

The Relation between Organizational Culture and the Need for Management Training

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Abstract: When the problem of developing of a career in an organization is raised, almost every time there is the question: to whom belongs this responsibility? If we accept the premises of the psychological contract between the individual and the organization (by which the person integrates its personal purposes in those of the organization), then we can consider that the organization is the one that should implicate in the development of the career of its members. If we accept a strategy of calculable type, then the individual should be responsible for its own development, all along his professional life.

In reality it is difficult to choose between these two positions and we take an approach of the type: the responsibility belongs to both partners, but it obtains specific notes depending on the culture of the organization and can be materialize in different forms of capitalization of the human potential.

This paper is a study of case realized in a Romanian organization, which had as an objective the identification of the relation between the characteristics of the organizational culture and the needs to train that the managers of this organization have.

Key-Words: -Organizational Culture, Needs for Management Training, Managers, California Psychological Inventory, Meyers – Briggs Type Indicator, Career.

1 Introduction

When the problem of developing of a career in an organization is raised, almost every time there is the question: to whom belongs this responsibility? If we accept the premises of the psychological contract between the individual and the organization (by which the person integrates its personal purposes in those of the organization), then we can consider that the organization is the one that should implicate in the development of the career of its members. If we accept a strategy of calculable type, then the individual should be responsible for its own development, all along his professional life.

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2 Methods

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the identification of the relation between the characteristics of the organizational culture and the needs to train that the managers of this organization have.

Any training program has as premises an analyze of the needs of formation, that needs to be placed in the context of another analyze, of organizational level [2],[3],[4].

2.1 Diagnosis of the organizational culture

To catch the impact of organizational culture in the plan of the training needs that the managers of this organization have, we realized the analyses on several levels of the organizational culture, with a questionnaire that identify the type of culture, questionnaire proposed by Handy (1985)[5].

2.2 Diagnosis of the managers' features

Initially the searching included 120 managers from which 114 managers offered valid answers to the test administrated within the framework of organizational analysis. From these 40 managers were selected, the approach of evaluation implying:

- the biographical interview – we considered the following elements – age, civil status, educational and professional training, professional experience and professional route.
- applying The California Psychological Inventory (CPI), using standard scales from the 462 items version, to which was added the Lp plate (the potential as a leader);
- applying MBTI (Meyers – Briggs Type Indicator), the G form, with an accuracy of 0.83 and an internal validity of 0.88, with the average of 0.86.

3 Results and Discussion

The obtained data suggest that nowadays, at the level of the entire firm the four types of culture (power, task, person and role) have an appearance frequency relatively equal (between 21% & 28%). This situation seems to be in contradiction with the image of traditional firm, with a strong cultural identity which both the top-management and its subordinates promote, fact that determined us to vary the evaluation and to ask the subjects to respond referring to the three temporal dimensions: past, present and desirable future.

At the past dimension (until about 1994), the culture of the type power receives the 1st rang, in its interior functioning a predominant management of transactional type. In that culture there is a central source of power (starting from the general manager), which extends its influences from the center on the outskirts, through the key subordinates. With these persons, the manager established the emphatic contacts and set the basis of a transaction: they benefited by total confidence, they could achieve personal objectives; all these in exchange of assuming the role of intermediary link that facilitate the approaches of extending a sphere of power.

The subordinates that enter a transactional type of relation were recompensed and the beneficence of entering the power and influence network is great. Moreover the social and economic medium in which the organization functioned at this date motivated that the benefits of accepting the imposed transaction of this type of culture (the social confusion, the inflation, the economic instability, the uncertainty regarding the work place etc.).

The rebels and the true opponents were discretely eliminated so, gradually the firm became a big concentric network, in which everyone knows everyone and in which you could find frequently enough couples of employees of the type husband-wife, parent-child or even entire families. Moreover,

the private work conditions (new environment, away from families, tougher life conditions, with potential high risks etc.) structure at the level of productive divisions a relation between managers and subordinates of a more special type, almost with a protective tint, slightly parental (“a big happy family”).

After 1994 and till present a significant organizational change starts, sustained in the present by the management of the firm and perceived with disappointment especially by the employees with length of service. Gradually, “the big happy family”, “shepherded” by a kind parent, was no longer useful so an orientation towards a new type of culture takes place, the so-called culture of the type role. In the interior of this culture a transactional relation is kept but, unlike the previous one, which offered benefits in exchange of the obeisance and the extension of the power and influence networks, the present transaction demands competence and efficiency and offers advantages, especially of the financial kind.

