Personal traits and Organizational culture of people who work into the Greek banking sector

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Abstract: The reason of this research was to investigate the thoughts about the current organizational culture of bank employees in Greece and to study what they want for organizational culture after five years. The sample consisted of 252 (51.7%) males and 235 (48.3%) females of various bank companies. The results of this research suggest that bank employees believe current organizational culture controls their behavior inside the bank while at the same time they would desire more friendly and adaptive forms of culture in the company in which they work for. Also, ANOVA analysis has shown that as far as the attitude is concerned, concerning the current organizational culture only the parameter of years of general experience as bank employees affect their attitudes, with employees with 1-10 years of experience ranks higher the current culture because it is characterized as hierarchical and less flexible and participative. As far as most wanted organizational cultures are concerned men and women stated different favorites, bureaucrats would like it to be more hierarchical and new employees would like it more to support involvement and adjustment to the exterior settings and less focused on the marketplace.

Keywords: Organizational culture, bank, personal characteristics.

1. Literature Review

1.1. Culture.

The American Heritage Dictionary states that culture is, “The totality of socially transmitted behavior patterns, arts, beliefs, institutions, and all other products of human work and thought characteristic of a community or population. The sociologists define culture as “the social heritage, all the knowledge, beliefs, customs, and skills that are available to members of a society. [1].”
The grand total of all the objects, ideas, knowledge, ways of doing things, habits, values and attitudes which each generation in a society passes on to the next is what the anthropologist refers to as the culture of a group. [1]. The well known Dutch behavioral scientist, Geert Hofstede defined culture “as the collective mental programming of a people in an environment”. His later definition was that culture is the collective programming of the mind which distinguishes the members of one group from another”.

1.2. Organizational Culture

There are a lot of definitions for organizational culture, some which are listed below:
Becker and Geer (1960), stated that organizational culture is a set of common understandings around which, action is organized, finding expression in language whose nuances are peculiar to the group. [2]
Louis (1980) stated organizational culture, as a set of understandings or meanings shared by a group of people that are largely tacit among members and are clearly relevant and distinctive to the particular group which are also passed on to new members. [2]
Allaire and Firsirota(1984), stated that organizational culture is a system of knowledge, of standards for perceiving, believing, evaluating and acting that serve to relate human communities to their environmental settings. [2]
Schein (1988), stated that organizational culture is the deeper level of basic assumptions and beliefs that are: learned responses to the group’s problems of survival in its external environment and its problems of internal integration; are shared by members of an organization; that operate unconsciously; and that define in a basic “taken-for-granted” fashion in an organization’s view of itself and its environment. [3]
Trice and Beyer (1984), defined organizational culture as any social system arising from a network of shared ideologies consisting of two components: substance-the networks of meaning associated with ideologies, norms, and values; and forms-the practices whereby the meanings are expressed, affirmed, and communicated to members. [4]
Based on the definitions mentioned above, there are two major schools: the first one considers culture as an important factor in social life, since it is been created when people are been into social groups as tribes, communities or even nations. The second school considers culture as a social product which is the result of a behavior, either intentional or unintentional. Therefore, culture can be characterized as a set of language, symbols, customs or use of technology or even design work settings. These symbols are been creating through social interaction in order to use to confront the broader social environment. [5].
Kotter and Heskett of the Harvard Business School define organizational culture, "as an interdependent set of values and ways of behaving that are common to a community and tend to perpetuate themselves, sometimes over a long period of time". (Scott & Jaffe, 1998) Robbins defines organizational culture as "a system of shared meaning held by members that distinguishes the organization from other organizations. This is a set of characteristics that the organization values.

1.3. Key Elements of Culture.

There are three key areas of culture which are :the Shared Values, the Beliefs and the Behavioral Norms. [6]
Values are very prized in a business or in a society and people’s feelings are very important, like for example, in many Asian countries where people value non-confrontation.

