

MANAGEMENT QUALITY AND ORGANIZATIONAL CULTURE

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ABSTRACT

High management develops a working culture, over other processes, which reflects its image, its belief about what needs to be done just for the organization to develop into the competitive environment. The managers are those who make possible for the employees to follow the pattern of fundamental values shown by their own example of working. The working example of the managers is developed into an organizational culture of performance.

KEYWORDS: *manager, management, management of quality, cultural organizing, organizational culture, marketing, selling policy, creativity, managerial responsibility, managerial targets, economic efficiency.*

1. Overall issues

In general terms, the organizational culture expresses the values, the basic concepts and the ways of thinking and behave specific to a formal organized collectivity, accepted as common action basis. In the frame of organizational culture, several researches identified: behavior rules noticed while people are gathering together and customized by language and the way they express the feelings and reasoning, norms that are developed within team working groups, dominant values adopted by the organization in respect of the activity's object, philosophy specific to the company's management face to its own employees, functional rules established within organization. [1].

From other perspective [2], ones appreciates that, within organizations there are two levels of organizational culture different from the changes flexibility point of view. The most visible part includes the artificial material products (buildings dimensions and architecture, furniture display, confort facilities, company's name, products brands a.s.o.), the artificial behavior products (habits, traditions, organization unwritten rules), the artificial verbal products (the language, myths and stories a.s.o.), the actors, heroes and the perspectives offered to the organization members. The invisible part of the culture which plays a decisive role in promoting the concrete culture, is given by the basic concepts and values promoted by company's superior management. Under this framework, the faiths, values and collective norms form the basic culture focused on performance, innovation, responsibility, integrity, customer care, team work within successful companies.

It is envisaged that any company's feature represents one of its cultural action. The leading elements: values, believes, reasoning which the management and group decisions are taken after, technical elements, skills, equipment and technologies, adapted structural

and functional organization are as many components of organizational culture emphasising the idea that culture is not spontaneous but is developed by organization [3].

For any member that enters one organization, the organizational culture exists for sure and he is able to develop himself professionally and socially as he adapts to the existed one. For any type of organization, the organizational culture is the cause and effect of management culture. The management team shows what is produced and sets how it is produced, the company's employees adapting those behaviors that make management visions possible.

Each company's worker is marked by his own basic culture on which the organizational culture is build up in evolution, and can not be apart from the national context. Only in Europe, managers are differently judged, having as reference criteria that thing that make a nation different from the other. As an example, some studies noticed that „German managers, above the others, consider creativity as an essential feature for professional success... Their mental is rational: they see organization as a network coordinated by proper decision makers based on competence and professional knowledge. In return, the British managers have a subjective opinion over the organizational universe. First, they see organization as a relationship network between people who get what they want by influencing others in negotiations and debates....French managers are different also. They see organization as an authority network wherein the members' organization and control power outcome from their ierarchic position. They consider organization as a pyramid of different power levels where you can get a position or you have to confront with.” [4].

Several times, it is said that changing the organizational culture needs quite a long time, and many examples are brought to sustain this statement. At the same time, there is an universal acceptance of the fact that Margaret Thatcher has made a huge revolution in organizational culture in United Kingdom, which she needs almost seven years for. Therefore, the points of view that appreciate the changing of organizational culture within an organization as being possible for shorter terms are acceptable, even for big companies. Subsequently, we agree with all who sustain the idea of having a leader who knowing how the organizational culture is generated and how the departments' structure are engaged in this quality effort, in order to change the organizational culture. Thus, the organizational culture is marked by the top management and operational management structure. If the processes and management structures change, the outcomes behaviors change also and, inevitable under a new cultural context.

2. Management quality in successful company's organizational culture evolving

In order to sustain our ideas regarding the decisive role of management quality in creating and developing the organizational culture within a successful company, we will use as source the John P.Kotter's [5] sistematizations, famous personality in successful designing management. He chose as management model Konosuke Matsushita, the founder of Matsushita Electrics company, who managed to make people becoming better. The message that President of United States has read during his funeral, at the end of April 1989, named him as „a source of inspiration for people all over the world” [6].