The new culture abandons the image of “big happy family” and promotes particularly the orientation toward the client, toward quality and less toward the employees. The strategy is calculative; the employees receive financial advantages according to the performances they make (“we offer good salaries for quality services, realized in limits stipulated by contract”). Many formal procedures, which render more difficult the functioning of the organization, appear.

But this new organizational culture is suggested to some new employees that have lived in a culture of the type power, in which the initiative is not rewarded and in which values like friendship, empathy, the interpersonal opening plays an important part.

In this context cultural confusion appears, because the culture of the type role, centered on the management of quality but without a proper motivational support, does not generalize at the entire level of the firm. So it is explained why a part of the employees stay in the culture of the type power (the old guard), and a part adopts a culture of the type role (the typical example would be young managers with a behavioral orientation of the western and even over-technicality type). In such a cultural context, the appearance of a culture of the type person is explained, centering on obtaining individual objectives and then those of the firm.

The desirable culture is perceived as being the culture of type task. The less desirable culture is the one of type power (receives the 4th rang from 81% of the ones investigated), followed by the culture of the type role (receives the 3rd rang from 64% of the

ones investigated). What catches attention is situating on the second place the culture of the type person, which suggests that if the management of the company does not implicate itself rapidly in the orientation of the culture towards a culture of the type task is probable enough to be instituted as a dominant culture centered on individual objectives and less on organizational ones.

Following the application of The California Psychological Inventory (CPI), we obtained the following statistic data to the level of the entire lot of managers:

CPI Scales	Average	Std. Dev.	Min	Max
CPI Do	28,40	3,29	16	35
CPI Cs	18,90	2,51	12	27
CPI Sy	25	3,17	16	32
CPI Sp	26,31	3,50	17	39
CPI Sa	19,40	2,51	13	37
CPI In	21,10	2,31	13	25
CPI Em	21,29	3,83	12	29
CPI Re	28,62	3,26	18	35
CPI So	34,80	4,20	25	41
CPI Sc	25,23	5,80	11	35
CPI Gi	25,62	6,10	11	37
CPI Cm	33,10	2,00	28	37
CPI Wb	34,26	3,41	21	38
CPI To	19,22	3,81	13	26
CPI Ac	29,10	3,52	21	38
CPI Ai	25,11	4,10	19	32
CPI Ie	32,10	3,41	21	38
CPI Py	17,62	2,92	11	25
CPI Fx	9,21	3,56	5	19
CPI FM	13,87	2,17	7	22

Table 1 – Statistic data obtained at CPI standard scales

Following the modal profile that has resulted we can assert that the investigated managers are grouped in the Alpha Type of behavior with a superior level of realization and it is characterized through [6]:

- as far as the style and the interpersonal orientation (the Do, Cs, Sy, Sp, Sa, In and Em scales) – the values vary around T – 60, so they are strong, dominant persons, with initiative, capable of exercising leadership, ambitious, active, enterprising, sociable, lacking complexes, self – assured, with emphatic qualities;

- as far as the normative orientation and the plan of values (the Re, So, Sc, Gi, Cm, Wb and To scales) – medium values vary around the T – 50 value, so they are responsible, with a medium level of socialization, optimistic, correct, with self-

control, preoccupied to make a good impression, tolerant in general;

- regarding the cognitive and intellectual functioning (Ac, Ai, Ie scales) – the medium values vary around the T – 50 value, so they are intellectually efficient, capable, organized, independent, they assume responsibilities;

- as for the role and personal style (the Py, Fx, FM scales) – the medium values vary around the T – 60 value, so they are receptive, flexible.

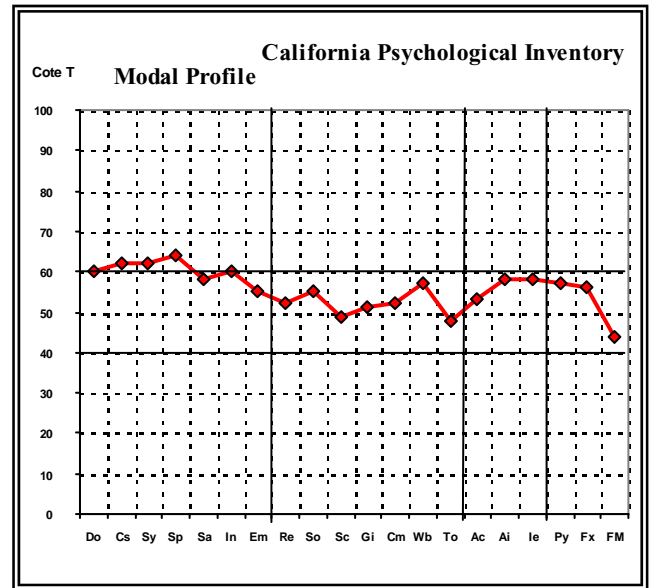


Fig 1 – The modal profile of the manager

The results are similar with the ones given by another study [7], with the exception of the scales Em, and To, where higher scores were obtained.

