BABEŞ-BOLYAI UNIVERSITY, CLUJ-NAPOCA

FACULTY OF SOCIOLOGY AND SOCIAL WORK

ORGANIZATIONAL CULTURE AND ITS PSYCHOSOCIAL DETERMINATIONS ON EMPLOYEES

Abstract of PhD thesis

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Cluj Napoca, 2010

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KEY WORDS:

organizational culture, power culture, role culture, achievement culture, support culture, psychosocial determinations, stress, satisfaction, personnel flow, organizational mission, values, presumptions, existing and preferred culture

THESIS ABSTRACT

The aim of our thesis is to understanding the organizational social field, its formation and evolution, as well as the importance it has for an organization's existence and development for the employees' life and activity. Study of specialized bibliography and previous research on this theme, as well as initiating a personal research on a representative of the non-governmental organizations in Cluj-Napoca have allowed us to create a clear and realistic image of the organizational culture as a whole, and specifically of its psychosocial determinations on employees.

Our thesis is divided into four chapters comprising the analysis of the previous relevant studies on organizational culture and of three of the culture's main consequences on the staff, both by theoretical documentation and by presenting the personal research.

The **first chapter** of the thesis is divided into five subchapters, presenting the organizational culture as a theoretical construct, with its sociological understanding through time, its modalities in defining culture and analysis of explanations belonging to different authors about the formation and evolution of culture in the social space, with organizational culture's structure and typologies, with organizational elements influencing or being influenced by culture, and culture's effects on the personnel, as well as with presenting the Romanian specific organizational culture.

The concept of *organizational culture* has its origins in sociology and social anthropology, being the key word for explaining the nature of social order (Bârsan, 1999). The beginning of the organizational studies has been established between years 1937 – 1947, however the first consistent analyses relating organizations and institutional theories appeared in the 40s (Scott, 2004, page 41). As organizations achieve a definitive structure and a distinct identity, after they start to accumulate specific values, they become a subject of study more frequent to researchers, their analysis refines by passing through processes and mechanisms which make possible its functioning.

From the sociological point of view, culture brings into societies the attitudinal patterns desired, as well as patterns for solving problems and establishing inter-human relationships.

The sociological approach of the organizational space is based upon its projection as a social system. Buzărnescu (1995) analyzes the organizational structures as "ideal patterns of social realities" (page 128) where organizational culture is defined by a way of life and civilization which most of the employees adhere to, with formal or informal norms and rules present in the defined organizational space. The sociological interest towards organizational space has in its centre specialized inter-human relationships integrating a complex socio-human system.

Study of organizational culture has been, and still is, an object of study for various research fields: organizational sociology, organizational psychology, management, economy. The confines of approach and analysis have not always been so clearly marked, so that overlaps and interferences appear in research and goal.

The approach in the present study is an interdisciplinary one, considering that hiring – apart from the methods specific to organizational sociology and the complementary methods and theories within organizational psychology – brings improvement in the degree of understanding the studied object, a clearer image of the evaluated organizations' situation and an additional force in achieving the proposed goal.

Most of the elements of a culture are invisible, without their messages being known in each situation, without looking for foundations and consequences, but being lived as such. They are simply taken through the socialization and social learning process.

The formal channels transmitting culture are divided by Ziliberberg (2005) into four categories: stories (having the purpose of anchoring the present into past), rituals (with the purpose to express and reinforce fundamental values, to promote myths and assumptions), material symbols (bring light to the degree of egalitarianism desired by the management and to the adequate behaviour), language (with the purpose of identifying members of a culture or subculture). Each one of these, through organizational socialization, takes roots in the members' behaviour.

As for culture's typology, in the specialized literature there are many categorisations of organizational culture; these categories depend on the used criteria, type of organization, social culture the organization is part of, analysis levels, and on the directions of interest. Our thesis presents various typologies, with their characteristics and

descriptions of their components, with their advantages in understanding the culture on the whole.

Analyzing the notions connected with organizational culture, influencing its evolution and dynamics, we have both mentioned them and particularly described the way this interference is encountered in the organizational field. Among the elements of influence, we name: national culture, managerial culture and organizational climate.

In the Romanian organizational space, determination and understanding of the cultural specificity must take into account the national specificity, the historical and political orientation of the country, the socio-economical changes, as well as the European management influences marking the professional conscience.

