CHANGE MANAGEMENT AND ORGANIZATIONAL CULTURE. GAPS TO BE BRIDGED IN BUREAUCRATIC ORGANIZATIONS

Ilie SAVA

Human Resources Management General Directorate, Ministry of National Defence, Bucharest, Romania

The paper aims to summarize the characteristics and functionality of bureaucratic systems, from the point of view of organizational culture, with emphasis on its influence on the efficiency and effectiveness of the organization. Also proposes a detailed analysis of the changing management and of the models which can be applied in order to change organization culture in particular.

Key words: organization, organizational culture, change management, bureaucracy, efficiency, effectiveness.

1. INTRODUCTION

In recent years, organizations around the world are in fierce competition to win the market in the specific field of activity, all taking place at the highest speed level. Under these conditions, adapting to current requirements plays a particularly important role and can make the difference between success and failure.

The process of transformation of an organization, by adapting to the new demands, involves numerous mutations that target all aspects and areas of activity.

The first organizational structure that has been imposed since the beginning of the organizations, as a necessity to achieve goals, is the bureaucratic one, which is characterized by precisely defined tasks, hierarchy, career evolution defined by formal rules, no personal relationships, strict regulations and orders.

Therefore, the knowledge of the organizational structures, of their characteristics, of the principles underlying the functioning, of the internal and external environmental factors, and their influence on the organization's activity, constitute

essential conditions in achieving the final results in accordance with the expected ones.

The culture of the organization touches every element, and can be found in every element of his functioning, and special attention must be pain to this aspect, when organizational changing are done, because it is relatively simple to change a technological process but can be extremely difficult to change thinking and behavior of the employees, the values and norms that guide them.

From this point of view, knowledge of change management techniques and models and their application must be seen as a necessity for all organizations, consider that sooner or later any organization will have to go through a change, and adapting process.

2. ORGANIZATIONAL CULTURE IN BUREAUCRATIC SYSTEMS

2.1. Organizations: introduction and theoretical elements

People have grouped in different forms of organization, some simpler, others more complex, since the beginning of existence. The need for human organization and for the establishment of organizations arises from the imperative of human cooperation.

Organizations became important because they ensure the coordination of the efforts of different individuals to achieve goals that individually would be difficult to achieve or even impossible.

The basis of the appearance of organizations consists both in their main characteristic of achieving individual goals faster, more completely and more efficiently than through isolated action, and in their ability to respond to fundamental human needs.

Once they appeared, the organizations developed over the time, reaching today some very complex forms. Considering the aspects presented previously, regarding the appearance and existence of the organizations, the specialists in the field tried to find a definition of it.

Analyzing the definitions of various specialists in the field, it results that regardless of the clarity, the extension of the definition, with some omissions or additions, there are constantly several defining elements of the organization on which the consensus is unanimous, such as: 1) the existence of a sufficiently large number of individuals; 2) the artificial and conscious character of the creation of the organization; 3) the conscious, sustained and planned pursuit of precise and specific goals; 4) the division of activities; 5) the mission of optimizing the activity of the organization.

In order to better understand what an organization means, it is necessary to treat it from the perspective of the general theory of systems. The intention of the general theory of systems is to reveal properties, principles and laws that are characteristic of any system in general, regardless of their variety or the nature of the component elements.

Therefore, the system is a set of interacting elements that constitute an organized whole, with specific properties and functions, different from the elements that compose it, a distinct and relatively autonomous formation in relation to the environment, and which can be identified in any field. Social systems are usually organizations. Any organization is a system, without any social system being an organization itself.

From the point of view of functioning in time, any system is characterized by the capacity to modify the input elements. The fundamental problem of regulation is to find and apply those intervention actions that ensure the dynamic balance of the system. Breaking this balance leads to the degradation of the organization's system with severe consequences over the time.

The individual, the group and the manager/leader are standard elements of any organization. Considering the organization in the relations with the environment, a different perspective is necessary, different than the one which results from the initial summation of the individuals, groups and leaders. In this new perspective, the organization must be analyzed in relation to the following variables: complexity, formalization, administrative intensity, centralization and size of the organization.

