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PARTICULARITIES OF ORGANIZATIONAL COMMITMENT IN THE SPECIFIC CULTURE OF THE ROMANIAN COMPANIES

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Abstract

Organizational culture and organizational commitment represent two of the most important concepts to be considered în an well-functioning organization, having a direct influence over employees` lives in that company. Organizational culture, a scientific concept appeared in the field literature at the end of 1980`, in an increasingly unstable business environment, could be defined as a defined series of collective attitudes, ideas, beliefs, symbols and meanings, values and ideologies, rules and norms, feelings or behaviors, as a model and structure of stable practices shared by all the members of that organization and which, by being implemented, come to merge with the structure of organization and its control systems, with the purpose of producing behavioral norms, this

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way keeping the unit of organization. In the same time, organizational commitment represents the feeling of membership, of belonging felt by the employee toward the company he/she works in, reflecting the degree to which those characteristics and organizational perspectives are internalized and adopted in his behavior by the subject. Commitment could be also seen as a model of thinking of an employee taking into consideration the level to which personal values and goals are congruent with those of the company. On the other hand, behavioral commitment refers to the process of one employee becoming committed or even stacked into the organization and the way he manage the situation.

Our motivation for choosing the theme of this research lays on one hand in the desire to understand the construct of organizational culture and the organizational development, field which I`m interested in, and on the other hand because the lack of similar research regarding the Romanian companies. The research We have made revealed that there are many studies linking the two concepts with the organizational development in companies from other countries, but only two studies realized in our country, and neither of them for the private field of business (both being conceived for public institutions).

Keywords: culture, organization, organizational culture

JEL Classification: I12, I19

1. INTRODUCTION

The premises which motivated me in starting this study were that a certain type of organizational culture is associated with a specific type of commitment present for the majority of the employees in the organization in

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question, due to common traits in each subtype subordinated of the two concepts, making them to be linked.

Organizational culture has been recognized as a way for an organization to withstand the constantly changing business environment, as a manner of innovation in management and as an aid in organizational development. In Romanian business culture yet, the term has been introduced not until the 1990-2000. Commitment for organization and work is just another concept that has raised concerns and questions to managers in their quest to retain employees and to cease the phenomenon of drop-outs in the organizations they ran (Teodorescu, 2015; Colhon, Cerban, Becheru & Teodorescu, 2016).

Various researchers have looked at the concept of organizational commitment from different perspectives (economic, behavioural, psychological, etc.); but the difficulty in defining the process also comes from the fact that much of the research conducted in the 1970s and ' 80s, that contains the mass of theories used by current research, have taken into account various ways of defining of the concept as having multiple sources and is characterized by various indicators.

Extended knowledge and understanding of the link between the two concepts mentioned above, adapted for the specific cultural context of Romanian companies – an environment obviously different from other European countries, american or canadian, where most of the research were conducted, is an essential aspect in the process of organisational development, helping in the process of consolidation and support of performance.

2. ORGANIZATIONAL CULTURE

Generally, according to Alvesson (apud. Joseph, 2002), "the concept of culture is divided into a number of different collective attitudes, ideas and

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beliefs, symbols and meanings, values and ideologies, norms and rules, emotions, or behavior patterns, structures and practices that can be studied and developed on an individual basis." Slowly but surely, over time, the organizational culture has become an important part in the existence and management of any organization, including non-governmental organizations.

Martin and Siehl (1983) define organizational culture as being what mentains the unity of the organization by the meaningful contents and models that it provides. „Culture focuses on the values, beliefs and expectations that members of the organization come to share."