Within the cultural sphere of the organizations in Romania, it has been generally noticed a high competitiveness; people invest much trying to prove that they are better than their workmates, in spite of the proposed goals and personal tasks. This behaviour is encountered in almost every employee interaction. In this context we also find the withdrawal behaviour with people feeling defeated and refusing to recognize their mistakes. These types of behaviour generate stress and conflicts at an individual level, as well as the organization's dissolution and its splitting into sides.

At the end of the first chapter we present the societal and organizational influences of culture, emphasizing in this manner the importance culture has in the development of the organizational activity and in the personnel's life. It influences people's view on work, organizational functionality, employees' stimulation towards involving in goal achievement; it also influences the organizational stability, representing a frame of reference for employees, in their integration, in role and behaviour management, in keeping and transmitting organizational values and traditions, in protecting personnel against the environmental threats, in the members' cohesion within the organization.

Consequences at the individual level reflect the organization impact on the personal welfare and on its employees' attitude; they are both positive (role clearness, motivation, satisfaction and intention of remaining in the company) and negative (role conflict, job insecurity, personnel flow and stress). Organizational culture has consequences within the organizational environment and also at the group level, indicated

by the organization's integration and coordination level of employees' and departments' efforts.

The **second chapter** presents some theoretical and practical research patterns of the organizational culture, including the results of the personal research on the culture of Cluj-Napoca organizations, as well as results of other research with the same explicative example.

Among the general investigation strategies of organizational culture we mentioned and developed: the laboratory experiment, the field study, the sociological survey, the meta-analysis of secondary data, studies using the Q methodology, case study, analysis of the process of new members' socialization, analysis of convictions, values and assumptions, analysis of the responses to critical incidents in the organization history, exploring the noticed problems, diachronic and synchronic study, the interview, culture description, evaluation of the cultural risks.

The sociological and psychological diagnosis patterns of the organizational culture we have referred to in this chapter are the following:

- *Circumplex Pattern* – elaborated by Human Synergistics International and applied in Romania in 2006 on a population of 155 organizations across the country. The pattern is based upon four value systems an organization focuses on: security, task orientation, satisfaction and people orientation; it divides culture into 12 types belonging to three big categories: the defensive/passive style, the aggressive/defensive style and constructive styles. Research results show for Romania a clear dominance of the competitive style, the organizations being strongly defensive and dominated by aggressiveness. Employees try to win in front of the others in order to be noticed, using force and pressure. As for the ideal culture diagnosis, we can notice a big orientation difference compared to the existing culture, even a clear opposition. The dominant style for the ideal culture is the constructive one, more exactly the results based style, the secondary one being the self-developing style. People are animated by good intentions, desire the best for each other, have aspirations regarding the behavioural norms which should make the organization functional.

- *Evaluating culture on the basis of an inventory of elements defining it* – including here: values, symbols, rituals, ceremonies, myths, attitudes and behaviours. This pattern has also been applied on some Romanian organizations (Năstase, 2004).

- *Cameron-Quinn diagnosis pattern (OCAI)* – having as a fundament culture's division into four types: "clan", market, hierarchy and "adhocracy" types (Cameron, 2006).

- *Harrison's diagnosis pattern of culture* – using culture's division into other four categories: power, role, success and support types of culture. This pattern was applied in 2002 by Knowles, Reddy and Konczey in an international research, and the synthesis of this research results s presented in the second chapter of this thesis. This pattern has also been used in the personal study on culture, whose results are detailed in our paper.

Our personal research was developed in all non-governmental organizations in Cluj-Napoca which provide social services, are accredited and have more than 10 employees; meaning 14 organizations and 188 employees.

The methodology we used included an organizational diagnosis questionnaire elaborated by Harrison (1992); Perceived Stress Questionnaire elaborated by Levenstein in 1993; the satisfaction degree evaluation, using an evaluation scale in eight dimensions elaborated in a pilot study effectuated on an outside organization; the structured interview with the organizations' leaders, having as a purpose on one hand identifying the personnel flow and discovering the declared mission of the organization, and on the other hand observing the problems existing in the organization, their solving strategies from the leader's perspective, with a subsequent compared analysis between the leaders' and the employees' view on these research themes; a questionnaire evaluating the level of employees' knowledge about their mission.

Results have shown, at a general level, the predominance of the achievement oriented culture, both at the existing and preferred culture level, and with avoidance at a large extent of the power oriented culture at both levels (table 1).

