THE CORPORATE MANAGEMENT MODEL FROM THE PERSPECTIVE OF ORGANIZATIONAL CULTURE

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Abstract: *Organizational culture is a topical issue today, holding an important place in the process of transformations societies go through, implicitly organizations. At the same time, the success or failure of an organization's activity is partially determined by the organizational culture it adopted, this being an essential element associated with progress in society. The notion "organizational culture" has its origins in the field of sociology and anthropology being a concept used to clarify the so-called "social order". The purpose of this paper is to research and compare different types of organizational cultures adopted by companies of a similar size in Romania and Serbia. In order to carry out the practical study, two tools for evaluating the organizational culture were applied to the members of the organizations, namely, the questionnaires created by the specialists in the field: Roger Harrison, Kim Cameron, and Robert Quinn. After applying the questionnaires and interpreting the data obtained, it was found that all the companies analysed adopted a mixture of different types of organizational culture described by the three authors. The study can also provide relevant information for the managers of the studied companies regarding a better understanding of the role of organizational culture in the company's activity and its influence on its members. The study can also help managers by contributing to improving the performance and productivity of organizations, in order to diversify the business under good conditions, without hindering the performance improvement.*

Key words: *culture, organizational culture, cultural dimensions, medium-sized organizations, evaluation.*

1. INTRODUCTION

1.1. The concept of culture and organizational culture

Over time, the concept of culture has been defined in countless ways creating a great tangle around its meaning. The concept of "culture" was used by Sir Ed. Tylor since 1871 to describe a complex human trait, as he said "Culture … is that complex whole which includes knowledge, beliefs, arts, morals, law, customs, and any other capabilities and habits acquired by [a human] as a member of society" [1].

In 1955, R. Linton advanced the description of culture as a learned behaviour that is shared and promoted by members of a group or a community [2]. In 1952, A.L. Kroeber and C. Kluckhohn [3] also endorsed the idea of starting from the individual culture and going further to the group culture as a common behaviour within a group of people who share the same purpose and values. Over the years, the notion of culture has been enriched with many new definitions, all presenting the basic idea of culture representing an accumulation of knowledge in various fields that help the intellectual development of the individual.

If we rely on this reasoning and take into account the sociological elements of the concept, the organizational

culture will represent the totality of activities and behavioural patterns specific to an organization. Studies on organizational culture have the origins in anthropology, at the beginning of the twentieth century. However, the interest in organizational culture increased since the 1980s, the first attempts to introduce this concept in management dating a little earlier, in the 1950s. Thus, in 1957, Th. Szelnic introduced for the first time, together with the concept of company as a social body, the concept of *organizational culture*, supporting the need for this concept to identify the practices necessary for the organization's development [4].

The notion of "corporate culture" began to be used in the United States in the late 1970s to highlight the need for a company to mobilize all its members and make them adhere to its unique identity [5].

Starting with 1980, G. Hofstede, T. Peters, R. Waterman, T. Deal, A. Kennedy will be among the first authors to launch extensive research on the concept of organizational culture [6].

By carefully going through the different definitions of organizational culture presented in literature, we notice that specialists generally describe organizational culture as a set of rules, values and assumptions the organization complies with and shares with its members.

This is the common model of beliefs, assumptions and expectations of the members of the organization. The members of the organization are informed on what to believe, how to act and on how to make decisions, how to perceive the external environment of the organization

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Fig. 1. Definition of organizational culture as a multitude of approaches [7].

and so on. The strategy adopted, the way of leading and the ways of accomplishing the tasks are also reflected within the organizational culture. All these being presented in a descriptive sense and as guiding lines, see Fig. 1.

All theories on organizational management and organizational culture currently focus on researching the structure of the organization and those who are part of it. The culture of the organization is undoubtedly related to the way of leadership and the establishment of the company, these two aspects being interdependent.

1.2. Functions and typologies of organizational culture

During their research, the specialists in the field of organizational culture identified a number of important classifications of organizational culture, among which worth mentioning are those of A. Williams, P. Dobson, and M. Walters [8], G. Hofstede [9], and E. Schein [10]. E. Schein's idea of organizational culture implies strong, common values that cannot be changed too easily.

The functions, mechanisms, development and manifestation of organizational culture in organizations have evolved over time. Among the best-known functions of organizational culture are those described by T. Deal and A. Kennedy [11], E. Schein [12], A. Brown [13] and S. Robbins and T. Judge [14].

The main functions of organizational culture, drawn from literature, are:
- Cognitive function – the social experiences of the members of the organization will be used to improve economic resources, i.e. what its members know and can do [15].
- Axiological function – the proper preservation, hierarchy and passing from one generation to another of the specific values and traditions of the organization, together with their shaping over time [16].
- The function of maintaining a positive moral socio-cultural model – by supporting positive values favourable to both organization and society [17].