The word value is defined by Webster as “a principle, standard, or quality considered inherently worthwhile or desirable”. “Values can help employees find meaning and purpose in their work and link their individual efforts to those of the entire company.” Webster’s dictionary defines belief as “conviction that certain things are true.” [7]

Beliefs are what people accept in an emotional way, as true. Norms are based on values and can guide or giving directions to behavior usually called as rules, or even standards which have to be followed by people who take specific roles, (3) like for example some organizations have as a rule that all meetings will start on time with no delay, or in some Asian countries the desire or the value of non-confrontation leads to the norm of avoiding conflict. Apart from these mentioned above, there are some other elements which can be identified as related to culture and these are: Attitudes, Artifacts, Assumptions, Ceremonies, Cherished Philosophies, Customs, Heroes, Manners, Myths, Premises, Principles, Relationships, Rituals, Stories, Taboos, Traditions, Ways of viewing reality, and Ways of thought. [8]

Based on Schein (1988), culture consists of three levels, the most visible of which is behavior and artifacts. Behavior and artifacts, are consisting of behavioral patterns and outward expressions of culture, including visible indicators of culture, which are difficult to translate them, like, dress codes, level of technology utilized, as well as the physical layout of work spaces. This level states also what a group of people is doing, but not the reason why. [9]

Another cultural level deal with values, which define behavior, even though it is not directly observable. To this extent, Schein states that people may be unable to define the beliefs and assumptions which form the deepest level of culture.

More specifically, the Diagram of Schein’s theory is the following: [10]
An organization may have many different cultures or subcultures, or even no powerful culture since it is been created, preserved or even changed by its personnel. [11]

Many sociologists, like Gary Fine and Sherryl Kleinman define that today’s societies are been composed from interacting subcultures and not by a single overarching culture. Since organizations are consisting of subgroups which have specific characteristics, the personnel can easily categorize themselves and others into different social groups which are been defined by their primary work group, occupational or professional skills, union membership, or age cohort. [12]

Subgroups in different organizations can create subcultures containing specific meaning channels, even though they remain linked to the ideologies and values of organization’s leadership. Each culture defines different cultural activities between line and staff personnel or even business activities, since in order to keep culture alive interpersonal interaction within subgroups is a very important procedure.

Organizations do not always have homogeneous subcultures, since the exclusive social products within organizations can be differentiated, resulted in countercultures. [13]

Cultural change then relies on leaders’ communication techniques carrying messages about ideologies, values and norms that can be accepted by all employees. Leaders, have a wide variety of sophisticated cultural communication techniques in order to link subcultures to their organizations cultural objectives.
The cultural change can be achieved and can be productive, only if leaders will analyze the organization's existing culture, and evaluate it taking into account the strategic objectives which can be achieved. [14] Therefore, leaders have at first to understand the need of strategic objectives inside their organization as well as to define the activities which are needed in order to achieve those objectives. The next step is to analyze the organization's existing values and norms. To this extent, leaders should ask two very important questions which are the following: [15]

Can the existing explanations of cause and effect relationships, as well as the acceptable beliefs and conduct, well applicable to the organization's achievement of strategic objectives?

The difficulties the organizational members have to face in the external environment and internal work processes can only be faced by organizational leadership?

In order to meet the organization's objectives, strategic leadership needs to be transformational, since the leaders must have a fundamental understanding of highly complex factors which can support and enhance collective effort in the company. In order to act successfully, they have to act based on values and beliefs, in order to teach other people to act likewise. [16]

In order to be successful, they must enhance culture by teaching its personnel symbolically, through artificial crafting of new stories, symbols or traditions, elements which can be productively managed by all members of the organization. The teamwork is essential since new ways of thinking or acting have to adapted by the members of an organization in order to be successful.

Even though, culture is very difficult to change, leaders can effect or manage it, through some specific steps leaders can employ, as Schein outlines: [17]

**First, what leaders pay attention to, measure and control.** The things that are been measured and control by the leaders through time, can have a major impact on an organization's culture. An example of this is the substance. If leaders pay more attention to forms and to technicalities, an organizational culture can be developed to the point where people start to believe that the substance of a recommendation is less important than the way it is presented. Therefore, people will focus their effort on a presentation if this is what the leaders want.

**Second, leader reactions to critical incidents and organizational crises.** The way leaders react to crises states values, norms and organization's culture, since crises, by their nature, define the organization's major values. Reactions to crises are normally highly visible, because a crisis usually brings a great deal of attention, strong emotions for those who are associated with the organization, threatens the organization's survival, in order to enhance the existing culture, or leading to a change in the culture. This kind of crisis gives an opportunity for a leader to influence the organization's culture positively or negatively.