On May 5, 1932, on the ocassion of a meeting he had with part of the company's board, Matsushita concluded: „The mission of a company should be the fight against poverty, in order to loose society from the sufference and bringing prosperity. Starting today, this dream hard to be reached until now, this holly call would be the ideal and our mission and each of us would be responsible to make them achieved. As long as the faith

drove you to MEI I am confident that you will be sharing the joy and responsibilities to successfully fulfill this mission. I am determined to run and guide you all with passion and enthusiasm. The most important thing is to fully feel the happiness of our lives and at the same time to make efforts for the good of generations to come.”[7]. These beliefs were transposed in general behavior rules and, beginning with July 27, 1933, each employee should repeat with more and more suasion, when each working day starts, the followings:

1. In public service: to supply goods and services of high quality, at reasonable prices, thus contributing to the prosperity and happiness of people all over the world.

2. Honest and fair-play: to be honest and correct in all business projects and personal life, always taking no prejudice decisions.

3. Team working for a mutual cause: to gather our abilities and force to take decisions in order to fulfill our common objectives, on mutual trust basis and totally admitting the individual independence.

4. Active effort for progress: to try hard to improve our professional and personal results, even in spite of strong obstacles, in order to fulfill the company’s mission of bringing peace and long term prosperity.

5. Courtesy and demureness: to always be cordial and modest, to respect other people rights and needs, in order to make a better world and keep the social organization.

6. Respect the natural laws: to agree with the natural laws and to adjust the thoughts and behavior to the context of permanent changing, in order to build up gradual but stable progress and to have access to all our enterprises.

7. Gratefulness for blessings: to always be grateful for all the blessings and kindness we get in order to live in peace, joy and force, to get beyond barriers in finding the real happiness. (Points 6 and 7 were introduced in 1937).

The result was intensive: a set of values which transmitted a message to all the employees, a communication that it was about to become more and more credible on time and which got through, although yet many were curious about it. The success was made by imposing the power of example from the first till the last of the company’s employees. [8].

On this ground, the company’s manager brought to the board objectives that, for that moment seemed to be unfeasible, even unreal. Thus, on January 10, 1956, Matsushita established as main objective for the next five years, a 4 times sales increasing. By general call-up, the firm has achieved this important task about one year before. With all the efforts in aiming the turnover, in 1958, a new objective was required: cost reducing with 10%.

In 1960, the firm staff was shocked about the other objective for the next five years: working week of five days, maintaining the same salary rights level. Through a changing policy sustained and continuously adjusted to the tendencies of modernization and globalization, MEI was the first Japan company that passed to the 5-days-working week.

All these examples highlight the fact that management and organizational culture are interacting. Obviously, there is a strong connection between organizational culture, management, leadership and future organizations’ performances. Once a new company is set up, its own culture is formed also which reflects its members’ way of thinking and imagination, fully accordingly with the values that company management transmit.

Superior management develops, besides a series of working processes, a working culture also, that reflects its image, its faith about what should be done in order to be developed under a competitive environment.

The managers represent real models for a company members and those who are in contact with the company, one form or another. So that, managers would rather highly emphasise with firms’ employees in order to understand them and make themselves

understandable. The managers persuasion skill result from their own cultural basis, their belief system, values, attitude and behaviors they strongly believe.

From this perspective, Konosuke Matsushita transmitted to the company's members the following values: team working, honestly, employees' responsibility, respect for the human being, customer orientation, competitive spirit, willing to win, pleasant working atmosphere, responsible atmosphere to the managed resources, personal responsibility, continuous learning, opening to changes, mutual trust, always together with a severe personal example.

All these proves the fact that a qualitative manager is substantiate in a performant organizational culture.

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