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Organizational climate and the conditions that determine the "personality" of an organization represent important factors in determining the managerial behavior. Climate and behaviors are strongly influenced by organizational culture. Managerial behavior is determined by the variety of ways of realizing functions and by their attitude to employees and subordinates. These features of the each manager' behavior is defined management style.

This study examined the relationship between individual's personality, organization's personality, the environmental factors and managerial behavior. Data were collected from thirty enterprises (micro, small and mediums) from Bihor County. The results obtained from these sources suggested that the size of the lead group has a great influence on managerial behavior.

Keywords: culture, organization, personality, managerial behavior

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1. The influence that culture have on organization's personality

Organizational culture is a way of thinking, a specifically way to see problems and solve them and a sense of belonging to a team. This feeling exists because people have found that everything works fine within the organization. Taking into consideration Edgar Schein's view, organizational culture is formed primarily to resolve two problems that any organization faces with: adaptation to external environment and internal integration.

Personality is the key element behind any organization and what it stands for, and the story that its products tell to customers. Every business element, from interactions with customers to the product packaging is an element of organization personality, and these are the aspects that inspire customers' delight or indifference⁴⁸³.

Organizational culture has a number of economic and social effects on the organization as an open system, on its employees and on the management practices. For employees, knowing organizational culture provides the understanding of organization's history and the behavior that will better fit to the community they belong. Employees will adhere to the specific values, to the philosophy of the organization, strengthening their confidence that they achieve the objectives in which they strongly believe. The organizational culture provides numerous criteria by which managers can make a useful behavior control in order to stop unwanted events and to acquire those accepted in that organization. Many experts consider that organizations that have strong cultures also obtain remarkable results, although it is difficult to make a link between organization culture and its performance⁴⁸⁴.

The main organizational culture's functions can be⁴⁸⁵:

- It defines the boundary between one organization and others.
- Conveys a sense of identity for its members.

⁴⁸³ Bhargava, Rohit, Personality not included, Why companies lose their authenticity and how great brands get it back, McGraw Hill Publishing, New York, 2008, p.5.

⁴⁸⁴ Burdus, Eugen, Management Treaty, Economic Publishing, Bucharest, 2005, p.261.

⁴⁸⁵ <http://www.scribd.com/doc/23413135/Organizational-Culture>, accessed on 18.04.2010, at 15:55.

- Facilitates the generation of commitment to something larger than self-interest.
- Enhances the stability of the social system.
- Serves as a sense-making and control mechanism for fitting employees in the organization.

In certain organizations there is strong culture because managers and employees respond positively to the stimulus from the organization due to their alignment towards the organizational values. In organizations where people have minimal alignment towards organizational values we can talk about weak culture. In strong cultured organization people don't challenge organizational thinking in spite of the fact that they have different thoughts, psychology and ideas for it. The charismatic style of management, the friendly atmosphere among people or the evangelical belief in the organization's values can provide a strong organizational culture.

The requirements of a good organizational culture can be considered the following⁴⁸⁶:

- There should be openness and humility in the nature and behavior of every person in the organization from top to bottom.
- The environment in the organization should induce accountability and personal responsibility.
- The employees should have freedom of taking risks with their new ideas but within their limits.
- Managers should encourage employees to experiment and convert the aspects that they consider negative into positives ones.
- The organizations should work only on the basis of clarity, transparency and reliability between the people and the organization.
- By integrating the people to put the effort collectively multiplies the organizational strength.
- Collaboration with organizational culture consultants whose theories can lead to business success.

Organizational culture's orientation towards results and performance can be done by achieving the sense of employee's satisfaction and by induction of loyalty feeling. For obtaining and maintaining a strong culture, employees must be treated with respect and encouraged to take initiative, be creative in everything they do and it is necessary for managers to set some reasonable clear standards, and to give them enough autonomy⁴⁸⁷.

2. Factors that determine the managerial behavior

Organizational climate determines factors or variables that influence members and groups' activities and attitudes in an organization: rules and regulations, organizational or environmental constraints, decision-making strategies and motivating people, means of transmission of information, etc. The main dimensions of organizational climate are⁴⁸⁸:

- The structure of tasks and the methods used for accomplishing the tasks are well controlled and organized.
- The relationship reward-punishment: additional rewards for promotion and increased salary are based on performance and merit, rather than other considerations, such as seniority, favoritism etc.
- The centralization or decentralization of making decisions.
- Increasing people's achievements or desire to do good work and contribute to company performance.
- Increase training and development and the degree to which the organization seeks to support training and development performance.
- Security and risk or the degree of pressure and employees' uncertainty feelings and anxiety.
- The general feeling that individuals have a good job.
- The employee's sureness that their work is approved and appreciated by supervisors.
- The organization knows that the objectives can be achieved in a flexible and innovative way.

⁴⁸⁶ <http://www.scribd.com/doc/23288238/Organizational-Culture>, accessed on 18.04.2010, at 12:56.