**Third, deliberate role modeling, teaching, and coaching.** If the leader gives the good example representing a role model for the rest of organization's personnel, aiming at internalize the desired goals, by an leading example ethical and consistent.

Fourth, **criteria for allocation of rewards and status.** Behavior consequences either positive or negative can tremendously influence culture. For example every new idea should be rewarded or at least encouraged, in order for new ideas to be welcomed or even desired. Finally, there are criteria for recruitment, selection, promotion, retirement and excommunication are one of the major way in order to change an organization's culture.
Based on Schein, there are five guidelines for the leader: [18]

First, since culture gives emphasis on corporate values, missions or even corporate philosophy, it cannot be oversimplified or be confused with values or even corporate philosophy.

Second, culture is not only a human resources effort in an organization, by influencing only human personnel. The impact of culture goes far beyond the human side of the organization to affect and influence its main achievements and goals. [19]

Third, culture is very well defined and controlled by the organization’s personnel and not the leaders, culture can result in controlling the leader rather than being controlled by him.

Fourth, different cultures are adapted by different organizations and their environments. Therefore, a strong culture can be successful depending on how well it supports the organization’s strategic goals and objectives.

Finally, all the aspects of an organization’s culture are not important, nor will have a major impact on the organization function, since some elements of an organization’s culture may have little impact on its functioning, therefore the leader has to discriminate which elements are important and which are not. [20]

Cultures do change over time. Robbins suggested eight approaches in order to have changing organizational cultures and these are:

The most important thing is that top management has to become role models for new culture. Also, it is very important to create new stories, symbols, and rituals. Another very important factor deals with selection, promoting, and supporting employees who adopt the new values. Also, it is essential to redesign socialization processes in order to be aligned with the new values and change the reward system aiming at supporting new values. Another important characteristic deals with the replacement of unwritten norms with formal rules. Shake up current subcultures by transfers and terminations and finally working in order to get peer group consensus through employee participation. [21]

1.4. Levels of Organizational Culture.

Organizational culture is proportional to the personality of the individual. As a person, so the body can be described as conservative / progressive, stable / dynamic, controlled / uncontrolled. Culture affects the way members of the organization are linked to each other, and their relationship with the external environment as well. [22]

There are two levels of culture in organizations. The observable culture and the main culture. [23]

1) By ‘observable’ culture one means the way every person inside the organization understands everything that happens inside the organization.

The basic components of observable Culture can be grouped into the following categories: a) Cultural Elements: it is consisted of events during which, important events are celebrated in favor of bank’s personnel. Through these events close links are been created between bank’s employees, whereas the main scope of management team when organizing these type of events is communicating to the organization’s employees specific messages. [24]

b) The second element of observable culture are stories, based on real events, in which organization’s employees participate.
These stories transmit information to new employees about the way the organization operates. These stories are used in order to communicate to the employees business standards and values. [25]

c) Daily Practices: A third element of the observable culture is the daily practices of the organization, so called formalities constantly repeated. They give a clear message to personnel on how things work in the organization and they are not written.

d) Symbols: it is about an additional element that characterizes the observable culture. Saying symbols mean non-verbal expressions, or actions which have a specific meaning. Symbols are a way individuals of an organization can communicate.

e) The language: language is a set of verbal symbols which reflect the culture of that organization. Emotions can be adopted and repeated by their employees or customers of the organization. For example when communication between individuals is grammatical correct, then this figure reflects the culture of the organization.

All these elements that characterize the observable culture shape the values of the company and strengthen the culture of the organization.

2) Central Culture: The second level of organizational culture the central or core culture consists of values and beliefs that influence behavior. Cultural values can be different from one organization to another. For example a company employees may be interested in the profit alone, whereas in another company may be interested in technological innovations. [26]

1.5 Dimensions of Organizational Culture

Organizational culture is aligned to the culture and value concepts. In modern organizations, the relationship between culture and values is inseparable. The dimensions of organizational culture simply repeat the ideas of human relations perspective in industrial and educational environment, since the organizational culture usually associates with other management concepts.

