SOME THEORETICAL PERSPECTIVES ON THE ORGANIZATIONAL INNOVATIVE CULTURE

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Abstract: *We start from the premise that the organization and the management of the organization are significantly influenced by the organizational culture. A strong culture, with crisp and clear-cut values, along with the beliefs, the expectations and the values of the members ensure the premises of a collective identity setup and last but not least, of the organizational performance. Studies show that there is a synergy between the organizational culture and the management culture and its quality has a decisive role and effectiveness in the organizational success. In this context, the innovative organizational culture is a unique system, a default culture phenomenon and a collective value system lived by the community. Being the result of a continuous process of learning, the innovative culture provides a model value and a principle of action, together with guidelines in the internal and external plan of the organization. We emphasize that the innovative culture is required by the multiple value exchanges of the society and last but not least by the competitive market requirements. Thus, we will analyze the innovative organizational culture in terms of the degree of orientation towards the creativity, the overcoming of the limiting organizational culture, with an important impact on the functioning of the organization as an open system with a focus on the adequacy and the performance.*

Keywords: *Organizational culture; management culture; innovative management culture; organization; innovation.*

JEL Classification: *J5; L1; L2.*

1. Theoretical Assumptions

The organizational culture represents the social energy that gives life to an organization, which in significant manner determines the people to act. The individual is trained in organizational actions and centred on achieving the organizational objectives in harmony with the personal goals.

We can talk about the organizational culture as the invisible force that exists and manifests itself behind the conspicuous things in an organization.

"The organizational culture represents a set of symbols, beliefs and behavior patterns learned, produced and recreated by people who dedicate their energy and work life to an organization. It is expressed in the design of the organization and work, in the built manifestations of the culture and in the services produced by the organization". (Strati A., 1992, p. 578)

Schein E. (1992) considers the organizational culture as "a system of material elements, values, norms and beliefs shared by the members of a group", while Puiu Al. (2007, p.66) defines the organizational culture as "a structured overview of the material and spiritual results of the organization, integrating a system of values and beliefs which is systematically cultivated and transmitted among its members and outside of the unit concerned".

After Hofstede G. (1996, p.208), the organizational culture can be defined as "a collective mental programming, which distinguishes the members of an organization from the members of another organization".

In the paper "The Search of the Excellence", the authors Peters T. J. and R.H. Waterman define the organizational culture as "a dominant and consistent set of values shared by the members of the organization, determined by symbolic means" (apud Gănescu, 2011, p. 17).

Supported by analysis of concrete situations, the above mentioned authors have demonstrated that there is a link between the determination of the dimensions of organizational culture and performance of organizations.

The eight characteristics of high-performing organizations are:

1. *The unity of action and decision-making;*
2. *The openness to the client, ensuring quality and reliability;*
3. *The atmosphere that encourages creative thinking and innovation;*
4. *The respect and focusing on the contribution of each employee;*
5. *Maintaining the basic philosophy of the company;*
6. *The activation in areas such as business management and familiar organization;*
7. *Keeping the number of top management functions at a minimum;*
8. *The decentralization and centralization of certain functions.*

At the same time, it is considered that "the peak performers create a broad, shared culture, a coherent framework in which people look for an appropriate adaptation. Their ability to obtain extraordinary contributions from a large number of people is turning into the ability to create a sense of high purpose and treasured. Such purposes come from love, from the supply of services of high quality and from innovation and compliance for all contributions" (Ionescu Gh., Gh., Toma A., 2001, p. 178)

Peters T.J. and Waterman R.H. reveal that *the organizations that have an organizational cultures centred primarily on the domestic policy, and not on the product or on the human resources of the organization, have weaker performance.*

The organizational culture is regarded by many specialists as a form of social development of an enterprise. Thus, the organizational culture is growing, a promoter of measure performance of innovation within organizations. Peters T.J. and Waterman R.H. (1982), in their research are proving that there is a correlation between organizational culture and performance of the organization. They also underline, that a great importance in the evolution of the Organization is of the *soft* side of it (how the specifics work, style of work etc.).

So are numerous studies on the capacity of legitimate potentiating performance by organizational culture, as with practical values.

From a psychological point of view, the culture describes the behavior of the individual, the levers of motivation of the members of the organization, management style, organizational environment, ways of rewarding the reporting and the implementation of work tasks, the specific elements of the organization, required to comply.

From functional point of view "the culture is seen as a variable, or from the perspective of integration, where the undertaking in whole defines a culture" (Heinen, Dill, 1986). Therefore, from a functional point of view, the organization, which is constantly changing, promotes a culture that supports the coordination approach, while integrating and motivating the members of the organization.

The quality of work in an organization and the performance obtained from it are covered by the following factors: the organizational culture, the leadership and the strength (Dygert, C., Jacobs, R., 2006).

The organizational culture of success includes: "a high level of trust among employees, and secondly, it is necessary for individuals who are part of an organization to be shown their personal integrity. Together, these conditions constitute a lot. A culture of success could be created only when the individuals who work in an organization accept the principle of shared fate"(idem, p. 22).