Table 1. *Scores for existing and preferred cultures[1]*

	Power		Role		Achievement		Support	
	Medii	St. dev.	Medii	St. dev.	Medii	St. dev.	Medii	St. dev.
Existing	30.98	4.32	40.78	2.77	41.51	2.75	36.72	3.51
Preferred	22.93	4.34	39.40	2.57	46.64	2.69	41.02	2.97

This high degree of homogeneity comes to confirm the statistical data of Knowles, Reddy and Konczey (2002), who prove with the same instrument that there is a tight correlation between cultural orientation and the specificity of employees' work. In our case, this is the only homogeneity factor: the fact that all organizations provide social services under conditions of non-governmental financing.

Population's homogeneity on work specificity helps us in drawing up a general preferential profile of the studied population, profile which shows a clear orientation towards achievement (m=41.51) and support (m=41.02), that is in the humanist direction, of internal fusion of the organization and an avoidance in a great extent of the power character (m=22.93) and rigurosity in task fulfilling (m=39.4), where the general score is much lower.

More detailed statistical analysis indicates the presence of a close association between the existing and preferred culture characteristics for each type of orientation. Thus, it is obvious that the existence of a certain type of culture corresponds in a great extent to the wishes and preferences of the average employees of that specific type (table 2).

Table 2. *Test t for pair variables applied to all four cultural orientations[2]*

| Variables	Diferența mediilor	t	p
Power - existing & preferred	7.33750	.410	.000
Role - existing & preferred	1.35000	.359	.000
Achievement - existing & preferred	-4.48125	.345	.000
Support - existing & preferred	-3.82500	.525	.000

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[1] Correspondent of table 8 from the thesis.
[2] Correspondent of table 9 from the thesis.

Power oriented culture, with the lowest score both at the existing and preferred levels, has a higher degree of association between the two (t=0.41, p≤0.01); fact which indicates that this type of orientation is the less present in organizations, for it is not perceived as necessary and desired by employees.

We also noticed in our research a high uniformity of the cultural preferences and orientations; in all organizations achievement oriented culture dominates and the power culture is slightly desired.

Figure 1. *How scores were distributed among organizations[3]*
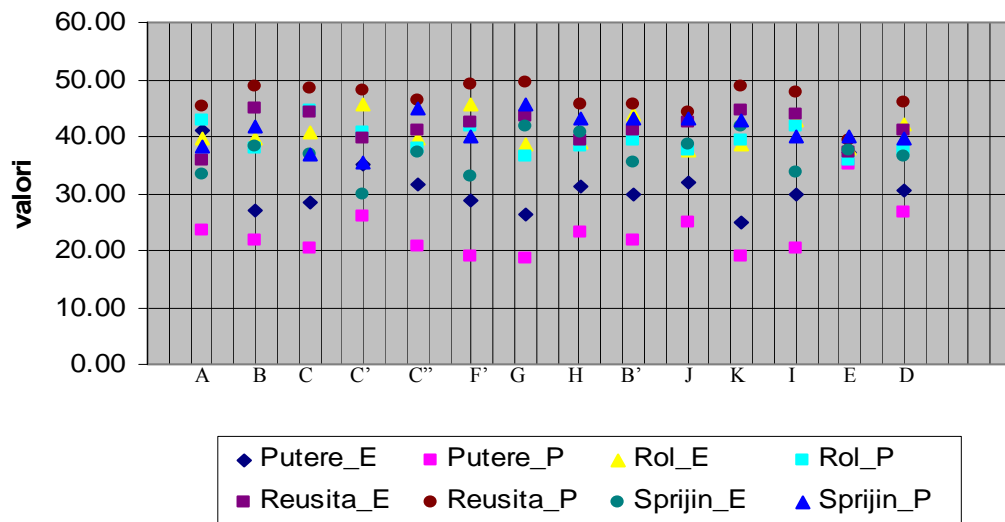
The detailed presentation of the way in which these scores are distributed at the level of organizations (figure 1) and the comparison of results, as well as the elaboration of results' explanations and interpretations are a major part of this chapter's consistency.

Within most of organizations values do not know big differences for varied types of culture, except the scores given to the power oriented culture, having a low score in the case of most organizations, especially at the preferred level. This uniformity of opinion concerning the rejection of the power oriented culture can be related to the type of activity developed within social services, where collaboration and teamwork are the foundation of functionality.

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[3] Correspondent of figure 19 from the thesis.