- The function of integrating members in the organization and preserving organizational attachment – the process that focuses on the interests of members and creates their sense of identity with the culture of the belonging organization [18].
- Member guidance function – achievement of the tasks / objectives of the organization [18].
- Regulatory function – this function establishes through formal and informal rules the mode of action/ behaviour of members in the organizations processes [19].
- Quality management function – through the organizational culture the quality of the products and/ or services offered by the organization is improved [20].
- The function of ensuring an adequate framework for organizational development – nowadays there is a competitiveness between organizations and their performance depends very much on their ability to organize, so that the organizational culture must promote the formation and maintenance of models that are suitable and to withstand when external but also internal problems occur [21].
- The function of adaptation to the external environment – economic, social, political circumstances, etc.; they can influence the members of the organization / company, so they have to adopt the organizational culture and adapt to external influences in order to survive [22].

Some of the most well-known typologies of organizational culture are presented in Table 1, the authors identifying and describing more than one culture typology.

1.3. The role of organizational culture and its effects on the organization

Specialists consider that organizational culture plays an important role in differentiating organizations among each other. Inside the organization a sense of identity is created for its members and appears the idea of commitment above the individual interests. So, the organizational culture is considered a social binder that supports the union inside the organization by adopting standards appropriate to its objectives, all these influencing a positive perception of the organization outside of it, and reflecting its stability [27].

Table 1

Typologies of organizational culture

T. E. Deal, A. A. Kennedy (1982) [23]	Ch. Handy, R. Harrison (1985) [24]	J. Blasi, D. Kruse (1991) [25]	K. Cameron and R. Quinn (1999) [26]
tough guy, macho culture	*power* culture	*feudal* culture	*clan* culture
work hard/ play hard culture	*role* culture	*investment* culture	*adhocracy* culture
process culture	*task* culture	*participatory* culture	*hierarchy* culture
bet your company culture	*person* culture	*ownership* culture	*market* culture

A strong culture guides the members of the organization being a control mechanism, by modelling their behaviour and attitudes, creating a proper climate for activities, but also giving a sense of identity [14]. When all these roles are fulfilled, the culture will gain the necessary strength towards increasing the power of the organization, offering optimized and competitive products and services and will support a clear direction for the present and future of the organization [28].

Contrary to that previously mentioned, specialists describe also the weak and inefficient organizational culture. This type of culture is improper and has a negative influence on the organization regarding productivity and profitability [29]. In addition, in the case of an inefficient organizational culture, the members of the organization will have problems defining the values of the organization they belong to and they will not be able to determine the process of conducting activities within the organization [30].

E. Nongo and D. Ikyanyon said that the existence of strong interpersonal relationships inside the organization supports open communication between members and openness for sharing ideas with managers [31].

C. Wilderom et al. identified five factors that help measuring the impact of organizational culture on organizational performance [32]: employees empowerment, external emphasis, collaborations between the internal structures of the organization, human resources orientation, and the trend towards the idea of improving performance.

According to the trends seen in the last decades, large private companies, which focus only on performance and efficiency, value human resources and the role of the organizational culture, which can greatly influence the organization's success on the market. Thus, these companies, when hiring, take into account the compatibility between the values of the future employee with those of the organization, putting lower on the list the person's education, experience and skills. It is very important for the managers that employees adopt and share the values of the organization they belong to and, why not, even identify with them. They must understand the objectives of the organization and link them to the individual work in order to achieve such objectives. The culture of the organization is the invisible part, which is the most difficult to understand, and it plays one of the most important roles in the life and success of the organization.

2. THE CORPORATE MANAGEMENT MODEL FROM THE PERSPECTIVE OF ORGANIZATIONAL CULTURE – A CASE STUDY

The aim of this paper is to analyse different typologies of organizational culture, using two models, the one described by R. Harrison and the one described by K. Cameron and R. Quinn. The organizational culture was explored by applying two questionnaires developed by the above-mentioned specialists. The chosen questionnaires support the comparison between the organizational culture existing within the organization and the one preferred by the members of the organization. At the same time, a comparison was conducted between these two types of cultures in order to highlight their main similarities and differences.

For comparability, emphasis was placed on three medium-sized organizations, operating in the technical field, in Romania and Serbia.

The results presented in this paper are not intended to be representative of all technical organizations in the two countries; the research is not exhaustive. This, research however is important, as it draws a parallel between two completely distinct countries in terms of societal features and degree of development.

2.1. Methodology and data collection

Over time, various controversies have arisen regarding the method of data collection [33], especially regarding the characterization of organizational culture. At the heart of these controversies there have been various discussions on how well can the organizational culture be assessed, having as central issue [26]:

- Is a quantitative approach for evaluating organizational culture valid?
- Is the detailed qualitative approach the only way to describe the type of organizational culture?

