

## Organizational Culture within Cultural Institutions

Emilia GIOL (CALEFARIU)<sup>1</sup>

**Abstract:** *Organizational culture is a special element, which only with the passage of time contributes to remarkable results for an institution with a cultural purpose. This represents the effort of several generations of managers / leaders, who have continuously contributed, over the decades, to increasing the quality of the artistic act within the cultural organizations that they led with determination and with a very clear vision both for the organization, but also for the way culture is perceived internationally. Success or failure, the degradation of a cultural institution can thus be evaluated.*

Key-words: *organizational culture, artistic objectives, performance, quality management, cultural organization*

### 1. Introduction

The behavior that the employees of the organization with cultural purpose have in relation to each other is the whole essence of culture. It represents the foundation on which the ways in which decisions are made within the organization are based, the way in which people are involved intellectually, physically and spiritually in the successful implementation of the elements decided within the organization (Năstase 2009, 3), but also the way in which each person involved takes responsibility for his / her part of the cultural project.

Organizational culture resides in the set of values, beliefs, aspirations, expectations and behaviors outlined over time in each organization, which prevail within it and directly and indirectly condition its functionality and performance. (Niculescu 2008, 94). The culture of organizations with a cultural purpose presents itself more as a configuration with strong procedural and symbolic elements than as a structure in the classical sense of this concept. Organizational culture is a combination of conscious and unconscious, rational and irrational, individual and group human elements, between which complex, coherent and fluid inter-influences take place. The culture of organizations with a cultural purpose has a major impact on the functionality and artistic performance of that organization.

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<sup>1</sup> PhD, Transilvania University of Braşov, [emiliacalefariu@yahoo.com](mailto:emiliacalefariu@yahoo.com)

It is important for each person to feel the responsibility they have in front of the receiving public of the artistic act, the way of its presentation being different depending on the public to whom the artistic act is addressed. The level of risk and in some cases risk aversion, must be limited, but still encouraging the implementation of change (Mungiu-Pupăzan 2016, 2). Artistic performance is pursued through a leadership that tends to be concerned with creating works of art or significantly changing the way of thinking about the transmission of works of art to the public.

## **2. Creating Behavior within the Organization with Cultural Purpose**

The artistic performance of a group can only be influenced from the top of the hierarchical ladder, by conceiving and cultivating values in all aspects and within all compartments of the cultural institution.

The way in which behavior is created within the organization with a cultural purpose is influenced by the way in which they behave, in which they communicate (Vveinhardt 2017, 295), in which they involve employees in relation to others, being too little influenced by what they can hear from a presentation made by a person who would present them with a certain topic, of a motivational speaker.

The consequences of organizational culture can be seen among:

- interpersonal relations of the organization's employees and their attachment to the cultural organization in which they work;
- the innovation and performance generated by the group of people involved in the implementation of artistic performances;
- possible employees who want to be part of an organization with such human and professional performances;
- collaborators who want to associate their name and results with an organization considered valuable and strong;
- possible sponsors who want to associate their brand with that of an institution that cultivates such values;
- financiers who are encouraged by the results and the feed-back coming from society, being thus motivated to continue to financially support the cultural institution;
- the public that is “magnetically” attracted to such valuable institutions.

However, the lack of an organizational culture has consequences with dramatic long-term effects (Halmaghi 2015, 380), the effect of which can be corrected with a lot of effort, with permanent consistency and over a long period of time:

- collective initiative is minimal, employees waiting to be told what they have to do, not wanting to take any decision;

- the responsibility for the work done is limited, everyone finding ways to dodge problems and defend themselves, at the expense of finding solutions for solving them;
- lack of innovation, creativity, employees preferring the comfortable, already known way;
- funding based on subjective elements, interests that are not directly related to culture and great artistic values.

### **3. Defining Elements of Organizational Culture**

Organizational culture is not defined only by external, superficial elements. This is defined by elements that cannot be bought or for which a report of necessity must be made. This cannot be copied with a two-month implementation period, precisely because habits must be filtered through multiple educational "sieves" that require a longer period time. A cultural organization cannot have an organizational pattern identical to another, precisely because it is made up of people with different personalities, whose professional and human encounter within that specific organization will create a unique organizational culture, impossible to reproduce identically elsewhere.

The personal example, which comes from every employee, artist or staff indirectly involved in the artistic act, regardless of the position they occupy on the hierarchical scale, contributes to the formation of the organizational culture. A benevolent person, a cheerful person, generates similar emotions around him / her, and this behavior takes time to be done in a natural, unforced manner, which does not seem learned by heart, and at the slightest deviation everything is wasted. Artistic and cultural services of great value, such as those provided by institutions such as the opera, the philharmonic, the theater, involve precisely the transmission of emotions, and these are perceived by the public at the moment they are simulated on stage and are not permanently felt behind the scenes also.