Definitions of organizational culture differentiate from culture: the acceptable values, the observed behavioral regularities as customs, traditions, and rituals, formal philosophy and shared meanings. [27]

Based on an analysis of organizational culture, Schein (1992) outlines three culture levels: 1) all the facts that include the visible organizational structures and processes 2) values, including strategies, goals and philosophies and 3) key subjective assumptions, which are unconscious, beliefs, thoughts, and feelings.

However, the process of creating a new organizational culture is not simple. Generally, organizational rites and rituals, social norms and values, assumptions, and communication networks play a key role in the creation of organizational cultures. [28]

Once formed an organizational culture, different mechanisms help to stabilize the acceptance of the values and ensure that the culture is maintained or enhanced. Organizational culture sometimes need to be changed because they differentiate according to every organization, institution, community, and country.

Consequently, the organizational culture of Korean society is different from that of Western society. [29]

To establish an organizational “path” in higher education, it was suggested that two stages were needed: initiation and fulfillment. It notes that the initiation takes place under a variety of conditions and occurs within a relatively short period of time.
The fulfillment associated with features of the organization is more stable and more predictable. Moreover, Clark (1992) suggests that the effort for an institutional innovation in the initiation stage can be completed under three main conditions: new organization, crisis and development in an established organization. In fulfillment stage, the basic elements are staff, external social base, and subcultures. [30]

1.6. Change of Organizational Culture.

According to Schein, (1992), the organizational culture causes resistance during the organization change. The main carrier of organizational culture’s change is business manager, who can transform the organization based on his beliefs and perceptions. Another factor which contributes to change or maintain the current organizational culture is the formation of social standards based on the relevant facts. Depending on what behaviors are rewarded or punished in the business environment, business creates some social rules that shape and reshape the culture of the organization. Business managers sometimes recognize the need to abandon some elements of organizational culture and to replace them with new, in order to achieve survival and further development of the organization. [31]

Therefore, business managers promote cultural changes, which are the following (Schein, 1990): [31]

1) The leaders unfreeze the present system, underline the size of threats the organization can be accept, unless there is a change, and reinforces the belief that change is desirable feasible.
2) Drive culture into a new direction, through the adoption and production of new leadership behavior. 3) Positions - "keys" of the organization are occupied by new strains, which carry the values and beliefs that are consistent with the new needs of the organization, as change depicts.
4) The leaders reward the adoption of new practices.
5) Organizational members are urged to adopt new behaviors attributable to the new circumstances.
6) Visible scandals or events arising aiming at creating myths that will shake down the oldest organizational values and assumptions.
7) The leaders create new symbols which guide other members to change their outdated behavior.

2. Research methodology

The sample of the present study included 487 Greek employees who worked in the bank sector. The sample consisted of 252 (51.7%) males and 235 (48.3%) females. As far as the age of the employees is concerned, 66 (13.5 %) employees were 30 years and younger, 235 (48.2%) employees were between 31 and 40 years old, 124 (25.4 %) employees were between 41 and 50 years, and 62 (12.9%) employees were 51 years and older. Of these, 4 (0.1%) employees graduated elementary school, 27(5.5%) finished the secondary school, 319(65.5%) employees graduated the higher education and 137(28.9%) employees were master’s graduates. As far as participants’ job positions is concerned, 19 (3.9%) were principals, 25 (5.1%) were deputy directors, 58 (11.9%) were chief (signature), 177 (36.3%) were chief (signature), and 208 (42.8%) were officers.

As far as the years of experience is concerned, 247 (50.7%) employees have less than 10 years of experience, 151 (31%) employees had between 11 and 20 years of experience and 89 (18.3%) employees have over 21 years of experience.
The questionnaire used for research purposes is the OCAI questionnaire (Organizational Culture Assessment Instrument which examines four possible organizational cultures: [33]

A. Clan culture which is based on collaboration
B. Adhocracy culture which is based on creation
C. Market culture which is orientated to rivalry
D. Hierarchy culture which is based on control.

Totally, the questionnaire is consisted of six questions, each one of which has four answers, one for every type of culture. The research participants are asked to give points for every question in all of four possible answers. Every question sums accumulative 100 points which should be allocated in the four possible answers which corresponds to every type of culture. Thus, the participants scored more points to the answer that best corresponds to the present system of the bank.

For all six questions participants were asked to give answers for the present situation in the organization as far as the organizational culture is concerned as well as for the situation they want to have in the back after five years.