E. Schein tried to elucidate this controversy by explaining that a problem related to the qualitative method, namely the use of an instrument based on an opinion questionnaire, for measuring organizational culture, requires a clear understanding of the studied dimension. He argues that, most of the time, practitioners do not have time to study culture by applying qualitative methods, and as such, a wide range of quantitative surveys have been developed for an easier and faster evaluation of organizational culture.

The arguments in favour of using a quantitative assessment are based on the extent of the data collected and analysed, as an aid to the broad assumptions and aggregate prospects of employees. K. Cameron and R. Quinn (2006) support this approach, arguing that the scenario analysis procedure used by the Organizational Culture Assessment Instrument (OCAI), the organizational culture assessment tool developed by the two, is an aid to employees, who can place organizational culture in context and focus on the perspectives that correlate with it [26].

Usually several methods of data collection can be used: quantitative, qualitative or mixed. In the present article, because three organizations from two different countries were taken into account, the method of quantitative data collection was preferred, using the sociological survey based on a questionnaire. At the same time, the fact that the theory of organizational culture is presently well developed and the questionnaires are very well drawn up by specialists and are easily understood by respondents were additional reasons for choosing the quantitative method of data collection. This method involves applying questionnaires to all full-time employed members in the organizations concerned, in order to establish their perception of the existing organizational culture and the one they would like to have within the organization.

For the present study, the English version of the questionnaires developed by R. Harrison, K. Cameron

and R. Quinn was used for the Serbian organization, and the translated and adapted version was used in the Romanian organization. Besides the questions regarding the organizational culture, the questionnaires also include questions regarding age, sex, level of education, seniority level in the company, etc. of the respondents, for drafting a statistic of the respondent's typology.

Thus, the questionnaire developed by Harrison includes 15 sets of questions with four answer alternatives each, and the one developed by Cameron and Quinn contains 6 sets of questions with four answer alternatives each. In addition to those, there are the questions regarding the identification of respondents. All questionnaires were completed anonymously, on voluntary basis without providing any material or financial incentives; as voluntary participation is supposed to increase the accuracy of the data provided.

The requirements regarding research ethics were also taken into account in carrying out this research, by maintaining professional competence, ensuring the accuracy and correctness of the data collected, etc. Throughout the research, they have not been reported experience conflicts or other types of negative events that could have interfered and affected the collection of data and interpretation. In addition, no personal data or data considered work secrets or secrets regarding the activity of organizations are disclosed.

2.2. Organizational culture model described by Roger Harrison

The organizational culture framework developed by R. Harrison since 1972 was used to develop the questionnaire-based research tool. This tool is based on a simple model, easy to understand, and is applied to assess the type of organizational culture existing within an organization, but also to compare the existing culture with the one preferred by the members of the organization. In other words, Harrison presents a descriptive model that can create awareness on the differences between the existing culture within an organization and the one preferred by the members of that organization. The questionnaire consists of 15 sets of statements divided into four sections, reflecting the four types of organizational culture described by Harrison in his papers; see Fig. 2 and Table 2: power-oriented organizational culture, role-oriented organizational culture, task-oriented organizational culture, and person-oriented organizational culture.
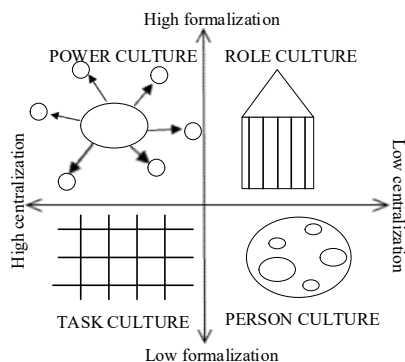

Fig. 2. Organizational culture model of R. Harrison [34].

Table 2
Characteristics of the organizational culture types described by R. Harrison [34]

Organizational culture type	Main features
Power culture	A high level of centralization and a low level of formalization characterize a power-oriented culture. The organization gives priority to power relations both within it and in relations with the external environment. The organization has a hierarchical character, oriented towards rules and division of labour. Among the advantages of this type of organizational culture are the ability of quickly making changes within the organization, providing certainty and direction to its members.
Role culture	High levels of centralization and formalization characterize a role-oriented culture. The organization gives priority to the distribution of precise and formal roles and clearly defined privileges to members. The organization pursues rationality, stability and order. It focuses on specialization and precise description of the roles, the activity of the members being controlled by rules and procedures. Among the advantages of this type of organizational culture one can find the reduced conflicts, due to the drawing of clear lines of responsibility and authority.
Task culture	A low level of centralization and a high level of formalization characterize a task-oriented culture. The members of the organization focus on achieving the goals and purpose of the organization. The organization prioritizes innovation and emphasizes the ability of members to engage in teamwork and capitalize on initiative, flexibility and high commitment, leading to planned development. Increased internal motivation is one of the most important advantages of this type of organizational culture.
Person culture	Low levels of centralization and formalization characterize a person-oriented culture. Within this type of culture, the individual is the central point of the organization. The organization relies on high levels of relationships between members and organization and on mutual trust. The organization exercises a minimum level of control and power over its members. The organization also focuses on meeting the needs of its members.