⁴⁸⁷ Nica, Elvira, *Managerial Psychology*, Economic Publishing, Bucharest, 2008, p.23.

⁴⁸⁸ Prodan, Adriana, *Successful Management*, Polirom Publishing, Iasi, 1999, p. 91.

Managerial behavior cannot be independent of any of these components which form the organizational climate. For example, at the upper levels of the hierarchy there is a wider space of freedom on setting goals, decision making and motivational strategies, the monitoring arrangements, etc.

Behavioral scientists agreed that there isn't an ideal recipe that managers should follow in order to obtain success. Each manager organizes and leads in the way that he/she considers is better for the organization. Even if there are some rules concerning organizational management, each manager will interpret and adapt them according to his/her natural mode of being⁴⁸⁹.

Often it is assessed the participatory management because of the involvement of all employees in problem solving and decision making hence, due to favorable effects on performance. But not always such a management style is positive when a change is to be made within organizations.

Between organization culture and managerial behavior within it there is a direct link. An organizational culture may lead to a positive behavior by promoting values. Also, managers in an organization, through their daily behavior by performing roles and performance management may foster an ethical behavior within the organization.

To maintain the organization culture and the managerial behavior at a high level, the following recommendations will be useful⁴⁹⁰:

- Realism in determining objectives and values support in accordance with the organization's possibilities.
- Encouraging all initiatives within the organization that contributes to maintenance of the culture accepted by managers and employees.
- Allow the expression of different opinions that belong to organization's employees.
- Development of training programs for managers and employees, which can contribute to the cultural values promoted by the organization.

Graphically, the relationship between environmental factors, individual's personality, organization's personality and managerial behavior can be represented like this:

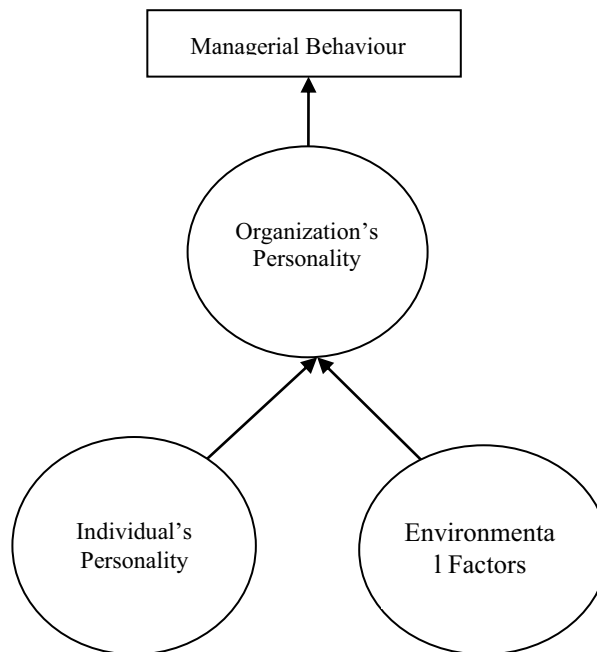


Figure nr. 1 Factors that determine the managerial behavior

⁴⁸⁹ Burciu, Aurel (coord.), Introduction in management, Economic Publishing, Bucharest, 2007, p.131.

⁴⁹⁰ Burdus, Eugen, Management Treaty, Economic Publishing, Bucharest, 2005, p.265.

3. How does the size of the group influences the managerial behavior?

When talking about managerial behavior, we can identify eight roles managers play according to the size of the lead group⁴⁹¹:

- *President* Controlling and coordinating team members, recognizing their talent and focusing more on what is feasible rather than imaginative and exciting.
- *Involved* Assumes all the needed actions instead of forming the employees' thoughts and decision-making abilities.
- *Innovator* Demonstrates a creative thinking.
- *Evaluative* The ability to analyze problems and make suggestions objectives.
- *Organization's employee* Role based on the implementation of ideas by taking those skills which transfer ideas and plans into practice.
- *Team's employee* Requires a good understanding of needs and support of employees.
- *Resources investigator* Searches for resources and ideas outside of the team and support team's efforts in achieving goals.
- *Implementer* Ensures that the objectives are achieved on time and at a high standard.

When trying to enhance managerial skills it is imperative for managers to understand that their behavior is interpreted differently according to a subordinate's personality. Indeed, the same message that a manager is communicating (even if the content is the same) could be interpreted in several different ways depending on the personalities of the subordinates⁴⁹².

Managers tend, depending on the group he leads, to adopt a certain behavior. Although the ideal conditions are difficult to meet, managers choose their teams from the best people they have, encouraging their flexibility role. There is a need for managers to distinguish between the roles assumed by each team member. Knowing the expectations of colleagues, the manager may end the tension and avoid the group collapse earlier.