Thus it is confirmed Mullender's theory (2002), who said that in organizations provinding social services "professional autonomy" is the goal of practice, organizational hierarchy being a destructive factor for the developed activity.

In the last part of the chapter we elaborated a statistical analysis of the relation existing between the organizational culture specificity and the socio-demographic characteristics of the studied population. Results indicate a correlation between the respondents' age, seniority, level of study and their preference for a certain type of culture. The statistical data and the ways of interpretation represent the final part of the second chapter of our thesis (table 3).

Table 3. *Correlations existing between types of culture and population's characteristics[4]*

	power		role		achievement		support	
	existing	preferred	existing	preferred	existing	preferred	existing	preferred
age	-.058	.135	-.152	-.208[**]	-.035	-.103	.241[**]	.205[**]
seniority	-.041	-.143	-.011	-.039	.034	.080	.066	.236[**]
years of study	-.025	-.215[**]	-.079	.033	.104	.302[**]	.073	.164[*]

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Thus, we have a positive correlation which is very significant between age and support oriented culture both at the real and ideal level (existing r=.241[**] p≤0.01, respectively preferred r=.205[**] p≤0.01), fact indicating us a growth of the support oriented culture with the advancement in age.

Young population feels to a lesser extent the need to place harmony and good relationships before achieving goals and fulfilling tasks, while for the older population respect and mutual support for employees is extremely important and represents the main source of satisfaction (Knowles, 2002).

The real situation shows that there is a significant correlation with the respondents' age only towards the support oriented culture; the older they are the more obvious the presence of valorizing mutual support and harmony is, the value of correlation being of .241 (p≤0.01) in case of this characteristic.

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[4] Correspondent of table 10 from the thesis.

We find an important correlation – but in a negative way – between age and the preference for the role oriented culture (r=-.208, p≤0.01). The same type of connection is also found in Knowles's research (2002), who explains this value by the respondents' wish to assume difficult tasks and to prove their value, according to their engagement within the organization. This wish to assert themselves is more obvious among younger population, however the older the respondents, the lower the need to engage themselves in achieving goals in favour of building harmonious relationships with the other employees.

Regarding the employees' seniority in the organization, there is a close correlation, in a positive way and only at the preference level, with the support oriented culture (r=.236, p p≤0.01); this correlation reinforces somehow the previous significances related to age, because most often the older people are the persons having greater seniority. The test of correlation between the population's seniority and age suggest us the same thing, the correlation being of r=.48, p≤0.01.

We have also presented a concise analysis of the problems and error sources which might appear in the study of organizational culture, as well as a short presentation of the possible situations and of the factors which might determine its occurrence.

Analysis of the psychosocial determinations of culture on employees represents the theme presented in the **third chapter** of our thesis. Three of these determinations were subject to analysis and research: stress, satisfaction and personnel flow; they are described in our paper as they are here mentioned, and they constitute a subchapter of the thesis each one. All these three determinations are firstly presented in a synthesis of the studied specialized literature, and then by the description and interpretation of the personal research results on these characteristics, in statistical analyses of the existing relation between each determination and culture's characteristics, as well as between the determinations and the socio-demographic characteristics of the population.

Occupational stress is analyzed in our thesis both from the perspective of its definition and understanding, of its causing factors (sources of stress), typology, of the consequences stress has on employees and of the organizational functionality, of the way in which it is present in the organizational reality in Romania and abroad, and from the

perspective of the possible solutions which may be applied in order to reduce the negative effects of stress and to ameliorate its consequences.

Results of our personal research on the presence of stress in Cluj-Napoca organizations, included in the research, indicate a general stress level of 62.3, that is a moderate stress, according to the standardisation made by Levenstein (1993), but the variation in responses was high enough, the responses ranging between 35 (minimum), respectively a very low level of stress, until 96 (maximum), indicating a high level of stress. These data have been subsequently analyzed at the level of the organizations' results (figure 2) and of the standard deviations occurred; thus we can notice an heterogeneity of population both within the same organization concerning the stress perception, and internationally.

