
TYPES OF CONCEPTS OF ORGANIZATIONAL CULTURE

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Abstract: Many of the most important, the most difficult challenges for implementing international human resource management derived from the differences encountered in different cultures (and MNC) countries. Cultural features that are located in different countries and in different MNCs actually vary considerably with each other. The situation is more complex because the business people often lack knowledge about the sensitivity of these differences, resulting in frequent errors in business and personal interactions. Even when you understand the differences, they often mistakenly assume that the way their country or company doing the things it provides the best way of doing business. Thus, they decide and act in a manner which disposed of their foreign colleagues, people from other countries or companies with which they communicate, or make mistakes that lead to business and / or personal failures.

It is also true that often other countries and companies develop not only different ways of doing things, but better ways. Thus, a large part of the challenge with the interaction with other countries and other cultures is not to assume that just because they are different that in some way are inferior. In other words, the challenge is to learn from them and through one's own organization and experience.

Knowledge and competence to work with cultures of countries and companies is the most important issue that affects the success of the activity of international business. Probably the area of business which is most affected by cultural differences is the function of human resources. In other words, the most important issue in the successful conduct of international business and international (HRM) is the culture.

Each country has at least a few differences from others, eg. Its history, government and laws. The more countries a company communicates (sells, hires or transports workers, develop joint ventures etc.), Becomes harder and more complex to run a business. The main reason for this complexity and high level of difficulty is related to the importance of the critical nature of the differences between the different cultures of the countries. Increasingly, businesses of all types involved in continued growth in the number of different countries and cultures. Different values, beliefs and behaviors of people are critical to success in every aspect to the international business, including activities such as negotiations between states, interactions of sale between people from different countries, understanding and treatment of contracts between companies from different countries and all HR responsibilities, such as employees, compensation, training, labor relations and assessment.

Keywords: culture, concepts, organization, organization culture, business

INTRODUCTION

Often, business people - especially those with limited international experience - acting with the expectations that business methods and models that are used will also act well in business interactions in other countries. People and companies with long experience in the international arena suggest that such positive overlap are rare. IHRM in Table 5.1., The survey of CEOs of the world report on their consideration how well 'international understanding' is developed in the communities in which they operate. Evidently, at least in the perceptions of these executives, people from some countries exhibit a greater degree of expertise of people from other countries. And probably, therefore, the business people of these countries have a preference for conducting international business.

MNCs need to learn to handle international issues such as the selection and training of people working and managing in other countries, negotiating and doing business in foreign locations, and capitalize and absorption of learning through their international actions, including home . At the core of the success of these efforts is the need for cultural awareness and understanding of the effects of culture everyday business operations.

Plenty of stories about bugs crop show that people need extensive training and experience to reach level skills (intercultural competence) required to function effectively in international business. Although simple things like giving a gift or representation may create trouble and destroy opportunities for international business, real challenges lie in the importance and methods of developing relationships and patience to spend time developing them with colleagues in other countries.

As they say two longtime participants in the international business environment:

More than any other aspect of business experience, our knowledge and understanding of the culture affect the outcome of business ventures. Without insight into the customs of others, we can not expect to develop credibility, foster goodwill, to inspire workforce or to develop products that will be sold. And it gives us directly resulting text at the lowest price (profit). Culture influences the way we develop and we retain relationships. Plays a significant role in deciding success with colleagues and partners and helps us grow into the respected leaders worldwide. Understanding the culture fundamentally affect the way you conduct business, which features to look for when people choose how to organize global talent, how to conduct meetings and how to manage employees working with teams.

Business people who act in the international arena, including HR Directors, they need a context in which they can set up the culture (s) familiar and new they meet or could meet, to be able to adapt their behavior and access to more effective business and private situations. They need a way to cope with the limits set by the cultural differences between countries. In fact, dealing with these cultural differences can give the most important variables in whether their international endeavors will succeed or fail.

The next few pages present a model for the development of this awareness and understanding to empower IHR to more effectively cope with their international obligations more effectively communicate with their international counterparts and to improve their exposure and experience in HR practice in other countries.

THE CONCEPT OF CULTURE

Over the years we have offered several definitions of the concept of culture. One of these definitions is: Culture is a characteristic of behavior and belief that a group of people in a country or region (or company) develops over time and shared. Accordingly, the culture of the people:¹⁷⁴

- It gives them a sense of belonging, how to behave.
- Gives the ability to adapt to the circumstances (because culture defines what is appropriate behavior in this circumstance) and transfer this knowledge to the next generation (in the case of countries) or new employees (in the case of organizations).
- It affects every aspect of process management - how people think, solve problems and make decisions (for a country or a company).

As Shell Solomon paraphrase:

Taught and absorbed during the earliest stages of childhood, anchored with literature, history and religion, embodied the heroes and expressed through instinctive values and views, culture is a powerful force that shapes our thoughts and perceptions. It affects the way we perceive and evaluate the events (and others) as well as react and understand and communicate with each other, verbally and non-verbally. These differences can be large and delicate; be obvious and invisible. Reversing is constantly, culture encompasses the world as we know it shapes the way we build or define reality.