There is a determination relationship between *the organizational culture and the quality of activity* in any organization, and this involves the priority in obtaining the involvement of members of the organizational culture, which is based on the members' integrity, the sense of belonging to the organization and the agreement on a common vision regarding the evolution of the organization, and last but not least, the social relationships based on the mutual trust.

Fig.1. The organizational and process transformation - Edosomwan's Model
(Source: Dygert, C., Jacobs, R., 2006)

Edosomwan Johnson's model brings to analysis the determination relationship that is configured between the four systems:
1. **The management system** - which refers to the organizational policies, the quality leadership, the mission and vision of the organization, the set of values that orients the activity of the organization;
2. **The social system** - refers to the characteristics of the organizational culture, the organizational structure, the teams that work on the team, the close collaboration network, the values and creativity of the organization's members, the rewarding system used;
3. **The technical system** - comprises the work plans of the organization, the products, the instruments, the methods and the working techniques, the processes and the decision-making process, the job description of the employees;
4. **The behavioural system** - refers to the types of behavior agreed upon at the level of the organization, the habits, the attitudes, the perceptions.

Each of these systems individually, respectively the synergistic relationship between these four systems ensures the premises of the evolution of the organization, the quality of synergy having a decisive role and the effectiveness in the organizational success.

We consider as very important to emphasize that the management system has the most significant influence on the social, technical system and on the behavior.

Between organizational culture and the organizational change set up by the management, there is **a relationship of cause and effect type.**

The organizational culture of success represents **a way of life**, i.e. more than the implementation of plans for the achievement of organizational objectives. In addition, an organizational culture of success must bring in a common area managers and members of the organization, so that it is **the feeling of shared fate**, the common purpose achieved through joint effort.

Therefore**, the total cooperation and involvement of employees in the decision-making acts** inside the organization must stand in attention of the management team. This idea is supported by Barnard, C. (1938, p. 233-234), who speaks of the concern relating to cooperative systems "doctrine in employees row insufflating a general feeling of purpose and possibility of taking important decisions."

An interesting point in the sense of implementing a culture of organizational success expresses Dyert, C., Jacobs, R., (2006, p. 32), considering the vital coordination of the "four C's", which are typically perceived as conflicting forces:

     1. Change - is one of those aspects of life that you can count that will take place in an organization, the people are struggling with changing and among themselves, because of the change;

2. Competition, internal or external, has an impact on how people interact or on power (or lack thereof) of those people in a given situation;

3. Cooperation it is often seen as the flip side of the competition, and can be an internal or an external force that aims the aims of an individual or a team/company. Cooperation can be a powerful force for good, in an organization, as well as on the market.

4. Control and how it is granted may show the power of what unites or divides an organization.

2. Renewing and innovation – the management culture elements

The very process of knowledge is based on the **innovation process**, approached from *the procedural perspective and on the perspective centred on the results.* The innovation refers to a product, service, process or method. In terms of the innovation processes, they can manifest in any field, being demanded by the orientation of the firms, the organizations, achieving successes.

Only if the receptivity to environmental challenges and by virtue of the ability to adapt to change, organizations are able to configure the lines of development and organizational development.

In the context of the knowledge-based society we have the fundamental objectives, centred on the production of knowledge, its transmission and the use of innovation.

Given that, the knowledge becomes an important capital, the organizations are challenged to raise standards of quality, to invest in the performance approach, one of the levers for action being to stimulate the process of innovation. Thus, innovation becomes one of the important elements of ensuring sustainability, performance, suitability to the environment; the innovation generates positive effects in shaping the organizational models.

The innovation is "The overall process of the technological and commercial creativity, the transfer of new ideas or new concept up to the final stage of a new product, process or service, accepted by the market." (Oslo Manual, 2005)

After Drucker P. (1993, p.19), the innovation is "a change that creates a new dimension in performance". From the perspective of other approaches, we can identify the product innovation, the process innovation, the marketing innovation and the organizational innovation (Rânea, C., coord., 2012, p. 12).

According to the Oslo Manual (2005), **the product innovation** involves the development of a new product or a product improved, so as to present the technical and functional features, the superior materials in relation to the original state.

The innovation process involves the development of the production technologies, the delivery technologies, in new or improved forms in terms of the methods used, the resources and the equipment used.

The marketing innovation is another form of innovation, which is materialized in the elements for changing of the marketing methods, the methods of the presentation and the product routing.

In terms of the organizational innovation, it manifests itself through the implementation of the new methods of the management, the organization, the management of the resources of the organization, with the impact on the internal and external processes of the organization.

The author Hamel (2006) welcomes the inclusion of the innovation of management in this classification.

"Every organization - not just the business ones - needs a core competency: the **innovation**." (Drucker P., 1993, p.32). The innovation is associated naturally with the introduction of the new in the society, generally in life, influencing the organizations significantly the evolution and the social development at all levels and in all types of the organizations that function as an open system.

If we relate to innovation at the organizational level, we can consider it as: "the developing and the implementation of the new ideas, by the people committed them over time, in transactions with others in an institutional context" (Van de Ven, Andrew H., 1986, p. 590).