The data suggest the necessity to detail and the managerial styles so that is why the approach to identify the individual needs of training imposed also the use of MBTI. It is estimated that in the present MBTI can help the managers and their organizations to change.

Psychological types have been adapted to the managerial positions, being able to be considered as managerial styles, that have been then evaluated as far as the strong and week points, without suggesting by this that some of them can lack value.

The identification of some qualities was in view, with the purpose of their maximal capitalization, as well as some weaknesses, with the purpose of neutralization or correcting them [8].

As to the profiles obtained by us, we notice that the most frequent type is ISTJ (12 subjects), followed by ESTJ (11 subjects), ESTP (8 subjects) and INTJ (5 subjects). The other psychological types have a low frequency of appearance.

Managerial Style	Strong Points	Weak Points
S (sensorial)	Pragmatic, assertive, directive, orientated toward results, objective, is basing his opinions on what he knows, realistic, competitive, trustful.	He lacks long term projects; first he acts and than thinks, he does not trust others, dominant, arrogant.
N (creativity)	Original, imaginative, creative, idealist, tenaciously intellectual.	Unrealistic, fanciful, lacking a reality sense, dogmatic, lacking practical sense.
F (feelings)	Spontaneous, persuasive, emphatic, loyal, unleashing the feelings of others, nonconformist.	Impulsive, manipulative, sentimental, personalizes everything, arouses conflicts.
T (thinking)	Efficient communicator, deliberative, prudent, objective, analytic, rational.	Irresolute, exaggeratedly prudent, too analytical, too serious, rigid.

Table 2 – Characteristics of managerial styles according to the psychological type

- ISTJ – introverted sensorial with the thinking as secondary function: they are realistic, practical, scrupulous as for the exactitude of the data, responsible, with a sense of duty; calm in crises situations, serious, tenacious, good organizers, rather conservative (they are searching for solutions by reporting to past success); they are expecting others to be logical and analytical, which arouse them difficulties in the relations with the subordinates and the superiors.

- ESTJ – thinking of extraverted type with the sensorial as a secondary function: they are logical, analytical, hard to convince other than by reason, centered especially on work and less on people,

tenacious, they take risks, even too rapidly in the detriment of the detailed examination; very little sensitive to other people feelings.

- ESTP – extraverted sensorial with the thinking as a secondary function: they are finical, adaptable, realistic, they are looking for solutions and they do not impose arbitrary decisions; they learn more from personal experience than from study: they prefer the logical analysis of the concrete situation in which he does not mix feelings or personal values; opened, tolerant including toward themselves.

- INTJ – introverted intuition with logical thinking as secondary function: they are innovative, no matter the current mentality or the position of the authority, independent, obstinate, cannot tolerate routine, they grant competition a great value, ready to lead others as rough as they lead themselves; they establish their goal with such a clarity that they end up not to be able to discover elements that could be in conflict that goal (the different points of view or feelings of others); sometimes they repress or ignore even their own feelings.

Analyzing the descriptions of the psychological types identified we notice that the elements related to the emotional intelligence, in other words the affective competence in the personal and interpersonal plan, are very little represented. The managers included in the training programme chose centralization on the task and less centralization on the people. The same results have been found by another study in which they established the fact that the dimensions I, S, T and J are constantly associated with the orientation on the task [9].

4 Conclusion

The analysis of individual level suggests that the managers implicated in the experiment have centralization rather on task than centralization on people. In the context of a culture of the type role, the excessive centralization on the task with the ignoring of people’s feelings determined the appearance of some undesirable behavior, with the managers’ loss of capacity to manifest them emphatically, assertively.

The correction of these behaviors is possible only through the proposal of another type of culture – the culture of the type task -, context in which it is necessary the development of the emotional intelligence of the manager (also as far as the intra-personal as well as interpersonal aspects) and implicitly the optimization of its cognitive structure. The needs of formation and implicitly the

development of the career in organization are influenced by the characteristics of the organizational culture.

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