Figure 2. *Distribution of employees' level of stress according to the organizations they are part of*[5]
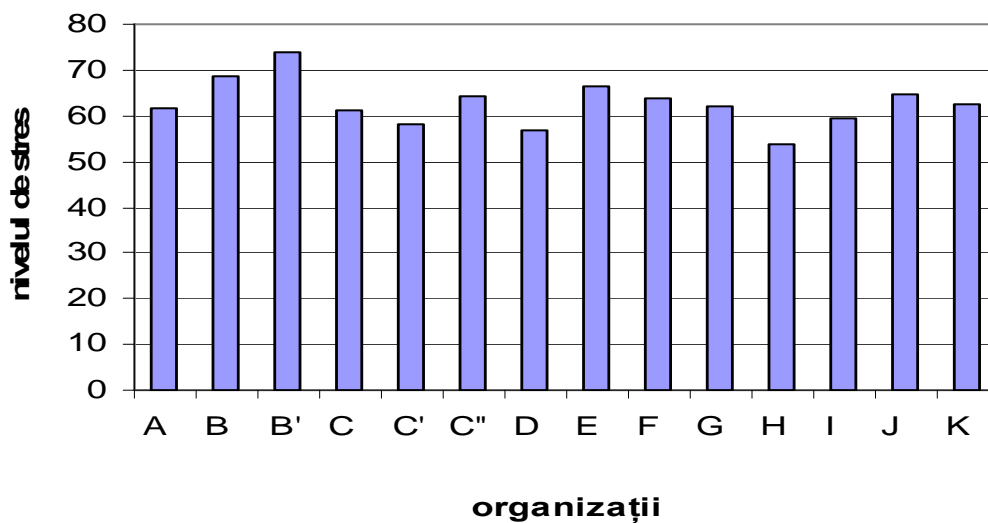
Then we observed the distribution of scores for stress depending on the employees' position, age, gender and studies, with associations and correlations, as well as regression analyses in order to capture the existing connections between stress and socio-demographic characteristics of the population. Results of these analyses have indicated the lack of a significant relationship between population's characteristics and the way stress is perceived.

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[5] Correspondent of figure 25 from the thesis.

The analysis of the intereference existing between stress and organizational culture in the socio-organizational system is presented at the end of the subchapter. Significant data within the framework of these analyses resulted only at the level of the correlation between the existing culture and the stress degree, in comparison with preferred culture, which did not show significant values from the statistical point of view.

The statistic analysis of the correlation between stress and the type of existing culture shows the existence of a correlation – the possibility of generalizing between stress and two types of culture: power oriented culture (r=.279, p≤.01) and the support oriented culture (r=-.234, p≤.01), as well as an average level between stress and achievement oriented culture (r=-163., p≤.05).

The positive correlation of the power oriented culture and stress suggests the fact that the more obvious the characteristics of the power oriented culture in an organization, the higher the level of stress.

Analyzing the influence the type of culture has on stress we effectuated a linear regression analysis, from which significant data resulted only in the difference between the existing and preferred culture in case of the power oriented culture (beta=0.312, p≤0.01) and in the support oriented one (beta=-0.192, p≤0.05).

Therefore, the level of stress is influenced especially by the difference between the existing and preferred culture on the power orientation, decreasing with the reduction of the difference between the existing and preferred culture, because the exercise of power is felt as a pressure factor by employees.

The satisfaction with work – as another consequence of the organizational culture on employees – is presented in the second part of the third chapter, both by mentioning how it is seen and explained by the specialized literature and by presenting the results of the personal research on employees' satisfaction as a whole, and of the relation existing between the latter and the cultural and socio-demographic characteristics of the studied population.

It was understood and explained in different way through time, by referring to "the driving" and "hygiene" factors, by referring to motivation, to the theory of transactions, by referring to the labelling theory, to productivity; all these points of view on work satisfaction are presented in our thesis. We also made a survey of some sources

of satisfaction for employees and of the elements tangential to satisfaction in the management structure.

We present hereinafter the profile and the socio-demographic determinations of satisfaction in work for the employees of non-governmental organizations in Cluj-Napoca, included in the research group. Results indicate a general high degree of satisfaction, 4.15, knowing that score 5 represented the maximum level of satisfaction, while score 1 represented the maximum level of satisfaction.

In order to have a clearer and more specific image of the satisfaction sources, it is necessary to observe the distribution of this score on the 8 dimensions included in the evaluation (figure 3). Thus, we notice a low degree of satisfaction with rewards (3.76) and with the possibilities of personal development (3.94), while the satisfaction with the team (4.35), with the leader (4.29) and with the work conditions (4.29) is higher.