Respondents must classify each statement of the questionnaire, by giving points from one (1) to four (4) for each statement, four (4) points should be given to the statement that most correctly characterizes the organization, from the respondent's perspective, and one point for the least dominant feature of the organization. Respondents will classify each statement twice:

1. Taking into account the current situation regarding the type of organizational culture currently adopted by the organization.

2. Taking into account the type of organizational culture that the respondent would like to be adopted by the organization.

2.3. Organizational culture model described by K. Cameron and R. Quinn

Cameron and Quinn (2006) proposed two dimensions that describe organizational culture. One dimension analyses culture based on flexibility, adaptability and similarity variations to stability, predictability and status quo and another dimension that analyses culture from the point of view of its orientation, towards internal integration and external differentiation. These two dimensions create, similar to the culture described by R. Harrison, four quadrants, each representing a type of organizational culture, see Fig. 3.

Cameron and Quinn developed an instrument called the Organizational Culture Assessment Instrument (OCAI). This tool is composed of four competing values that refer to four types of organizational culture: flexibility/ internal focus (clan culture), control/ internal focus (hierarchy culture), flexibility/ external focus (adhocracy culture), and control/ external focus (market culture). This tool evaluates six dimensions of the organization: dominant characteristics, organizational leadership, employee management, organizational "adhesive", strategic accents and success criteria.

Respondents have to divide 100 points into four alternatives that correspond to the four types of organizational culture. The questionnaire should be filled up for the existing culture within the organization and for the type of culture that the respondents would like to find in the organization [35], so that the differences between the existing culture and the one that the members of the organization want can be measured.

In Table 3 the main characteristics of the types of organizational culture described by K. Cameron and R. Quinn are presented [26].

3. MODELS OF ORGANIZATIONAL CULTURE IN THE ROMANIAN AND SERBIAN MANAGERIAL ENVIRONMENT

In Romania, relatively little practical research is available, compared to the multitude of theoretical research in this field, for researchers in this field to make a comparative analysis of all types of culture encountered
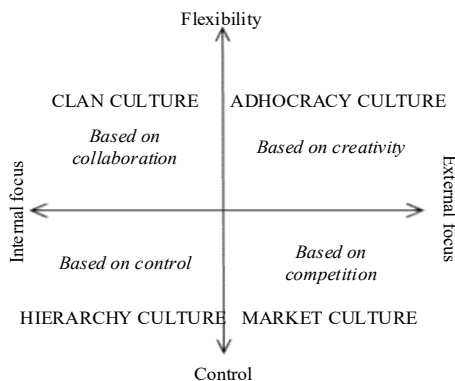
Table 3

Characteristics of the organizational culture types described by K. Cameron and R. Quinn [26]

Organizational culture type	Main features
Clan culture	Is focused on flexibility and internal focus, giving increased importance to meeting the needs of the organizations members, promoting team spirit and involvement. The management is continuously concerned with the development of members and the promotion of open communication within the organization. The values encountered and promoted by such organization are involvement and communication.
Adhocracy culture	Is focused on flexibility and external focus and is customer-oriented. It encourages risk-taking and the creation of new alternatives and standards, constantly looking to the future and anticipating customer needs. It is also characterized by dynamism. The values encountered and promoted by such an organization are the innovative results, the desire of transformation, and the agility in the actions taken.
Hierarchy culture	Is focused on control and internal focus, being characterized by bureaucracy, rules, and procedures, focused on control and error detection. It also presents security, the need to adopt a formal attitude, the structure being one with many hierarchical levels. The values encountered and promoted by such an organization are efficiency, consistency and uniformity.
Market culture	Is focused on control and external focus, being characterized by a constant adaptation to the market, focused on competitiveness and maintaining the winning spirit. It is also focused on achieving goals and is customer-oriented. The values encountered and promoted by such an organization are market share, achievement of objectives, profitability.

in the private or state sector. On the other hand, in recent years, Serbian researchers in the field of organizational culture made more practical researches, but these are still insufficient, because they are still not able to outline all the types of organizational cultures adopted by the companies in this country.

Further, the authors will present the analysis of the organizational culture after applying the two questionnaires (one designed by R. Harrison and the other by K. Cameron and R. Quinn) within two medium-sized organizations in Romania and Serbia. The Romanian organization has 72 employees and the Serbian organization, 71 employees. The employees from both organizations replied to the questionnaires voluntarily. The results are presented in Table 4.