Complexity takes into account the degree of differentiation between the sub-units of the organization, resulting from specialization and expressed by grouping the basic activities and distributing them to individuals (groups) in the form of service tasks. The specialization derives from the action of three vectors, such as: the type of activity (which determines the functional differentiation), the type of tasks (which determines the differentiation on tasks) and the place of activity (which determines the spatial and geographical differentiation).

Formalization refers to its formal or informal predominant characteristics. A high level of formalization is given by the internal norms in order to determine the behavior within the organization. Usually, the larger an organization, the more formalized it is, in order to guarantee its survival. Besides the size, the goals and the nature of the activities carried out within the organizations also contribute to the increase of the formalization.

The administrative intensity has the role of ensuring the balance between the administrative activities (execution) and the management activities (decision and control). There are organizations with predominantly administrative structures or organizations with predominantly leadership structures.

Centralization considers the concentration of power towards the top of the hierarchy (centralized structures) or the concentration of power towards its lower hierarchical levels (decentralized structures). Concentrating power refers to the decision-making process and the coordination of its fulfillment.

The size of the organization refers to the number of its members, an extremely important aspect that can generate an organizational dilemma (to what level the organization can increase its number of members without diminishing its functionality). The optimum structure is determined by the goals of the organization, by the influences of the environment and also, by the specificity of the activity.

2.2. Features of bureaucratic organizations

In the current language, the terms bureaucracy and bureaucratic designate an inefficient activity, characterized by dysfunctional phenomena, excessive formalism and concern for minor problems.

Etymologically, the term "bureaucracy" means the leadership of those who work in offices. It seems that this word first appeared in France in the eighteenth century. Nowadays it is used in two radical senses different: some understand bureaucracy as a machine that implements decisions of political factors, while others see it as a brake on functioning society.

In the theory of organizations, bureaucracy is a type of formal organization of people, which serves to solve optimally, rationally and efficiently administrative problems in various fields (economic, political or military), this being possible due to specific characteristics.

The one who consecrated the term scientifically was the german sociologist Max Weber, author of the famous "ideal bureaucratic model". Acording to Weber, the principles underlying the model are, as follow:

- bureaucratic authority - the authority to lead is firmly established by laws and regulations, which also provide the coercive means available to leaders in order to imposes their fulfillment;

- strict specialization - the activities carried out are standardized, each individual knows exactly what his rights and duties are, his position in the organization, the means of coercion, the criteria and conditions to used it;

- **principle of hierarchy** - according to which the bureaucratic organization operates from the principle that each position is controlled and supervised by a higher position, so that no position remains uncovered;

- the entire activity operates on the **principle of competence** given by specialized training - the management team has competence and authority, and they can use it in the management process of control, rewards and sanctions, as forms of imposing the organization's operating rules and regulations;

- **depersonalized relationships**, the individual is a neutral agent of action and there is a total separation between public and private life. Weber insisted particularly on this issue, stating that the official must have with the institution only an employee relationship. This kind of approach has very good results in developing professional bureaucracy. It was originally characteristic to public institutions, but gradually expanded into the private sector, as an efficient system which can concur to the efficiency of the organization's activity, used to the proper extent;

- the function of the organization is based on **administrative acts,** decisions, provisions and rules with a strictly formal character, and for any actions are used written documents, which allows the existence of a "bureaucratic memory".

Bureaucratic organizations may function very well in some domains, but they have some dysfunctional behaviors, which can affect the entire activity in a very serious manner, such as:

1. **avoidance of responsibility** - from the multitude of techniques to avoid responsibilities the most commonly used are: passing the responsibility, ostrich policy (the bureaucrat avoids getting involved in solving a conflict, ignoring it, considering that he will solve itself), the arrivalist's policy - the bureaucrat who must act to solve the problem adopts the same conduct of denying the existence of a problematic situation but, unlike the previous case, he is aware of the consequences, doing so in order to obtain good grades and promote in higher positions;

2. **dispersion of responsibility** - appears in the situation of carrying out complex tasks, which involve a large volume of information and competence of several specialists, then such a committee is formed, the responsibility for solving the task and decision making rests with the whole group, coming impersonal;

3. **concentration of authority** - the bureaucrat does not accept any suggestion from subordinates, considering himself the most competent in making decisions and removing those who endanger his authority;

4. **formalism** - the transformation of rules and norms in an organization from means of realization, into goals themselves; this tendency towards excessive conformity arises from the desire of the leader to protect and ensure the authority and privileges derived from this function.