According to Peters & Waterman, apud. Lee, Raschke and Louis (2016) culture is what "encourages employees to accept and embrace the objectives and values transmited by the organisation's leaders, while promoting a sense of belonging". In conjunction with the employee's personality, "a certain kind of culture sets the tone, expectancies and achievements to be reached by an employee, through selective stimuli." (Birnberg and Snodgrass, 1988, apud. Lee, Raschke and Louis, 2016)

It is important to remember that a well structured organizational culture is builded over time (Ali Taha, Sirková & Ferencová 2016), based on the repeating procedures and elements that have proved useful and positive and the elimination of the proved negative ones during the experience in economic environment. Of course, organizational culture, once forred, may and should not remain rigid to changes occurring in the organization or in the economic environment. As the above mentioned authors follow, "influential individualities influences decisively, in turn, the standards and beliefs of the organization." (Pânișoară G. & Pânișoară I.O, 2016, p. 75). Moreover, it happens oftenly in organisations that, while changing in the structure of organisation or its board occurres, a new type of organizational culture will be brought in the

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company or a new method of implementation of the old ones will be implemented. Without knowing the principles of implementation of good practices regarding organizational culture, it is possible that the new culture brought in organization to be even more dangerous than the old one and to fail bringing the expected change in the organization.

Is also important to note that the continuou exposure of employees to similar factors in the organisation will, ultimately, make them to introiect, to take in space of their personality these factors, in order to be able to remain in the organization, and to acquire a common way of understanding problems, solving of problems, depending, however, on the resources and personal differences, in addition to the standards required.

3. ORGANIZATIONAL COMMITMENT

Organizational commitment refers to the membership feeling an employee feels towards the organization he works in. It is the "relative force of identification the employee feels for the Organization and its involvement" (Mowday et. al, apud. Avolio et. Al., 2004). After O'Reilly & Chatman (1986), the notion of commitment is designed as state of psychological attachment felt by a person for the organization, reflecting the degree to which the individual also internalizes and adopt the characteristics and perspectives of the organisation. According to Burud & Tumolo (2004), when an individual feels commitment to the organization, he/she accepts and believes in its values and goals, it is willing to invest considerable amount of effort for the benefit of the organization and he even wishes to remain a member of it.

In defining and correctly understanding of this construct is important to take into account the difference between behavioral and attitudinal commitment, so as Meyer and Allen draw attention in the paper in which they

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present the theoretical model usde in this paper (Meyer and Allen, 1991). The model presented by authors proposes to describe the commitment as a psychological condition itself and not merely as an attitude or as a pattern of behavior.

Before all three types of organizational commitment (affective, continuance and normative) to be defined by the authors in this theoretical model with great explanative power (Vlăduțescu & Tomiță, 2014; Siminică, Motoi, Dumitru, 2017), therefore being used in most investigations taking into consideration this construct, each type of commitment has been described and taken into account separately by other authors (Kanter , 1968; Buchanan, 1974; Mowday, Steers and Porter 1979;Porter, Crampon and Smith, 1976; Mowday, Porter, and Steers Boulian 1974; Mowday et al. 1979; Cook and the Wall 1980; Becker, 1960; Kanter, 1968; Stebbins, 1970; Etzion 1975; Alutto Hrebiniak and 1972; Stevens, Beyer, and Trite, 1978; Farrell Rusbult, 1981; Marsh and Mannari 1977; Wiener, 1982; Prestholdt, Lane and Mathews, 1987; Schwartz, 1973; Schwartz and Joelle Tessler, 1972; Triandis, 1975; Fishbeinand Ajzen, 1975, apud. Meyer and Allen 1990).

Offering our own interpretation regarding this differences, We think We might rather distinguish between commitment and attitudinal and behavioural involvement, work progress through action.

However, according to O'Reilly and Chatman (1986), the main theme that continues to occur in most of these investigations is the individual psychological attachment towards companies, reflecting the degree to which the individual also internalizes and adopt characteristics and perspectives of organisation and incorporate them into his cognitive responses.

Trying to appropriately understand what is actually the concept underlying commitment an organization, researchers have determined that the

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most important mechanism in the development of the commitment of the organization is identification (Bowlby, Sanford, Stoke, Tolman, apud Kagan. O'Reilly and «Chatman, 1986, pp. 492-493).

The sure thing about the definitions listed above regarding this concept is that they all evidence a link between commitment and the leaving the company rate (turnover). Employees who have the greatest commitment in relation to the company are therefore those less willing to leave.