Regarding the respondents seniority in the organization, most of the respondents are over 5 years old in both organizations, thus demonstrating that they are very well acquainted with the culture and habits of

Fig. 3. Organizational culture model of K. Cameron and R. Quinn [26]

Respondents' statistics

	Romanian organization		Serbian organization	
Total no. of employees	72		71	
Respondents no.	53%		41%	
Respondents gender distribution	40% female 60% male		69% female 31% male	
Respondents age group distribution	Age group	No.	Age group	No.
	18–25	1	18–25	1
	26–35	8	26–35	5
	36–45	11	36–45	15
	> 46	18	> 46	8

the organization. In addition, respondents were asked to indicate the type of studies completed. It was found that, in proportion of more than 70%, the Romanian and Serbian respondents have completed tertiary studies.

3.1. Results obtained after the application of R. Harrison's questionnaire

The study aimed to highlight the specifics of organizational culture both in Romanian and Serbian companies by applying the questionnaire created by R. Harrison. This questionnaire allows not only for an analysis of the existing culture in the organization but also for a comparison between the existing culture within the organization and the one preferred by the members of the organization.

After applying this questionnaire in both organizations and data analysis, furthermore the authors present the most important conclusions emerged.

According to the analysis of the answers of the Romanian respondents, see Fig. 4, the existing culture within the organization is a mixture between the *role-type culture* with strong influences of the *power-type culture* and weak influences of the *task-type culture*. The influence of *person-type culture* is almost non-existent.

On the other hand, the preferred culture inclines also towards the *role-type culture*, with an increasing influence of the *task-type culture*, and decreasing influence of the *power-type culture*. The *person-type culture* is also completely unrepresentative, see Fig. 5.
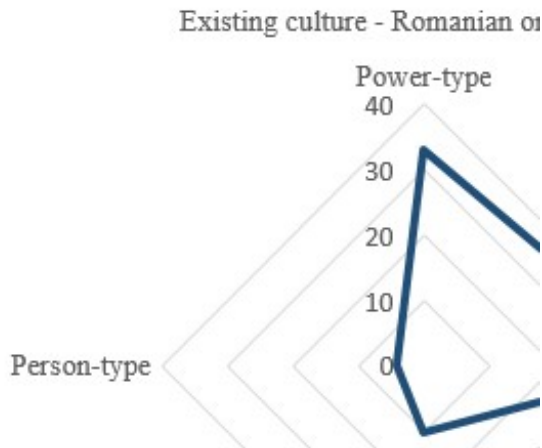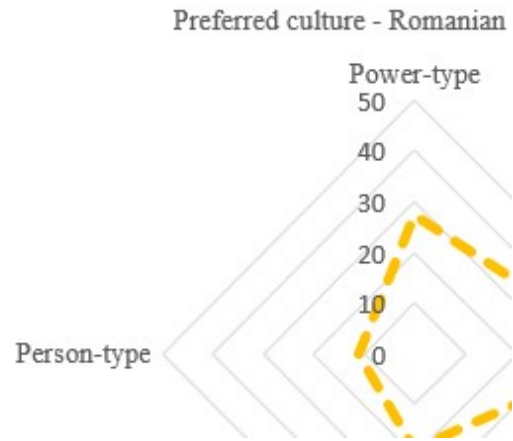

Fig. 5. Preferred culture within the Romanian organization (R. Harrison questionnaire).

Following the analysis of the data obtained by applying the questionnaire developed by R. Harrison, in Fig. 6 one can see an overlap of the two types of organizational culture, the one identified by respondents as existing and the one they would prefer to be adopted by the management of the organization to which they belong. Thus, the existing culture of the organization and the one preferred by the members of the organization overlap. Both the organization's management and its members consider that *role* and *power cultures* are well represented within the organization.

According to the analysis of the Serbian respondents' questionnaire (see Fig. 7), the existing culture within the organization is represented by a mixture between the *person-type culture* with strong influences of the *task-type culture* and weak influences of *power-type culture*. The influence of *role-type culture* is almost non-existent.
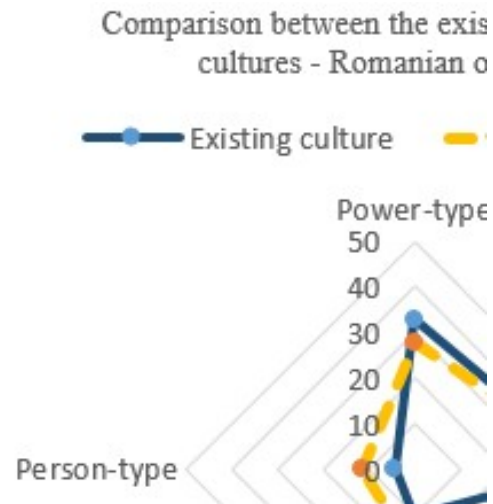

Fig. 4. Existing culture within the Romanian organization (R. Harrison questionnaire).