5. **bureaucratic sabotage** - is achieved by depriving the boss from the essential information, or by offering him a very large amount of information, which disrupts the decision-making process.

Ensuring an efficient functionality of the organization requires deep knowledge by managers of all the variables that influence their activity. A special importance is represented by the factors that come from the external environment, as they significantly influence the activity of the organization and are influenced by it. An ideal situation for the manager of the organization would be for him to be able to channel all his efforts towards solving the primary objectives of the institution, without worrying about external interference's. Such an ideal situation, in which to act under the auspices of a closed system is rare.

The above consequences force us to look at the organization, regardless of its size and type, as a subject of environmental uncertainties and fluctuations. The organization as a closed system will probably never exist because its components are influenced by different factors outside the system.

We can only speak of organizations with a low or high degree of permeability to environmental influences, but not of a closed system. The perspective of the organization as an open system determines us to take into account the disturbing factors of the external environment that influence the manager in trying to achieve the organizational objectives.

The relevant external environment consists of a long series of social and political factors, existing in the society, which the managers must take into account when making decisions. Among these external factors that influence the organizations and the activity of their members are to be retained:

- **economic factors** - represent the set of economic elements in the environment, such as: domestic and international market, purchasing power of the population, the financial potential of the economy, the economic development, etc.

- **technical and technological factors** - which form the external environment of the organization refer to the technological level of machines, equipment and installations which can be used, technologies provided to the organization through research undertaken by specialized

organizations, licenses purchased, level of research development, etc.

- **demographic factors** - the importance of human resources in achieving objectives is reflected in the increasing influence of demographic factors on the organization. The main demographic factors are: population number, population structure by age and gender, average life expectancy, etc.

- **socio-cultural factors** - represent the totality of social-cultural elements that influence the activity of the organization, considering mainly education, mentality, the relationship between urban and rural population, etc.

- **political factors** - in a broader sense refers to the actions taken by political parties, parliament and government, generally characterized in the initiation, adoption and application of the laws, that can affect the functionality of the organization.

The knowledge of the environmental characteristics is achieved through the organizational structure with the help of the informational subsystem, and through the methods and techniques of management forecasting.

2.3. Organizational culture models relevant for bureaucracy

The preoccupations for identifying the culture of the organization, its place and role in the failure or success that mark the evolution of the organization are diverse and include numerous studies on the subject. The simplest definition of organizational culture is given by the totality of the basic principles that unite the members of a community.

According to specialists in the field, the organizational culture includes the following elements:

- normal behavioral actions that occur in human interaction, such as rituals, ceremonies, frequently used language, etc;

- the rules that are shared by groups throughout the organization;

- the dominant values imposed by the organization;

- the philosophy that guides the organizational policy regarding the employees;

- rules for integration into the organization, which the newcomer must learn in order to become an accepted member;

- the spirit and climate shown in an organization through its physical appearance and the way its members interact with other people outside.

None of these components taken individually represent the culture of the organization. Taken together, however, they reflect and give meaning to the concept of organizational culture. The personality and image of each organization is given primarily by the people who work for it.

Each member of the organization brings its own ideas and values, about itself and others, bosses and subordinates, and spreads them within the organization. At the same time, the same member assimilates the existing habits, rules and restrictions of the organization. From this interdependency of individuals' beliefs, their ideals, behaviors and language, the culture of an organization is born.

Through its culture, the organization manifests itself in society, and may have an active participation in social life, or may exist within the limits of the mediocre or is simply thrown to the edge of interest.