Figure 3. *Satisfaction degree of employees towards some charactersistics related to the working place[6]*
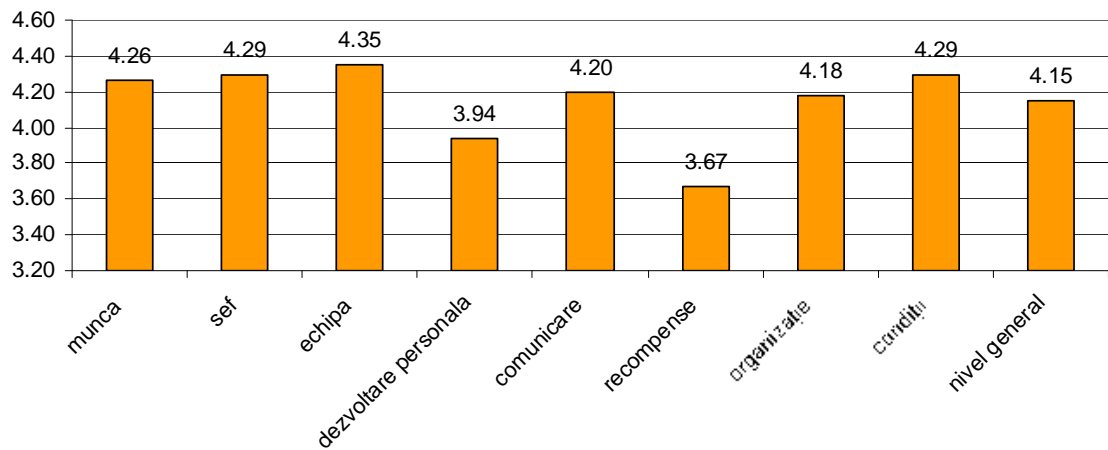
From these correlations one can notice that the predominance of power is closely related to the reduction of the degree of satisfaction towards the leader (r=-0.403, p≤0.01). Therefore, the two variables influence each other, and the predominance of power determines directly a decrease in the satisfaction towards the leader.

In order to capture more exactly the possible sources of employees' insatisfaction within the framework of the interview with the leaders, one of the questions was: *What*

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[6] Correspondent of figure 24 from the thesis.

are the sources of problems which affect mostly the performances and the employees'
degree of satisfaction? Uniformly, all leaders answered this question saying that the lack
of financial resources prevails:

> *"If we had money the rest of our problems would disappear: the*
> *corresponding remuneration of employees, their motivation, the development of*
> *services, a more consistent support of the beneficiaries, provinding the equipment*
> *and the necessary devices for the development of work..."*

Three of the leaders pretended that the only source of problems is the
insufficiency of money needed for the development of activities, considering that all the
other reasons for dissatisfaction depart from this only cause. As immediately following
barriers, leaders mentioned most frequently those affecting the development of activities,
such as:

- *difficulties coming from beneficiaries,*
- *insuficient promotion of the organization's image*
- *high fluctuation of personnel*
- *weak collaboration with the other organizations and with national institutions*
- *lack of a continuous preparation (because of the lack money)*
- *lack of a long-term strategy*
- *lack of human resources (correspondingly qualified personnel)*
- *lack of a corresponding legislation for a good development of the activity in the*
  NGO
- *insufficient support of organizations from the state*

However, there were leaders who had a clearer view on the changing possibilities
necessary for the increase of employees' degree of satisfaction and for improving the
organization's functionality, among which the most frequent mentioned strategies were:

- *"offer specialization courses to employees"*
- *"motivating the employees and increasing their self-confidence in their own*
  resources"
- *"finding a professional for the promotion of the organization's image"*
- *"reduction of personnel"*
- *"adaptation of the program to the beneficiary's needs"*

- *"reduction in work overload by an increase in the number of employees"*
- *"emphasis of the infrastructure development"*
- *"a more efficient collaboration with the other institutions and organizations"*
- *"finding a location more adequate to the development of activity"*
- *"identifying of some clearer evaluation criteria for the performances of employees"*
- *"increasing the number of services and clarifying the personnel specification for each employee"*

Concerning the employees' age, there is a postitive conection between this age and the satisfaction with the organization as a whole (r=0.24, p≤0.01), with the communication in the organization (r=0.26, p≤0.01), as well as with the work conditions (r=0.18, p≤0.05). It is obvious that an increase in population's age brings along an increase of the degree of satisfaction with the organization, communication and work conditions. This happens especially due to younger persons who tend to be more critical, the degree of tolerance increasing with age.