Fig. 6. Comparison between the existing and the preferred culture within the Romanian organization (R. Harrison questionnaire).
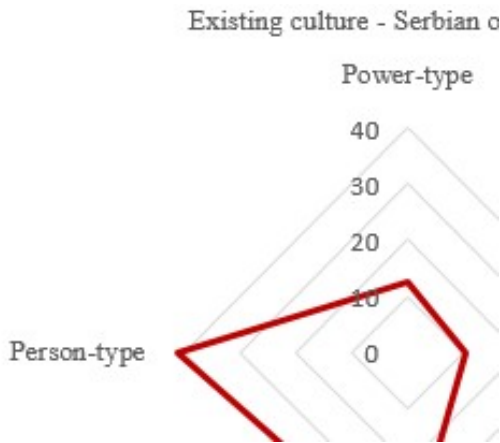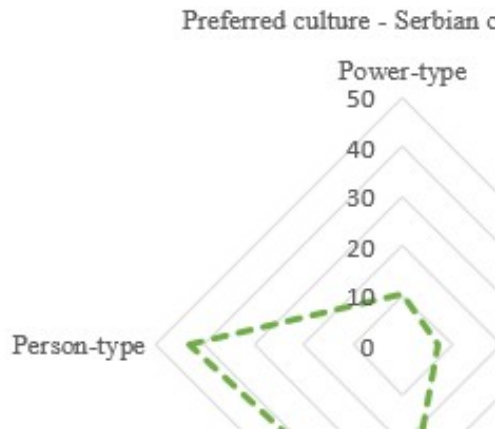
Fig. 7. Existing culture within the Serbian organization (R. Harrison questionnaire).

Regarding the preferred culture, this also inclines towards the *person-type culture*, with an increasing influence of the *task-type culture and* the *role-type culture* while the influence of the *power-type culture* decreases, see Fig. 8.

The overlap between the existing culture within the Serbian organization and the one preferred by the members of the organization is almost perfect, see Fig. 9.

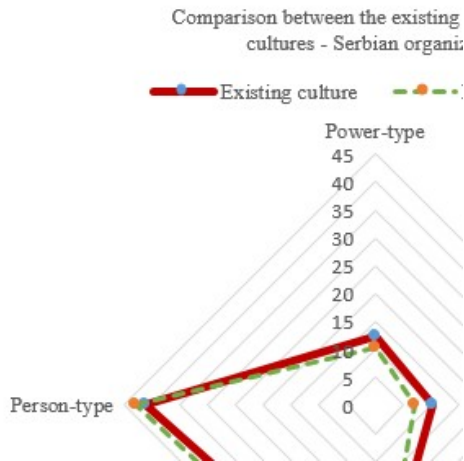**Fig. 8.** Preferred culture within the Serbian organization (R. Harrison questionnaire).

Fig. 9. Comparison between the existing and the preferred culture within the Serbian organization (R. Harrison questionnaire).

3.2. Results obtained after the application of K. Cameron and R. Quinn's questionnaire

Similarly, with the application of R. Harrison's questionnaire, respondents from both organizations were asked to fill-up the questionnaire drafted by K. Cameron and R. Quinn. This questionnaire also allows the comparison between the existing culture and the one desired by the members of the organization. So, the data obtained by applying the questionnaire of K. Cameron and R. Quinn were interpreted in a similar way as those obtained after applying the R. Harrisons' questionnaire.

After analysing the data obtained from the Romanian respondents (see Fig. 10), the existing culture in the organization is represented by a mixture of *hierarchy- and market-type cultures*, while influences of *clan- and adhocracy- type cultures* are barely found.

Respondents would prefer that within the organization the culture be represented by a combination of *clan- and adhocracy-type cultures*, while *hierarchy- and market-type cultures* are considered not to be representative for the organization, see Fig. 11.
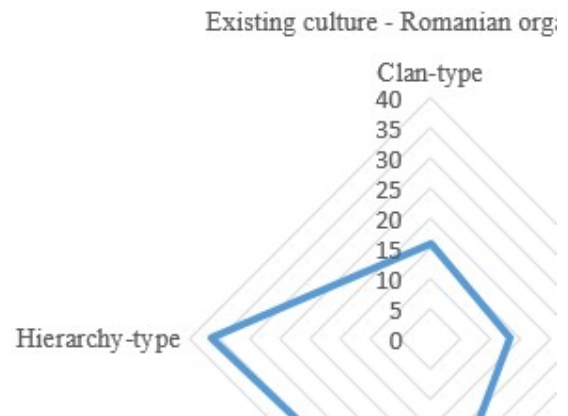