4. MODELS AND THEORIES OF CULTURE AND ORGANIZATIONAL COMMITMENT

Observing - by considering some meta-analyses and available research at that moment -that values, rules and interpretations in an organisation you can group together into clusters, numerous attempts were made in subsequent research for the development of some theoretical models and multidimensional scaling processes. (Quinn and Rohrbaugh, 1983, apud. Lee, Raschke and Louis, 2016)

Historically, there were a lot of classifications over the types of organisational cultures, according to the authors. Kimberly and Quinn (1984) identified, on the basis of the criteria of flexibility and degree of control, four types of organizational culture, in order to facilitate focusing on both subjective internal forces (human factors), as well as on the external forces (business organisation in orientation) acting in organizations. Culture types identified are, as follows:

Group culture or human relations culture –internalist orientation, flexible guidance, emphasizes the need for affiliation of employees; collective cooperation and performance matters more than the individual, is encouraged a friendly and familiar atmosphere; HR team focuses on creating and developing

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team spirit and maintaining a high level of the moral in the team; This type of culture is passive to environmental changes and lacks diversity - all members look alike, they are somehow as a family.

Bureaucratic or hierarchical culture/culture of internal processes - internalist orientation, put great emphasis on the structure and mechanism, and norms of administrative structure which implies clear roles and procedures for each employee; this culture promotes organizational stability, control orders based on hierarchy and rules; the organization tends to be bureaucratic and with a low level of creativity on the part of the employees, but a sense of stability sent and felt by the employees.

Culture based on innovation and development or "open system culture"-externalist guidance based on flexibility; this emphasis on creative responses, on the need for permanent development in response to changing organizational environment, resource acquisition and business development; It is oriented towards change, creation, novelty and challenge; employees should feel prepared for the development and growth of businesses through research, discovery or even assumption of risks.

Rational or competitive culture – externally oriented, control based, and results-driven; It is systematic and based on effectiveness, competence, performance management and reward achievement; but, unlike the hierarchical culture, in this case there is a great responsiveness to changing organizational environment.

Typology of Meyer and Allen (1990), contains the following types of **organizational commitment:**

Affective commitment - implies a desire on the part of the employee to be part of the organization in which he works and assume that he has a positive

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feeling towards it, he identifies and is committed to the achieving of goals, evolving alongside with it, and remaining its member because he wants.

Continuance commitment -implies a need felt by the employee, meaning that he remains devoted to the organization as long as he thinks that the it is more profitable to stay in the organisation in terms of opportunities and costs, than to leave the organisation; he considers the costs of leaving the organisation and, if these are greater than the actual winning from staying as a member, he will remain in the organization "by need".

Normative commitment- implies an obligation felt by the employee towards the organization; He remains devoted to the organisation from ethical duties and not from logical personal reasoning; employees who exhibit this kind of commitment will make the sacrifices and efforts to meet the goals of the organization without taking into account the material rewards, feeling to be required to do so.

What all the three types have in common is that they characterize the relationship that the employee has with the organisation, and have major importance in an employee's decision to remain a member of the organization or for a leave. From our research regarding the findings of the literature, affective commitment seems to be the most effective to encourage performance, being most often taken into account in building programmes and HR practices, some research focusing exclusively on affective commitment even. Thus, Cohen (2003) defines as "positive affective condition related to the organization, as reflected in the employee organization's desire to succeed in achieving the goals and the feeling of pride that is part of the organization." However, the same author admits that taking into account only affective commitment might be a limited conceptualization and a more complex model should be taken into account, such as the one above (Vlăduțescu, Negrea &Voinea, 2017).

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5. CURRENT RESEARCH

Considering the intensive try to understand the implication of the human factor, with its subjective nature, in the functioning of organizations, understanding the concepts presented above becomes essential. Thus, Briskin (apud. May, Gilson and Harter, 2004) stated: "Exploring challenges that the human spirit encounter in an organization means building bridges between the personal field, subjective and sometimes even unaware of individual experience, and world of organisations characterised by rationality, efficacy and personal sacrifice. (...) It is necessary to be prepared to permanently change our perspective between what the organisation wants people and what can be considered the complexities of human nature: sometimes contradictory requirements, wishes and experiences". In recent years, even companies in Romania have started to notice and to emphasize the importance of the concept of organizational culture, noting that it is increasingly important that those components of the organizational culture as well as the values, the visions and goals of the organization to match the structure of personality of employees, reducing the costs of integrating employees and risk losing employees (Man, Vladutescu & Ciurea, 2009; Teodorescu & Călin, 2015; Voinea, Negrea & Teodorescu, 2016; Forte, 2017).