We can understand that there is even an influence of age and seniority in organization on the degree of satisfaction; thus, advancing in age determines an increase of the degree of satisfaction (beta=.292, ≤0.01), while seniority in organization brings along a decrease of the employees' level of satisfaction (beta=-.229, ≤0.01). The explicative power of this pattern is reduced (R^2=.073), however the data provided this analysis are extremely useful.

Both stress and satisfaction being consequences of organizational culture, the first positive and the second one negative, we could notice – through a regression analysis – how they influence each other (beta=-.343, p≤0.01, R^2=.118), but there is a negative influence, meaning that an increase of the level of stress brings along a decrease of degree of satisfaction.

The interference between satisfaction and organizational culture within the social services was observed by the statistical data analysis, using correlations and regression analyses. Results indicated the lack of an obvious connection between the satisfaction of employees and their preferences related to the characteristics of organizational culture;

however, at the level of the characteristics of existing culture, data show that this is not an accidental connection.

Table 4. *Correlation between existing culture existentă and satisfaction with some management components*[7]

	power_E	role_E	achievement_E	support_E
Satisfaction with work	-.364**	-.079	.332**	.275**
Satisfaction with the employer	-.403**	.058	.362**	.193*
Satisfaction with the team	-.362**	-.044	.279**	.288**
Satisfaction with the possibilities of personal development	-.375**	-.024	.360**	.223**
Satisfaction with communication	-.412**	.058	.344**	.219**
Satisfaction with the rewards given	-.445**	-.007	.405**	.267**
Satisfaction with the company	-.492**	-.007	.400**	.331**
Satisfaction with work conditions	-.259**	-.007	.218**	.171*
General level of satisfaction	-.509**	-.002	.437**	.321**

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Results show a very high index of significance for all types of satisfaction and for three of the cultural orientations: power, achievement and support ($p \leq 0.01$ for all, except for two, where $p \leq 0.05$) (table 4), and the regression analysis reinforces and confirms a clear influence of the characteristics of existing culture (especially the power oriented culture [beta=-.509, $p \leq 0.01$, R 2 adjusted=.255] and support [R2 adjusted=.185, beta=.437, $p \leq 0.01$]) on the employees' degree of satisfaction.

The high negative value of the standard coefficient helps us understand that a growth of the influence and dominance of leader's authority brings about a decrease of employees' degree of satisfaction. The dominance of the power orientation is based on the inequitable access to resources, access controled by leader's authority deciding upon the security degree, working conditions, access to other persons for the responsibilities of the position itself.

In order to have a wider image of the relation between overall culture and satisfaction, we have analyzed how discrepancy between what exists and what people

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[7] Correspondent of table 36 from the thesis.

would want to exist in organization at a cultural level influence their degree of satisfaction. Results of this correlation show a clear relation of this difference both with the degree of satisfaction (r=-0.446, p≤0.01), and with the level of stress (r=0.219, p≤0.01), negative and more relevant in the first case and positive in the second one.

Table 5. *Linear regression analysis regarding the influence between satisfaction and the differences between existing and preferred culture[8]*

Difference between existing and preferred culture for role orientation		Standardized coefficient			R2	R2 adjusted
		Beta	t	p		
Satisfaction towards	Personal development	.366	2.242	.026		
	Communication	.738	3.468	.001	.204	.161
	Reward system	.564	2.673	.008		
	Satisfaction	-2.103	-2.963	.004		

Out of all associations between the characteristics of culture and of satisfaction, we noticed an influence – as a predictive factor towards satisfaction – only from the difference of existing and preferred culture for the role orientation (beta=-2.103, p≤0.01) (table 5). The regression analysis shows us an influence of the cultural difference compared to the following satisfaction tendencies: personal development (beta=-.366, p≤0.05), communication (beta=.738, p≤0.01), reward system (beta=.564, p≤0.01).

The growth of the difference between the existing and preferred culture in the role dimension determines a decrease of the satisfaction degree, the correlation being negative. When role-specific values – stability, justice and efficiency – are exaggerated or insufficiently present in organizations compared to what employees desire, this fact will influence their satisfaction and probably their feeling of belonging to the organization.