Fig. 10. Existing culture within the Romanian organization (K. Cameron and R. Quinn questionnaire)
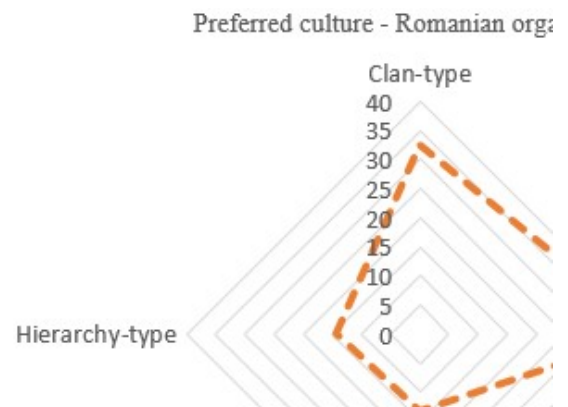

Fig. 11. Preferred culture within the Romanian organization (K. Cameron and R. Quinn questionnaire)
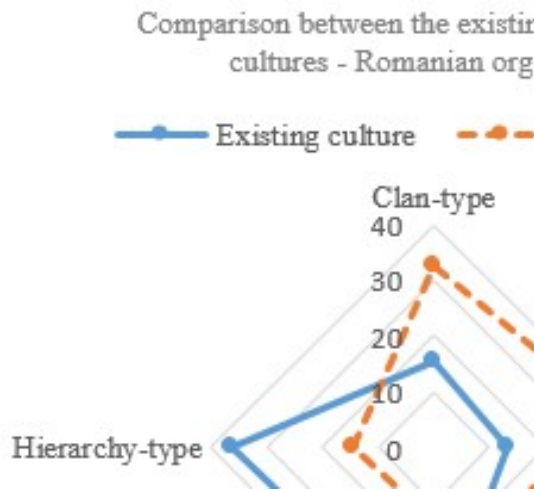
Fig. 12. Comparison between the existing and the preferred culture within the Romanian organization (K. Cameron and R. Quinn questionnaire).

Following the overlap between the existing culture inside the Romanian organization and the one preferred by the members of the organization the preferred culture is almost in the mirror compared to the existing one within the organization, see Fig. 12.

According to the analysis of the answers given by the Serbian respondents, the existing culture of the organization is represented by a mixture between the *clan- and market-type cultures*, see Fig. 13. The influence of *adhocracy- and hierarchy-type cultures* is barely notable.

Respondents also prefer that within the organization the culture be represented by a combination of *clan- and market-type cultures*, with increased emphasis on the *market-type culture* and with small influences of *adhocracy-type culture*, see Fig. 14.

Due to the overlap between the existing and the one preferred by the members of the organization, the preferred culture of the respondents overlaps almost perfectly with the existing one within the organization, see Fig. 15.
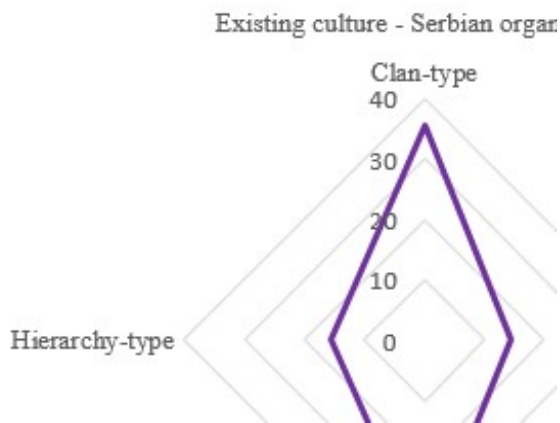

Fig. 13. Existing culture within the Serbian organization (K. Cameron and R. Quinn questionnaire).
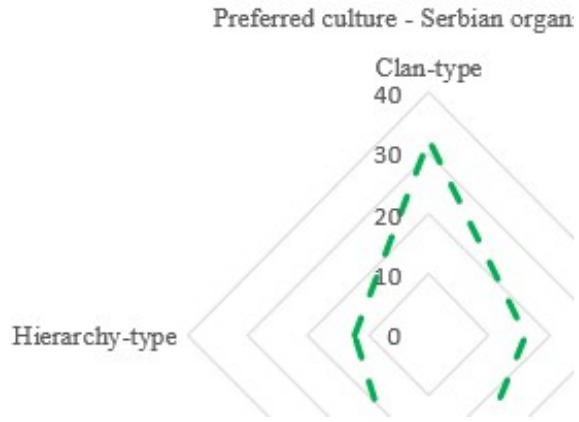

Fig. 14. Preferred culture within the Serbian organization (K. Cameron and R. Quinn questionnaire).
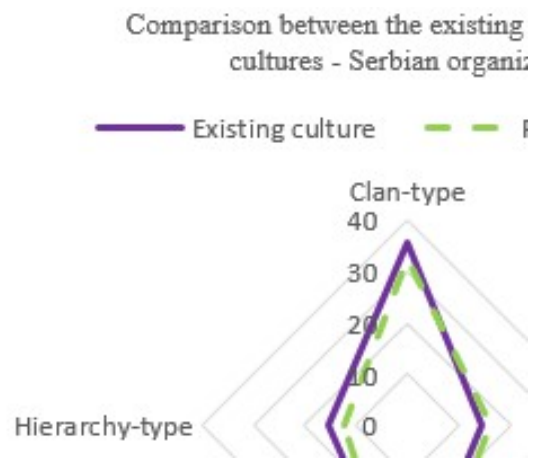

Fig. 15. Comparison between the existing and the preferred culture within the Serbian organization (K. Cameron and R. Quinn questionnaire).