For example, in a research regarding organizational culture diagnosis and motivation and understanding the relation between these structures in case of 102 teachers from a state University from Romania, the authors revealed in this institution, the existence of the types of culture based on power and position in the institution, in disagreement with the types of desirable cultures, i.e. based on support and on work tasks.

As part of a meta-analysis on studies about organizational culture within public organisations, Hudrea (2015) found that in the majority of companies

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involved in the studies, organizational culture was based on exaggerated conventionalism, competitiveness and compliance with formal rules, as well as self-development.

Organizational commitment has also become a concept of interest for researchers lately, since important number of studies have reported the existence of positive consequences in relation to the behaviour of employees and desirable labour outcomes in the presence of commitment in relation to organization (Bartlett, apud. Jo, Joo, 2011).

On the other hand, as few studies have focused on the link between the two concepts, presented above, within the framework of Romanian companies, and I consider that is a real importance in enlarging the knowledge and understanding in this direction, both from theoretical considerations, but especially practical, to support the performance of the companies.

Moreover, research in other countries has shown that the expression of both constructs differ depending on the existing culture in the region and time period, because obviously, time changes may occur; they have attributed such differences between levels of commitment, satisfaction and other associated constructs cultural differences (Clugston, Howell, Dorfman, in press panorama II; Kanungo & Wright, 1983; Lincoln, 1985; & Kalleberg Luthans, McCaul, & Dodd, 1985; Near, 1989; Palich, Hom,Griffeth, 1995; panorama II Sommer, Bae, Luthans, 1996; panorama II Verkuyten, de Jong, 1993, apud & Masson. Kirkman, Shapiro, 2001) Panorama II. For example, Luthans and colleagues (1985) found that during that time, contrary to popular belief, the U.S. had an organizational commitment level higher than in South Korea or Japan. On the other hand, Palich and his colleagues (1995) have 15 research companies by heightening European and multinational Canadian affiliates of American and some have found that their culture is the trend towards individualism

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(promoting one's own interest in favour of the interest of the sausocietății group) and uncertainty avoidance (world-level at which a society feels threatened by uncertainty and high-risk situations of ambiguity).

Moreover, the link between a geographical culture and organizational values what is formed still remains a vast and incompletely understood concern, despite the number of existing research. In fact, according to Hartnell et al. (2011), apud. Lee, and Louis, Raschke (2016), there are more than 4600 studies concerning the effect on the organizational practices and culture, however, the author concludes that "the link between culture and values still lacks a comprehensive theory". Meta-analyses show that, regardless of the typology and classification variables used for the quotas should be taken into account, the kinds of culture are in connection with the organizational values, and with mediators and moderators in their HR practices, such as the commitment, leadership, satisfaction at work, or behaviors "turnover", explaining the creation of organizational values (e.g., Pinho Rodrigues, & Wingman , 2014; Wilderom, van den Berg, & Wiersma, 2012, apud. Lee, Raschke and Louis, 2016).

6. CONCLUSIONS

Therefore, it is necessary to do a study to try to capture the expression of the two constructs and the link between them in the context of Romanian companies, considering that this is a real importance for ensuring sustainable organisational development and to encourage performance. As Kaliannan and Adjovu (2015) noted in a case study about organizational commitment, HR practices and organizational success, "Although the concept is there for some time, rigorous work don't really existed, although the commitment is one of the essential tools in talent management,especially considering the current direction of talent retention." From empirical observations, this trend of talent retention

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in favour of recruitment of talents is materialized lately and in companies. Practices of on-board-ing are given more importance in the organizational development programmes and that is why we consider it important to understand the forms of manifestation of the two constructs measured in the context of research and understanding of the link between a particular type of organizational culture and a specific type of engagement.

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