The personnel flow is the last indicator of culture's consequences on employees presented in our paper. Personnel fluctuation refers only to the situations in which employees leave the organization, and this fact requires hiring a new team member. Among the most frequent factors determining the high level of the personnel flow are:

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[8] Correspondent of table 45 from the thesis.

low salary, unsystematic work, lack of organizational involvement, low degree of satisfaction, lack of promotion opportunities, lack of personnel integration programs, lack of personal and professional development programs for employees, collaboration disruptions horizontally and vertically within the organziation. There are also external sources of encouraging the staff flow, among which: the market competition, low unemployment rate, lack of a strong trade union.

Apart from the presentation on the whole of the personnel flow and its characteristics, of its occurrence, we also included in the thesis some modalities of reducing the personnel flow, as well as the advantages and disadvantages it implies; among these, we mention: increasing performances if members less involved and less performant leave the organization, improving the correspondence position – employee, saving resources due to the fact that new employees have smaller wages for tasks and competences similar to those leaving the organization, employee flexibility, new ideas inside the organization – advantages – decrease of performances, if we consider that valuable employees leave the organization, more time and energy spent for the instruction and adaptation of new members, costs with the process of staff selection – disadvantages.

The modalities for the calculation of the personnel flow are varied, depending on the indices under discussion and on the activity sector of the organization. Some of the authors propose to calculate fluctuation by obtaining the ratio between the number of persons who left the organization and the number of the new employees contracted in a month (Gilliot, Overlaet, Verdin, 2002).

The effects organizational culture has on the personnel flow are presented by the analysis of the personal research effectuated on non-governmental organizations in Cluj-Napoca.

Results of calculating the personnel flow of the researched population show the presence of large oscillations of values from one organization to another, situated between 80% and 0.02%.

Results show us that most often employees leave the organizations by their own resignation, and only in 6.9% of the cases they leave by the employer's decission of

cancelling the work contract. This means that the extreme measure of dismissal is not a common or desired measure among the social services employees.

Among the causes of employees' leaving the organization as a consequence of their own decision are: personal reasons – 32,8% (change of address, change of profession, leaving the country etc.), wage complaints – 29,3%, task overloading – 15,5% and work-related complaints – 15,5%.

The statistical analysis of the connections existing between the personnel flow and the cultural profile, the degree of satisfaction or the level of stress offer a series of insignificant values, which could not be used for data processing, although in the specialized literature they mention, among the causes of the personnel flow, the employees' level of stress and satisfaction, the latter being considered as causing stability more with the working place and less with increasing performances (Deaconu, 2004).

This situation can be explained by:
- The studied group was small enough and did not allow advanced statistical analyses related to the correlations existing between the personnel flow and the other managerial components studied;
- Lack of a direct influence between the personnel flow and the cultural profile, the level of stress or the degree of satisfaction;
- The personnel flow is so greatly influenced by other factors external to the organization (movements in the labour market, competition, economic crisis situation etc.) (Valentini, 2005), that without taking them into consideration we can not have the real image of the interference between the personnel flow and the organizational culture;
- Incorrect nature of data, as the data was not obtained by consulting the accounting evidence, but only by the leaders' declarations.

The final chapter of the thesis presents the conclusions and the development perspectives. Among the general conclusions we mention here:
o the general image within the cultural profile of the non-governmental organizations in Cluj-Napoca shows a rejection at great extent of the power oriented style, and employees' orientation towards achievement culture;
o dominant existing and preferred culture is the same for almost all organizations;

o presence of an homogeneity of scores for the cultural profiles among organizations indicate an uniformity of cultural development, their common item being the type of developed activity (social services);

o existence of a different preference of the population towards one or another type of culture, depending on age, seniority in organization, gender or level of studies;

o it is encountered a pronounced support orientation of the older population, with a greater seniority and with a higher education level, while the preference for the power oriented culture is more characteristic to the population with fewer studies;

o the level of stress in NGO employees is a moderate one, but has big perception differences from one organization to another and even from one employee to another;

o the level of stress in organizations increases along with the increase of the predominance of the specific features of the power oriented cultural profile and decreases along with the increase of the predominance of the support oriented culture;

o the general degree of satisfaction in the studied population indicates a level high enough, but having oscillations from one organization to another;

o personnel within organizations tends to perceive in the same way the degree of satisfaction;

o the highest degree of satisfaction is felt towards the team work, and the lowest degree of satisfaction is felt towards the reward system.

o we can notice a decrease of satisfaction along with the increase of the predominance of the power oriented culture characteristics and an increase of satisfaction along with the increase of the support oriented culture characteristics;

o a decrease in the level of stress brings along an increase in the degree of satisfaction.

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