One important example of IHRM when filling positions for employment in foreign activities, local culture and environment can have a huge effect on the definition of work and job applicants - candidates for positions. The one thing that the name is similar to that IHR manager is aware of his native country can actually be a job that requires different skills in another country and be performed with completely different qualifications. In some locations, such as Africa, the employment of a member of a family has priority over the technical expertise of the applicant, even before the experience. In other locations, such as India, Japan, the Middle East and Latin America, personal and / or family ties can provide the most important factors for employment or duties. When a company enters a new country and performs activities such as employment, using practices from their home country can cause a significant lack of trust and alienation in the local country. It later may have implications in, for example, reaching the quality workforce.

CULTURE AS A LAY

Some shop assistants complexity makes the "culture" so difficult to tackle its many layers. There are many easily noticeable things about the culture of a country, region or company that differ significantly from other countries, regions and companies. These features, including things like food, art, clothing, greeting and historical landmarks are clearly visible. Sometimes they are known as artifacts, or manifestations of underlying values and assumptions. These core values or assumptions are less obvious.

¹⁷⁴ Organizational Behavior, Stephen P. Robbins, 2004, Pearson Hall, New Yersey, USA

One way to understand this is to think about the concept as culture is an iceberg, with only a visible part of its "reality." Only limited aspects of the values and beliefs of the group are visible, those manifest in things like architecture, food, clothing, greetings, working methods and management, the importance of the family or group, even language. But many of the basic views and history, tradition and religion which provided the foundations of the visible values and behaviors are not so obvious and well understood, they are "below the line where the water reaches" and therefore not easily visible. Awareness and respect of these basic factors is often a key issue to be able to work effectively in or with people from another country.

Another approach that is often used to understand this concept is illustrated in Figure 5.1, which presents culture as a series of concentric circles with multiple layers. Layers of culture, or onions, the model provides a way to understand the culture as a series of layers, each layer moving from outside to inside, posing less and less visible, or clear, values and assumptions, but consequently more and more important values and beliefs to determine the attitudes and behaviors. These layers include:

- Area of Culture (outer layer): things that are visible, such as clothing, food, architecture, customs, body language, gestures, etiquette, greetings, giving gifts.
- Hidden Culture (middle layer), values, religions and philosophies on things like raising children, views of what is right and wrong.
- Invisible Culture (center): universal cultural truths.

RESEARCH GEERT HOFSTEDE

The most famous of these studies was performed by Geert Hofstede in one of the largest multinational companies, now known as IBM. In particular, the research focuses on the identification of differences between countries and regional similarities based on a series of factors related. This is a brief summary of the factors identified in this study:

- Degree of acceptance of the powerful contrast between bosses and subordinates.
- Degree of individualism and collectivism.
- Degree of masculinity or feminism in social values.
- Degree of avoiding uncertainty or tolerance for ambiguity.

Hofstede discovered that not only some countries consistently show similarities based on the presence of these characteristics, but also clearly large differences between different groupings and countries. The important conclusion was that MNC idea is wrong that the management systems developed and practiced in the home country and the host company at a MNCs should be or could be imposed in the foreign subsidiary of the MNC. It is not surprising that such research is difficult to repeat, although current research in original company research Hofstede (IBM) confirms the cultural characteristics and profiles of the country.

INVESTIGATION OF FONS TROMPENAARS

Fons Trompenaars recently published results for similar study of wide scale. Although Trompenaars focus on different aspects of culture, such as how different cultures are in accordance with the status of members of their cultures, changing attitudes towards time and nature, and different attitudes towards individuals and groups and the resulting relationships between members of society, its conclusions are quite similar to those of Hofstede. Trompenaars identified 5 different cultural factors by which can be categorized member of his research. They include the following:¹⁷⁵

- Universal versus specific (emphasis on rules versus bonds).
- collectivism versus individualism.
- Range of expressed emotion (emotional vs. neutral).
- Range of involvement with others (diffuse versus specific).

In the words of Trompenaars:

These five value orientations greatly affect our ways of working and management, as well as our responses to moral dilemmas. Our relative position despite these dimensions leads our beliefs and actions through life. For example, we

¹⁷⁵ Cross-cultural Business Behaviour: Marketing, Negotiating and Managing across Cultures - Gesteland, 1999, Copenhagen Business School Press

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are faced with situations in which the established rules do not quite match a particular situation. Are we doing what is considered correct or adapt to the circumstances of the situation? If you are a serious meeting, whether to show how strongly we feel and not risk the consequences, or to show restraint? When you come across a difficult problem, whether the separation of the particles to understand or all see as connected to everything else? Based on what we need to show respect for the status or power of someone, because we achieved it or because of other circumstances (such as age, education or background)?

After subscribing to these studies, other researchers and consultants have reported similar findings and develop alternative ways of categorization of cultural values. For example, Global Leadership and Effectiveness of organizational behavior (GLOBE) project research categorizes countries into nine cultural dimensions including assertiveness, future orientation, gender differentiation, avoiding uncertainty, powerful contrast, institutional collectivism, group collectivism orientation towards performance and humane orientation.