In this approach, innovation refers to the four fundamental elements: the new ideas, the individuals, the transactions and the institutional context.

Thom N. and Ettienne M. (2000) suggest as a typology of the innovations as follows: the *innovation as a process, as a product innovation, as a social innovation.*

If the *innovative culture* manifests itself throughout the entire organization and all of its members, we can talk about the premise of the existence of a management of the ideas (Macharzina, 2002; Arnold, 1997), the kind of culture to be supported by an *innovation strategy.*

Which are, however, the characteristics of an organization that develops and promotes innovative the organizational culture?

The characteristics of the innovative culture are configured in the context of the implementation of the exchange of values in the society and the requirements on the competitive market. The very evolution of the society brings the challenge of the organizational culture, the reconfiguration based on the potential of the knowledge society and the information society.

    1. The innovative culture is the result of the learning process. The organizational learning constitutes the source and resource for the development of the organizational culture. It involves the development of the effective and accountable valorisation by each organization of the gained experience, as the foundation for the registry value, based on the work of the present and the future, for the lines of action and the development of the Organization, based on the "lessons learned".

    2. The organizational culture is organized and functions as a single system, and the innovative organizational culture, as a result of the learning process, has the status of a default phenomenon, learned and accepted by the members of the organization.

    3. The innovative organizational culture is part of the tradition; it is supported by the members and transmitted to new employees, being a sustainable part of the organizational culture, in particular those focused on fitness and performance.

In this context, the organizational culture is configured within the relationship to the cultural management background. A strong management culture brings the identity and the style of your organization, identifying the actions and the general evolution of an organization in a competitive environment.

Just a managerial culture carefully configured can impose a new direction of the efforts of the members of the organization. It is important to emphasize **the synergistic relationship between the culture management and the organizational performance.** In essence, the management culture directs efforts toward achieving the objectives, prioritized and endorsed by the complex processes.

The management culture is an integral part in the organizational culture. The managers share a set of values, norms, and behaviors through which underpins and orients the activity of the organization leaded by them. The set of cultural managers shall be exercised by the members of the organization and it is expressed in some formal and non-formal frameworks. We must emphasize that a significant degree the dimensions of the managerial culture are of different sizes and can be found in a significant manner and in the organizational culture. The management culture greatly influences the organizational culture and it has implications in its configuration.

When we look at an organization, we cannot observe the relationship between *the elements of the management system and the management of informal culture,* each of them having an accentuate effect.

We presented the dimensions of the managerial culture from the perspective of some certain specialists, but we must emphasize that no culture can fit in the same measure, in the proposed typologies, because each has notes of specificity which make them unique.

An interesting point, supported by Nicolescu and Verboncu (2008) is that there is a direct relationship of determination between the organizational culture and the management culture, in the context of the professionalization of management.

Although the management culture refers to managers, it should be stressed that it has a significant influence on the organizational culture. After Nicolescu and Verboncu (2008) "the management culture acts as a **mechanism of modelling the exogenous and endogenous influences of the variables** affecting the organization, in terms of the specifics of the labor management and the managers in every organization".

In 1962, Tom Watson Jr. declared in a speech at Colombia University: "Philosophy, the spirit and emotions of an organization have a lot more influence than its achievements on the economic and technological resources, the organizational structure, or synchronizing their innovations. All of them have a large impact on the success of a company. But they are overshadowed by the extent to which employees believe in the present, the core values and how honest and involved are in their application" (apud Năstase, M., 2004, p. 19).

Therefore, *the management culture and the organizational culture* support the organization, and if each of them is realized by the manager or each individual, their synergy would ensure the organizational prerequisites to success. The management culture, however, is the relationship of interdependence with the elements or features of the organization's internal and external ones.

There is a clear relationship between the self-determination, the organizational performance and the management culture. Thus, a clear-cut and strong managerial culture will boost the performance and the efficiency of the organization. We must emphasize, however, that a stable organization, centred on the results, will enhance the positive image of the manager.

We can identify the situations where the management and the organizational culture does not take into account the external factors, the elements of the competitive environment, imposing and guiding the Organization after its eigenvalues, influencing negatively the development of the organization.

From another perspective, however, the organization that does not operate as an open system, responsive to change, may oppose even a strong managerial culture, generating negative effects.

In fact, the management culture develops the specific behavior patterns, the result of a coherent process of integrating the members of the organization's actions and decisions, so as to ensure the attainment of organizational premises. A specific crop management will generate a specific model of leadership and management style.

3. Conclusions

The organization which has a strong managerial and organizational culture, and is keen to implement the policies and the strategies focused on fitness and performance, will be an innovative organizational culture well configured, with a great incidence upon life of the organization and on the evolution of it. Only an organization that functions as an open system promotes and manifests a supportive attitude towards renewing and innovation, in the context in which the collective identity constructs its set.

The innovative management culture is the result of a collective effort, implemented through collective scenarios, in which members of the organization are aware of, understand and assume the values of the organization, including valuing the creativity as a source in the preparation of the performance.

It is not enough however, as an organization to be open to innovation and creativity, it is necessary to set up a series of innovative organizational cultures, accompanied by the appropriate innovation strategies.

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