The following table presents the ways through which the questionnaire was processed: [32]

Table 1: Ways of processing questionnaire Variables Questions

<table>
<thead>
<tr>
<th>Variables</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present</td>
<td>(1 present + 2 present +3 present + 4 present +5 present + 6 present )/6</td>
</tr>
<tr>
<td>Present</td>
<td>(1 present + 2 present +3 present + 4 present +5 present + 6 present )/6</td>
</tr>
<tr>
<td>C Present</td>
<td>(1C present + 2C present +3C present + 4C present +5C present + 6C present )/6</td>
</tr>
<tr>
<td>D Present</td>
<td>(1D present + 2D present +3D present + 4D present +5D present + 6D present )/6</td>
</tr>
<tr>
<td>After</td>
<td>(1 after + 2 after +3 after + 4 after +5 after + 6 after )/6</td>
</tr>
<tr>
<td>After</td>
<td>(1 after + 2 after +3 after + 4 after +5 after + 6 after )/6</td>
</tr>
<tr>
<td>C After</td>
<td>(1C after + 2C after +3C after + 4C after +5C after + 6C after )/6</td>
</tr>
<tr>
<td>D After</td>
<td>(1D after + 2D after +3D after + 4D after +5D after + 6D after )/6</td>
</tr>
</tbody>
</table>

For statistical analysis of the questionnaire Cronbach’s was initially used for the scale in total and for every factor separately in order to assess the reliability of the questionnaire. In addition, the descriptive statistics of the analysis was used like for instance, mean and standard deviation aiming at defining not only the present but the future predominant culture, as well, in the banking sector. [33]

Additionally, the statistical analysis used as independent variables, parameters, such as gender, age, marital status, educational level, the position that the employee holds in the bank, the years of total professional experience as a bank employee, the years of working experience in the particular bank in which works at present, as well as the years of experience in the precise position in the particular bank. The use of these independent variables aim at detecting whether there are statistically significant differences among the bank employees’ attitudes for the organizational culture as far as these variables are concerned. As far as the evidence given above the following research hypotheses had been introduced: [33]

- H0: The independent variables do not differentiate the attitudes that the bank personnel hold about bank’s organizational culture, thus there are no statistically significant differences observed in the organization culture for each one of them.
• H1: Independent variables separate the manners that bank employees hold about organizational culture, even though there are statistically important differences stated in the organization culture for every one of them. The statistical package (SPSS) for social sciences was used to analyze the data that was obtained via questionnaires’ distribution. Descriptive statistics were applied in order to obtain information about the employees’ attitudes for organizational culture and demographic variables. For further statistical analysis of data and the assessment of the hypotheses introduced above were conducted various ANOVA dispersion analyses as far as total of the dependent variables of the questionnaire (present, present, C present, D present, after, after, C after, D after) and independent sample T tests are concerned.

3. Results

In order to control the results reliability and the ESI questionnaire Cronbach’s was estimated. Cronbach’s for scores over .7 states that the questionnaire and the results are reliable whose grade of reliability is higher as higher Cronbach’s is. [33]

Table 2: Statistical tests for Cronbach’s

<table>
<thead>
<tr>
<th>Type of Organizational Culture</th>
<th>Cronbach’s alpha for the Present</th>
<th>Cronbach’s alpha for the Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clan Culture</td>
<td>0,808</td>
<td>0,702</td>
</tr>
<tr>
<td>Adhocracy Culture</td>
<td>0,759</td>
<td>0,723</td>
</tr>
<tr>
<td>C Market Culture</td>
<td>0,855</td>
<td>0,855</td>
</tr>
<tr>
<td>D Hierarchy Culture</td>
<td>0,953</td>
<td>0,810</td>
</tr>
</tbody>
</table>

On the basis of the high reliability that derived from the analysis above, arose 8 variables (4 for the present types of cultures and four the desired future types of culture after 5 years) in order to conduct further statistical examinations aiming at finding the predominant types of culture. Table 3 presents the results of this grouping.

Table 3. Organizational cultures, present and desired situation.