Creating a behavioral routine is fundamental to increasing the quality of the artistic act. It goes without saying that audiences expect when they buy tickets for an artistic performance to get a quality artistic act. But the whole experience that they go through in this process can make a difference in the long term, stimulating through emotion, not only of an artistic nature, the return to the respective cultural institution.

The behavior within the organization with a cultural purpose is directly related to the way of thinking, which directly feeds the way in which people behave. The climate inside the organization should not be confused with the organizational culture. The climate is influenced by physical elements such as the furniture used, comfort, access to technology in the performance of duties, the temperature in which the rehearsals take place etc. These are external elements that contribute to short-term

well-being, the human psyche associating such material efforts for a short time with change, they become normal and therefore without importance or behavioral change. Indeed, the climate can be built with much less ease, by purchasing items from a predefined list, and in a much shorter time. But the impact is also minimal, insignificant and for very little time possible to distinguish.

This endeavor is one that builds over time but never ends, representing an ongoing, healthy concern for the organization with a cultural purpose that wishes to continue to exist at the highest level for the viewing public.

#### **4. Factors influencing the Culture of a Culturally Purposeful Organization**

From the organizational culture point of view, employees who fulfill their tasks, who see the meaning, the justification for their work and who feel good in the place where they work represent a permanent desire of the management of organizations with a cultural purpose.

##### **4.1. How decisions are made**

The manager must know the way of investigation by which to stimulate the elements that trigger the effects that he wants to obtain from the cultural organization's employees. Once he cultivates his way of communication, his sense of observation and clarifies very precisely where he wants to bring the organization he leads, the manager must be able to stimulate those behaviors in employees that produce the intended effects.

It is also important to analyze the way in which decisions are made within the cultural organization. If the decision is one of the manager-subordinate type, i.e. a passive, defensive organization, in which the subordinate has no say in its adoption, then he may be demotivated, he may no longer want to get involved, to no longer be responsible for the results obtained, the results not being a choice, but an imposition that under certain conditions may not be found justified.

How does the manager decide when a problem arises, right from an organizational point of view? To keep communication open, proposals for improvement to continue to emerge, decisions must be made together with the people who will be involved in solving problems, at the level at which those problems arise.

##### **4.2. How the objectives are set**

The manner in which the objectives are established within the organization with a cultural purpose is defining for its future course. The objectives are often

established taking into account measurable, quantitative criteria, being framed and within a defined time interval. However, it is particularly important that they have a justification, a meaning for the people who have to fulfill that purpose, that they are clearly formulated, without any confusion or room for interpretation, and that there is also the possibility to evaluate whether they are possible to implement in the mentioned conditions.

Again, communication skills, both written and verbal ones, are part of the arsenal needed to create a strong organizational culture, one in which the interpersonal dimension contributes to the achievement of goals. For this purpose, the person who has to implement a certain goal has the freedom to propose ways of improvement, solutions regarding the optimization of the activity carried out, the opinion is consulted through the prism of experience in similar activities. In this way, the organizational culture of the involvement of all employees is created, of their dedication to the fulfillment of the goal, in the formulation of which they were involved. The culture of assumption thus becomes a generator of results, often superior to the situation in which the employee received the objectives from the higher hierarchical level without being able to influence these objectives.

Sometimes, human behavior is at odds with what some managers believe: when put in a position to contribute to a goal they don't find themselves in, it's quite possible that employees will try to dismantle that plan. Instead, if the assumption takes place, the individual goal will be to demonstrate that the proposed element can be fulfilled, being an idea in which the employee believes, being fully consistent with his own value system.

### **4.3. Understanding the utility of work**

The usefulness of the work and the effects that the work carried out has implications both in the internal environment of the organization with a cultural purpose, but also in the external environment. Every employee of an artistic institution contributes to the realization of the artistic event in which he is involved. If only one link does not visualize the wider context in which it operates, or, in a more pessimistic case, does not realize whether the way in which it implements the goal is good or bad, then the entire artistic act suffers and the organizational culture is at a stage incipient. The awareness on the part of each employee of the importance of the work done is an element of organizational culture that implies awareness of the impact of the work done, the permanent presence in the context of the ongoing artistic event and the value brought to it through the present involvement.

Depending on the scope and nature, according to several specialists, four categories of cultures can be defined: national culture, economic culture, culture by

economic branches of activity and organizational culture. Two of the presented categories are of special importance: national culture as a defining element for a nation that marks particularly intensively and in multiple ways the evolutions of each country; organizational culture, participating component and major determinant of the state of functionality and performance of organizations, regardless of their nature, but especially within organizations with a cultural purpose.

## 5. Conclusions

Wherever there is an admirable organization with admirable results, there is also an internal culture that supports that performance and those results, which is the only competitive advantage that cannot be replicated.

The perception of organizational culture in all its complexity is a component of the effective management practiced in the most competitive cultural organizations in the world and a premise for its introduction in an effective manner at the level of cultural organizations, regardless of their size.

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