of this important organizational phenomenon.

In leading the organizations, the managers need a clear strategy, based on attractive vision that reflects the strong beliefs and values of its components and that is able to meet the stakeholders demands. There is a strong connection between the managerial vision and managerial culture that will be reflected in the way that its functions are performend and, finally, in the organization's evolution.

Keywords: *managerial culture, organizational cultures, values, stakeholders, performances*

JEL classification: M14, M10

1. Managerial culture

The organizational culture is considered to be one of the factors with a determining influence over the companies' performances. For most part of the cases their good and very good results are associated with the capacity of owners, managers, leaders to create, mantain and develop a strong organizational culture, able to energize its components for achieving the established objectives.

In a strong organizational culture, most part of the managers share a common set of beliefs, values, behaviors that regard the way in which that business has to be directed. The new employees take contact with this cultural set and adopt it, by using both formal and informal mechanisms.

By the position and status, the managers significantly shape the attitudes, decisions and behaviors of subordinates (Ionescu, 2001). It is created a managerial culture (Bibu et al., 2007) as part of the overall organizational culture (Collins, Porras, 2006) that influence positively or negatively the organization's evolution.

The organizations that benefit of a well defined managerial culture that provides a certain touch to its decisions and actions are easily recognized and considered to have a personal style. It is a refined way to act in its business and environment and the stakeholders support them to have a particular flavour.

For many times, the managerial values, especially those of the top managers, with a remarkable impact over the company's evolution are formalized under the form of statements that are communicated and posted throughout the organization. The purpose is to provide a direction in a changing world where both managers and employees have to understand the new conditions (Handy, 1995), to energize the personnel for being actively involved in the organization's effort to meet the market demands.

The manner in which the managerial culture influences the performances of a company can be explained in more ways:

- direct the employees' effort towards an objective or set of objectives;
- develop a strong motivation for the employees in getting the expected results;
- provides a structure and a system of mechanisms that coordinate the efforts of employees without being necessary a particular set of formal systems or procedures.

Nicolescu and Verboncu (2001) define the managerial culture as «the system of values, beliefs, aspirations, expectations and behaviors of the managers from an organization that reflect in the management types and styles that are practised within the organization, sensibly marking the content of the organizational culture and its performances».

By managerial culture we understand (Năstase, 2004) the sum of beliefs, values, symbols, atitudes and behaviors of the managers within an organization that reflect in their decisions and actions in order to assure the organizational's survival and development.

The managerial culture is better understood and exert a major role within the organizational culture, especially when the managers are aware of their role inside and outside the organization, both formal and informal and, consequently, they are eager to devote part of their time for communicating and preparing the employees in what concerns the managerial philosophy and the company's set of values.

2. Functions of the managerial culture

From the previously presentation we could emphasize the main functions that the managerial culture play within an organization.

2.1 Managerial culture is a strong motivational factor for getting the performances

The managerial culture comprises the needs and aspirations of the leading staff from an organization and reflect the personality of the strong founders and leaders, influencing substantially the decisions and actions of the managers from different hierarchical levels.

They determine that, in the process of crystalization, of shaping the organizational culture, the managers to discover a powerful source of motivation as actors that contribute to its achievement. The managers can contribute to the establishing of some norms and standards, in accordance with the values for which to be assessed and motivated.

Many cultures represent an appropriate environment for managers motivation and recognition of their performances. Within the top organizations, being a manager is a situation that has a strong impact over the ones that have connection with him, both from inside and outside of the organization.

As leaders they have to be able to prepare the organization for different challenges and to take best of them. One example is the necessary preparation for mastering the challenge of knowledge based organizations (Nastase, 2008).

Where the environment is stimulative, the communication with the other managers is good, there is even a certain form of domestic competition and the managers will be motivated for being as much as possible involved within the company's life, to be innovative, entrepreneurial, to take risks that are able to offer the satisfactions for the the results obtained.

The results obtained by the predecessors or the other colleagues from the managerial team, as the informal standards settled within the organization, impose a certain managerial behavior, a continous proof of the gained status as part of the managerial team, aspects that largely influence their approaches in relationships with the stakeholders.

2.2 Managerial culture offer vision and belonginess to a special social category for the managers

Without a culture whose elements to be shared by most of the managers, that are able to act within this spirit for the company's progress, it would be difficult for an organization to enjoy success.

A company can mantain the identity and continuity as long as its beliefs, values are shared, stated and implemented, as long as they vome from its inside, are distinct and persistent, despite of external and internal pressures.
In the competitive companies, the managers are aware of the fact that their statu sis based on the obtained performances and the fact that they have been promoted and accepted in leading position is of the nature to amplify his prestige, but, at the same time, he has to understand the additional demands and responsibilities that they have.

2.3 The managerial culture represent an important factor in promoting the organizational changes

The organizations face a lot of internal and external pressures that determine at a certain moment the appearance of the need for change, in order to survive or develop.

The company's history, the managerial values, the attitude for the change processus during the time, there are only few elements that condition managers' decisions and actions.