<table>
<thead>
<tr>
<th>Type of Organizational Culture</th>
<th>Organizational Culture Present</th>
<th>Organizational Culture Future</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
<td>Standard deviation</td>
</tr>
<tr>
<td>Clan Culture</td>
<td>19,58</td>
<td>7,41</td>
</tr>
<tr>
<td>Adhocracy Culture</td>
<td>17,74</td>
<td>6,33</td>
</tr>
<tr>
<td>C Market Culture</td>
<td>23,49</td>
<td>7,76</td>
</tr>
<tr>
<td>D Hierarchy Culture</td>
<td>39,2</td>
<td>20,48</td>
</tr>
</tbody>
</table>

As far as data presented above it is evident that for the main majority of the respondents the predominant culture in the bank is controlling. On the contrary, as far measures that concern the future, most of the employees prefer Adhocracy Culture and Clan Culture. [33]
Graph 1: The present and desired organizational culture

Also, T-tests proved that there are statistically major differences between today's organizational culture in relation with the future desired culture (Table 4). [33]

Table 4. Differentiation in cultures between present and desired situation.

<table>
<thead>
<tr>
<th>Pair</th>
<th>A Present</th>
<th>19.5773</th>
<th>7.41509</th>
<th>0.000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A Desired</td>
<td>25.4004</td>
<td>5.09562</td>
<td></td>
</tr>
<tr>
<td>Pair 2</td>
<td>B Present</td>
<td>17.7361</td>
<td>6.33737</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>B Desired</td>
<td>25.7478</td>
<td>4.69504</td>
<td></td>
</tr>
<tr>
<td>Pair 3</td>
<td>C Present</td>
<td>23.4873</td>
<td>7.76246</td>
<td>0.003</td>
</tr>
<tr>
<td></td>
<td>C Desired</td>
<td>24.2231</td>
<td>7.37345</td>
<td></td>
</tr>
<tr>
<td>Pair 4</td>
<td>D Present</td>
<td>39.1923</td>
<td>20.47659</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>D Desired</td>
<td>24.7091</td>
<td>8.48866</td>
<td></td>
</tr>
</tbody>
</table>

In an attempt to sum up the findings of the table above, it is evident that bank employees want clan culture to be enhanced for the future aiming at having greater participative levels in the organization compared to the present situation. Similarly, respondents state their desire for adhocracy culture to be also positive in the future. On the other hand, on the basis of the respondents' own manners there is a need for market culture to be dejected, so that levels of competitiveness are enlarged. Similarly, their longing for future is to decrease hierarchy culture within the bank. [33]

As far as various independent variables are concerned in terms of the respondents' manners for the today's organizational culture, it appears that there are no gender differentiations as far as men and women choices or manners about today's bank's organizational culture. Also, there are no major differences as far as today's organizational manners in terms of different levels of employees education. Additionally, employees professional position do not considerably influence their manners about today's organizational culture. These manners as well as the dependent parameters that are under examination are not considerably associated to the age of the respondents, professional experience in the same position as well as the same company. Also, there have been statistically important differentiations among the personnel based on the years of total professional experience as bank personnel. [33]

More particularly, employees with 11-20 years of total experience as a bank employee assess clan and adhocracy cultures lower than the other two groups (1-10 years of experience, 21 and over years of experience). In addition, this particular
group of respondents, assess higher hierarchy culture compared to the other two groups. [33]

In addition, men wish for clan culture to be present compared to women as far as the respondents is concerned. Additionally, there were higher ranks of longing as far as the support of market organizational culture was identified to men.

Moreover, the principal form of future organizational culture as far as women-respondents is concerned, is clan culture, whereas the other types of culture follow, that means, hierarchy, adhocracy and market culture. [33]

On the opposite, men mainly desire adhocracy culture to overcome in the future, with clan, market and hierarchy culture to follow. On the other hand, the educational level of the personnel does not influence in a statistically important system the manners of the respondents for the future desired culture.

As far as the employees professional position in the bank is concerned, it was proved that it influences in a statistically important way the preferred future form of culture. More particularly, managers are the persons that show statistically important higher levels for more demanding attendance of hierarchy culture in the future, compared to the rest of the respondents. [33]

Also, in this point of the analysis it has been evident that age influences the desired type of organizational culture encouraged in the future, whereas statistically important differences are identified between the respondents up to 30 years old and those aged 51 years old and over. The first group of respondents want more for clan culture to exist after 5 years. Additionally, the years of professional experience in the precise place do not have an important result on the future preferred form of culture. On the other hand, there are statistically important discriminations as far as future preferred forms of culture as far as professional years is concerned in the specific company. [33]

More specifically, employees with 1-10 years of professional experience in the bank want further powerful existence of clan culture in the bank compared to the respondents that work in the same bank from 21 and over.