NATIONAL CULTURAL GROUPS

Because the number of different national and ethnic cultures is very large, the efforts of Hofstede, Trompenaars and others to group countries with similar cultural profiles and identify the limited set of variables that can understand the cultural differences, of course welcomed of the companies operating in the international arena. Hopes and expectations for these efforts is that they would have simplified the problems that occur during the adjustment of different national cultures by limiting the number of different countries in order to facilitate international management. The results of several studies suggest cultural groupings of the following crops:¹⁷⁶

- Anglo Australia, Canada, Ireland, New Zealand, South Africa, United Kingdom, USA.
- Arab- Abu Dhabi, Bahrain, Kuwait, Oman, Saudi Arabia, UAE.
- Far East - Hong Kong, China, Indonesia, Malaysia, Philippines, Singapore, South Vietnam, Taiwan, Thailand.
- The German Austria, Germany, Switzerland.
- Latin for American Argentina, Chile, Colombia, Mexico, Peru, Venezuela.
- Latin European - Belgium, France, Italy, Portugal, Spain.
- Middle East: Greece, Iran. Turkey.
- Nordic: Denmark, Finland, Norway, Sweden.
- Independent - Brazil, India, Israel, Japan, South Korea.

People with long international experience will probably indicate that these groupings hide significant internal – groups (between countries in the same group) differences. But the various research efforts to identify countries with similar cultural characteristics suggest that countries in each group really showed significant similarities in their cultural profiles.

These types of studies can provide some guidance to general managers and HR managers when drawing up policies and practices in foreign events and activities. These studies provide support for the decentralization of many aspect of organizational structure and management and offer a proposal for the creation of regional divisions for managing at least some aspects of highly complex multinational company.

GENERALIZED NATIONAL CULTURAL CHARACTERISTICS

A related attempt to confirm these studies resulted in the development of a set of variables "pulling together" different approaches to describe the critical features of cultures. Impossible is likely to make a fully inclusive list, the following include many different variables that researchers and practitioners consider to be valuable in the implementation of successful international business. For each of these special features that are considered to be important, managers and employees involved in international business should gain knowledge and awareness of the basic values and norms, beliefs and attitudes and motivations that create specific behaviors observed.

- Time / Connection grouping: attitudes toward time and sensitivity to time; relationships, communication and language.
- Grouping of power, hierarchy, achieving status, physical space to work, the importance of work.
- Grouping of social interdependence: Depending on the group, acceptance of diversity, tolerance changes.

¹⁷⁶ International Human Resource Management - Dennis R. Briscoe, Randall S. Schuler, 2004, Taylor and Francis Group

- Social interaction: degree of formality; clothing and appearance, food habits and eating; greetings (kiss, bow or use hands); worship gifts, physical touch.

Knowledge to expose what is appropriate to the culture, specific behaviors such as giving a gift, accuracy, greetings, presentation, physical touch, models for speech and physical space between people while chatting are behaviors that can be learned. The reluctance to do so or assumptions that one with which a person is adequately informed, will inevitably lead to failure to conduct international business and IHR.

CONCLUSION

Different attitudes and values about the role of business and management and related assets and the level of development and attitudes to education may facilitate or prevent the transfer of products, services and business practices and technologies to foreign locations. However, the improved state of education in many developing countries, increasing numbers of people in developing countries who travel abroad for work or studying and availability of global communications (print media, radio and television, and Internet) make recruitment and the development of local foreign labor that easily accepts foreign organizational and managerial systems. In examining the differences in management practices in the world, each meets a significant level of cultural differences that are important to MNCs and IHRM. Clearly there is more than a "one best way" of managing successful companies, although many authors focus on the aspects of the organizations that are deemed to be present in all the "excellent" companies, although there is some research evidence to suggest that there is a fairly high degree of consistency between managers in the world. This fact contributes to multinational companies to understand the major differences in management style practiced in different countries and find ways to accommodate these differences as they adhere to those practices in their management and corporate structures as needs or desired worldwide. Difficulties occur with the merger of corporate and managerial styles in cross-border joint ventures, mergers or acquisitions and the resistance that occurs when there are attempts to impose the style of your home or company culture of foreign subsidiary shows how you can become an important problem. A survey conducted several years ago by the International Herald Tribune of companies involved in cross-border acquisitions showed that "cultural differences between senior managers are one of the biggest obstacles to the functioning foreclosure." Slightly more than half of cross-border acquisitions in the survey (52 percent) failed, 35 percent of executives in the survey rank cultural differences as the most important issue additional 20 percent rank unrealistic expectations as most important. In terms of specific management activities, there are a number of practices that have been directly affected, such as cultural attitudes and values discussed in the previous paragraphs. Many of these specific practices are important for the development of human resources practices in multinational environments, including issues such as for example, the methods and criteria for selection of employees, nature of benefits, the importance of family ties in the selection and position of the employee.

LITERATURE

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