In order to give a real answer to the question presented in the subtitle 3, we made a research on a number of thirty organizations from Bihor county (ten of them were micro enterprises; ten were small and the last ones middle). The thirty managers had to note the following decisional situations from 1 to 10, taking into account the frequency of using them within their enterprise, (using 10 for the most frequent): manager makes decisions, manager "sells" decisions, manager presents and discuss decisions, manager presents the attempt of making decisions and manager defines the limits (the groups make the decisions). The table below represents the final values calculated by simple arithmetic average for each type of enterprise that we studied.

Type of enterprise	Decisional situations				
	manager makes decisions	manager "sells" decisions	manager presents and discuss decisions	manager presents the attempt of making decisions	manager defines the limits (the groups make the decisions)
micro enterprise	1	3	8,5	9,5	10
small enterprise	8	5,5	9	9	7,5
middle enterprise	9,5	9,8	4	1,5	1

⁴⁹¹ Prodan, Adriana, Successful Management, Polirom Publishing, Iasi, 1999, p. 96.

⁴⁹² http://www.entrepreneur.com/tradejournals/article/136076050_3.html, accessed on 18.04.2010, at 20:00.

Table nr. 1 Final value of decisional situations

Group size can influence the decision-making style. From the sample of firms that we surveyed, is seen that, when talking about groups of 1-9 employees, managers prefer to make decisions taking into account employees' proposals and establishing the limits, when group increases at 10-49 employees, managers prefer to make decisions, present and discuss them with the employees and when talking about groups larger than 49 employees, managers “sell” and make decisions without employee’s participation.

The results of our research can be graphically presented in the following way:

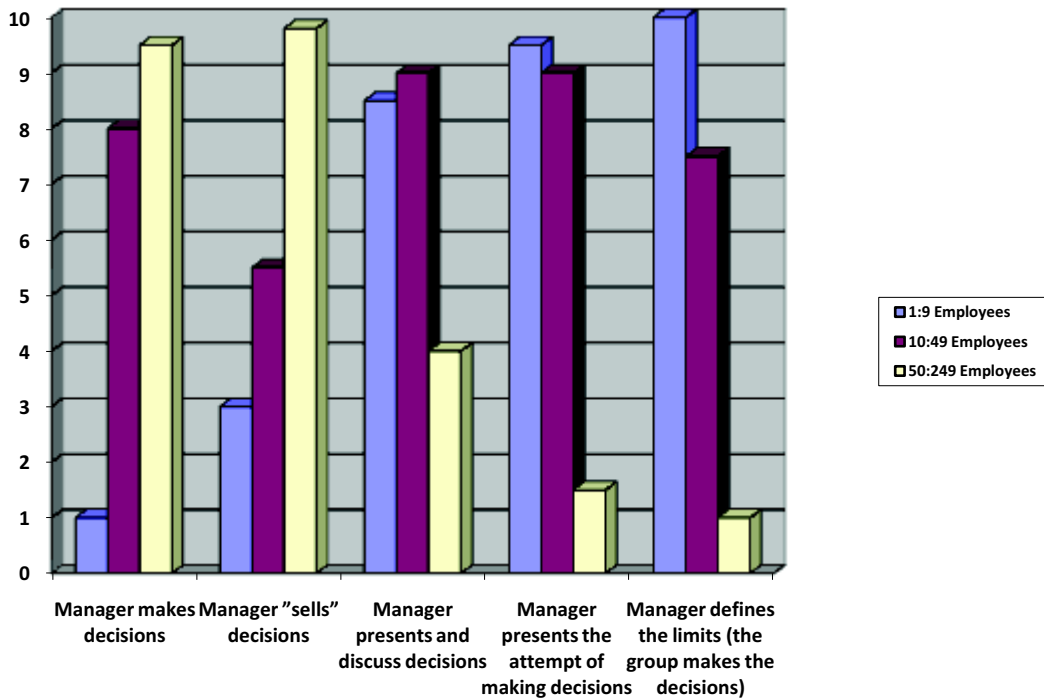


Figure nr. 2 The correlation between employees group and making decisions styles

4. Conclusions

Organizations are evolving, adaptive, strategic, and rule-based cultures which act on and respond to changing internal and external environments.

The cultural match between an individual and an organization is determined by the degree to which the individual's personal traits fit the organizational culture, or perhaps vice versa. A lower cultural match may indicate that the individual is drained of important resources by having to continuously adjust to the workplace environment. A higher cultural match suggests the potential for a more satisfying interaction for both the individual and the organization.

In order to increase the organization’s performance, managers have to ensure that employees feel comfortable in the specific organizational environment, they feel motivated by this environment and they will be able to achieve organizational goals.

The success of any company depends in part on the match between individuals’ personality, manager’s personality and organization culture and personality. Organizational culture is the set of operating principles that determine how people behave within the context of the company. All the different behaviours of people need to have the same base: beliefs, values, and assumptions that dictate individual’s actions.

Managers need an accurate understanding of the organization's culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the company's goals.

5. Bibliography:

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