The degree of risk, the depht of introduced changes, depend to a large extent by the tradition that the organization has with such process. Where the aversion to risk is high, the managers will be forced to adopt decisions that will not jeoperdize the company's evolution, even if this issue supposes a stagnation or a very slow progress.

In the managerial cultures where the initiative spirit is encouraged and the heroes are the managers that take risks and obtain special performances, the actions of the top managers are much stronger and daring, their status being proportional with the achieved performances.

2.4 Managerial culture favour the organizational learning process

At the present, the organizations rely more and more in their evolution on the quality and quantity of information transmitted and received, internally and externally. Moreover, the passing to the new knowledge based society place new challenges for the modern managers.

Under these circumstances the openning of the managers is of the nature to favour the getting and dissemination of information in the organizational environment and also to assure a better communication with the external stakeholders.

By their role as monitor and information disseminator, the managers can assure a fast and qualitative circulation of the information at different hierarchical levels, offering the possibility for the employees to improve their tacit and explicit knowledge.

Managerial culture influences the attitude that the managers have over the personnel training activities. These have the possibility to acquire new competences that will support them to achieve higher objectives. By amplifying the access of employees to information there are assured better premises for organizational learning and innovation in all fields of activity.

2.5 Managerial culture assures a harmonization of the values within the organization

The organization culture acts in direction of assuring a dynamic balance between the values of organization and those of its members. The flows of personnel at all the organizational levels determine the penetration within organization of different values, norms, that can have a positive or negative effect over its activities. That's why, the managerial culture behaves as a filter that is trying to retain only those elements that are valuable for the organization.

Moreover, it has to find the balance between the stability and turbulence, between continuity and change, keeping certain elements of essence and changing others that are not anymore in accordance with the organization's realities.

2.6 The managerial culture achieves the cultural control of the company's evolution

An aspect that determined the interest of researchers and practitioners in the management field is that of achieving the control function by organizational culture. This is a control that can be considered of ideological nature, directed both to the mind and emotions of the employees. The cultural control operates at more levels that vary from the cognitive to the emotional ones.

From this perspective, the organizational culture is considered to be among the main means for creating a social order within organization. By using it, we can assure not only a certain pattern for behavior for community members, but also a specific way of thinking and feeling within and outside of the organization.

The culture discourages and even eliminate those behaviors that are not in accordance with the beliefs that are promoted. Any culture includes, accepts something and excludes something else. Procedeeng in this way, it keeps its identity, reported to those from around.

The cultural control is also significant in a certain context when some relations, processus are ambigous. In such case, the manifest beliefs and values of the organizational culture have the role to regulate them and to provide a valuable meaning for the personnel.

2.7 Managerial culture contributes to the synergy effect within the organization

This refers to the fact that, the managerial culture brings together a set of beliefs, values, attitudes, behaviors that are better exploited through a synergetic effect. The way in which it succeeds to harmonize a high range of values, attitudes and behaviors, the managerial culture succeeds to amplify its potential, that is to be directed towards the attaining of the objectives proposed within the organization's strategies and policies. Consequently, its degree of influence is really high and you need very strong stimulus in order to be able to modify its constituents.

2.8 The managerial culture is a major determinant in getting the competitive advantage

One of the most circulated idea about the organizational culture is that a strong one can represent a major source for its competitive advantage.

There is a strong feeling among the managers that there is a direct and positive connection between a strong organizational culture and its performances. This fact imposed for many organizations to embark upon a wide range of

programs that dealt with auditing the organizational culture, developing the organizational culture, or redesigning the organizational culture. Some companies even speak about cultural revolutions.

Organizational cultures need leaders able to support them to progress, to develop. Otherwise, after a period of time, there is the risk to find itself in opposition to some important features of the environmet and to enter in a conflict. Establishing and introduction of new values is not an easy task for a leader. But, it has to be one of his main points of attention. He appeals in many cases to different symbols for consolidating his messages to the followers.

The characteristics of the organizational culture are revealed by a multitude of organizational elements, from the company's strategy to the individual attributes, rituals and ceremonies within the organization.

There is a range of factors that particularize the organizational culture's evolution, of the required leadership for its adjustment:

- changes in the labour characteristics (it becomes elder, more educated, more diverse)
- work ethics represent a more present component wihtin a company's decisions and actions
- development of informational technology and communication
- development of virtual organizations
- activities' internationalization for a large part of the companies, at the same time with markets globalization .

The organizational culture supports its members to perceive and understand certain events, phenomenon, organizational situations and to determine to act in certain ways that are accepted by group. In order to shape the organizational culture, the managers use wide range of mechanisms that are intended to develop a spirit of unity and distinctiveness of the group, in relation to the others.

The managers communicate the vision, the values that they intend to consolidate within the company by its mission, objectives, different ways of action, business model, motivational system, specific criteria for recruiting and selection of the personnel a.s.o.

We could state that the organizational culture is the point where the philosophy touches the organization, the place where the rational and emotional issues combine in order to create the company's personality. Practically, the managerial culture represents an essential part of the organizational culture that shapes the organization's performances and evolution, both on short and long term

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