Also, the same group of respondents (1-10 years in the same bank) want less the existence of market orientated culture compared to the other two groups of respondents(11-20 years and 21 years and over in the same bank). [33]

Last but not least, total professional years of experience as a bank employee similarly influences the respondents' manners as far as their needs for future organizational culture is concerned. The group of respondents with 21 years and over of personal working experience need considerably less the existence of clan culture in the bank compared to the other two groups of respondents. Moreover, the group of respondents with 11-20 years of banking experience want statistically considerably less a market orientated organizational culture in the future compared to those with 1-10 years and those with 21 years and over of professionals experience. [33]

4. Discussion

Culture is an ongoing process of reality construction, providing a model of understanding, which helps members of organizations to interpret events and to give meaning to employees. Consequently, culture is a progressive and dynamic process that incorporates changing values, beliefs and underlying assumptions regarding:

- The nature of the relationship between the organization and the environment (if the organization controls, controlled, or coexist with the environment).
- The nature of reality and truth (what is right or wrong in terms of the acquisition and use of information, time perspective, natural and social environments).
- The nature of human nature (innate nature and basic instincts of human beings).
- The nature of human activity (active, passive, or intermediate) and the nature of human relationships (the right way for people to relate to each other).
These are fundamental assumptions for the core and global realities that result in cultural predispositions that lead the more superficial manifestations of culture such as the apparent behavior, rules, values, etc.

Organizational cultures are initially created by the initiators of organizations and then maintained by chosen managers. These initiators form organizations based on their personal beliefs on how to interact with the environment and the natures of reality, people, activities, and relationships. They make assumptions about what should or should not be, what effectively works and what does not, and what is appropriate or inappropriate organizational activity. The objectives, assumptions, and the founders reality visions embraced by others in their organizations, and especially their leaders. Over time, the joint realities evolve to consensually validated organizational cultures made the "correct" ways of solving organizational problems on the survival and adaptation to the external environment and the completion of the internal procedures necessary to ensure the survival and adaptation.

5. Conclusions

Organizational cultures are mini societies that reveal distinct patterns of thought, behavior and belief. Similarly, organizational cultures are highly visible as they facilitate the adaptation to the external environment as well as the completion of internal procedures. Adaptation and integration suggest differences in climatic conditions and a degree of organizational-environmental settlement. The culture can significantly limit the strategic choices and, therefore, can limit the ability of the organization to assess and adapt to certain environments - so much that it becomes increasingly difficult to separate the strategic change of the culture change. These events once again support the need to bridge the existing effort activities higher level. This next step should be driven from the top down. Clearly, organizations should analyze their cultures and manage within their cultural boundaries. If the match between the culture and the environment is inappropriate, organizations need to change their cultures. Even in order to govern effectively within the territory or to change cultures, leaders and managers must learn to understand the types of systems in which they operate. Successful leadership depends on an ability to create or maintain a common reality, as cohesive groups evolve from the common reality and importance. The common reality and importance created or maintained only when the leadership and management is symbolically consistent with a desired direction. In other words, the culture cannot be controlled can only be influenced by the leadership and managerial behavior.

Organizational culture is a collective phenomenon, shared with people who live in the same working environment. It comes from the interaction between people and organization between them and the external environment. Formed by the interaction of employees' characteristics, organizational structure, organizational ethics and membership rewards system. It rules, values rituals, traditions, stories, symbols, practices. It gives its members a sense of identity and identification with the clear definition of values and expected behaviors common to its members. Also, organizational culture builds links between the organization members and commits to the vision and mission of the Organization. Along with the clarification of rules of behavior, organizational culture leads to specific behaviors creating a stable behavior.

The cultural values can further assist in mutual adjustment creating a common reference point and thus the organizational culture acts as an informal organization structure that frees employees to show off some of their skills. The organizational culture affects the effectiveness of the organization because it can give a competitive
advantage, improve the way the organizational structure functions and increases the motivation of employees to meet the interests of the Organization.

References