3.3. Conclusions following the analysis of the results obtained by applying the questionnaire drafted by R. Harrison

- *For the Romanian organization*

The culture identified as existing within the Romanian organization and the one preferred by the members of the organization overlap. Existing and preferred cultures focus on a combination of *role- and power-type cultures*, with weak influences of *task-type culture*. Thus, within the Romanian organization priority is given to the distribution of precise and formal roles to its members, with top management that exercises power over all organizational and/ or decision-making processes. Priority is also given to innovation by using members who are engaged in their work and capitalize on their spirit of initiative. Among the disadvantages of this organizational culture, we can list the lack of constructive discussions between the management and their followers and low levels of members' motivation.

- *For the Serbian organization*

The culture identified as existing within the Serbian organization and the one preferred by the members of the organization overlap. Existing and preferred cultures focus on a combination of *person- and task-type cultures*,

with weak influences of the *power-type culture*. One of the main goals of the Serbian organization is to ensure an adequate framework for the development of inter-human relations, for providing mutual support to its members. The organization prioritizes innovation and emphasizes the ability of members to engage in their work and capitalize on initiative to support the organization's competitiveness on the market.

3.4. Conclusions following the analysis of the results obtained by applying the questionnaire drafted by K. Cameron and R. Quinn

- *For the Romanian organization*

Following the analysis of the results obtained by applying the questionnaire drafted by K. Cameron and R. Quinn, the culture identified as existing within the organization is in total opposition to that preferred by the members of the organization, so it can be concluded that there is a problem at the management levels. The existing culture, identified by the respondents, within the Romanian organization is represented by a mixture of *hierarchy- and market-type cultures*, the organization presenting a formal structure with a very well organized work environment, including procedures, still very bureaucratic. Management is constantly concerned with stability, achieving results by correctly, and timely fulfilment of objectives.

In total opposition to the existing culture, the culture preferred by the members of the organization focuses on a combination of *clan- and adhocracy-type cultures.* Members of the organization wish for a combination of emphasizing everyone's involvement in achieving goals and customer orientation, a friendly work environment with emphasis on human resource development, which value personal relationships.

- *For the Serbian organization*

The culture identified as existing within the organization overlaps with the one preferred by the members of the organization, being represented by a combination between the *clan- and market-type cultures*, the organization giving increased importance to meeting the needs of its employees. The Serbian organization also promotes team spirit and involvement, the management team constantly working on member's development. The organization is characterized by the desire towards market adjustment, by the focus on competitiveness, and by the focus on goals achieving while being oriented towards meeting customer needs.

4. FINAL CONCLUSIONS

Organizational culture is a complex concept, often difficult to understand for those who do not know the basics of this field. Even the members of the organization will not understand why they have to adapt and fully adopt the beliefs and actions of the organization they belong to, if they do not have solid knowledge of the defining elements of this field.

This paper aimed to research the different types of organizational culture adopted by companies from two countries: Romania and Serbia. In order to carry out the practical study, we applied two tools for evaluating the organizational culture to the members of the organizations above mentioned, namely the questionnaires drafted by the specialists Roger Harrison, Kim Cameron and Robert Quinn.

After applying the questionnaires and interpreting the data obtained, it was found that both companies adopted a mixture of different types of organizational culture described by the three authors. There are some similarities between both organizations, their members preferring the organizations to rely more on their creative ideas, on the roles they play, while also wanting their merits to be recognized.

As it is well known, Romania and Serbia still have combined value systems, with deep traces of the former communist regime, so ideas regarding respecting the hierarchy, desire to obtain important positions, and importance of employee-employer relations in the subordination system will continue to be found.

The analysis of the data obtained from this research provides, as expected, also partially different images related to the organizational culture, depending on the society. Thus, the predisposition for hierarchy and the desire for stability of work and life in general explain why the bureaucracy is still present in Romania.

On the other hand, Serbia seems to have begun to eliminate the imprints of communism, the analysed organization adopting a culture that shows care for its members and offers a pleasant workplace.

The study can also provide relevant information for the two managers regarding a better understanding of the role of organizational culture in the company's activity and the way it influences its members.

The study can also help managers by bringing contributions for performance and productivity improvement. It can be helpful for business diversification, without hindering the performance.

This paper can also be considered as a starting point for further research on the relationship between the organizational culture features of companies operating in different fields, in several countries, or can analyse how organizational culture influences members of the organization with emphasis on job satisfaction, etc.

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