Values and norms are the most important components of the organization's culture, and at the same time, those elements that give us the widest picture of the inter-organizational environment.

With a much more imperative character than in other organizations, the values and norms of bureaucratic organizations must be known and strictly respected by all members, as a condition for the successful fulfillment of the tasks and missions. The manager will react and act, according to the way the subordinates understand and comply with the restrictions imposed by them. Considering the manager position, he has the responsibility to promote and cultivate the values and norms from the internal environment of the organization among all the employees.

We cannot speak about the organizational culture, as the internal environment in which the manager carries out his activity, without highlighting the component parts of it. At the level of each organization, two levels of the organization's culture can be distinguished, which differ in flexibility and visibility: the visible part and the invisible part.

The visible part includes: the artificial products, the actors, the heroes, and the perspectives offered to the individuals by the organization. The invisible part - which holds the primary role in building and promoting culture - is given by the basic concepts, values and norms promoted by the group that holds power within the organization.

To better understand organizational culture, it is necessarily to realize and be aware that it exists on many levels, which goes from visible to invisible. Edgar H. Schein identifies three levels of manifestation of the organization's culture, of which the first two, fundamental presumptions and values, are considered part of the organization's hidden culture and the last level, material culture, representing the visible, surface part of culture.
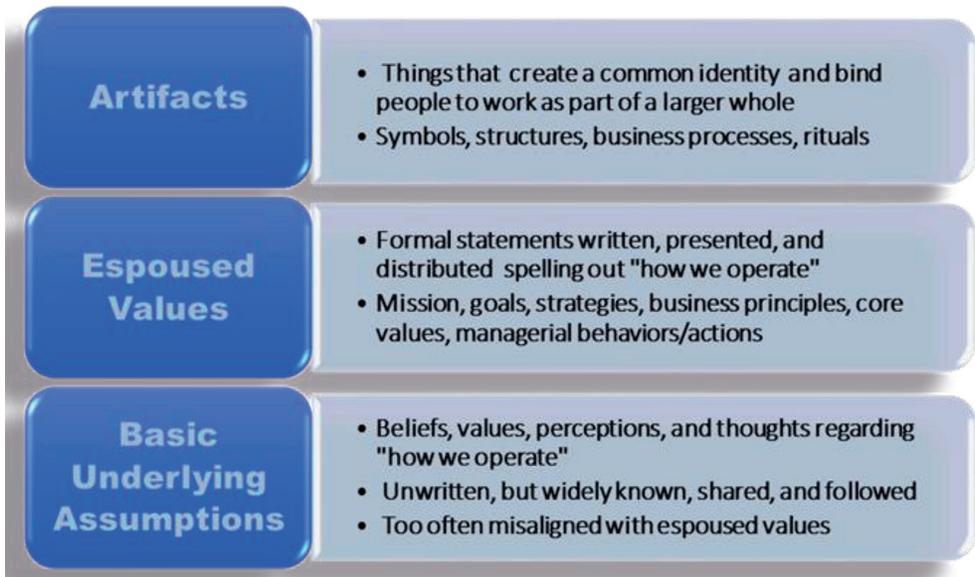
Fig.no. 1. The three level of culture,
according to Edgar H. Schein
Source: https://www.humansynergistics.com,
last retrieved September 8 2020

The organization is a social invention designed to achieve certain goals through the efforts of its members, such as solving tasks/ missions, by creating an optimal work environment. Organizational culture represents the personality of the organization, the way in which it works. The existing organizational culture in the systems it was created in time being influenced by history, by permanent relationships with society and its people.

Organizational culture is multidimensional, contains a multitude of elements at different levels of understanding, accessibility and generality. Among the most important theoretical contributions in the research of organizational cultures belongs to Geert Hofestede who defined, in the end, 6 dimensions of social culture, as follows:

1. **Power distance** - extent to which members of a culture expect and accept that power is unequally distributed in society and in organizations; it is about the distribution of resources, which involves: great distance from power means the distribution of resources

that amplifies inequality and social distance, and short distance from power means the distribution of resources that reduces inequality and social distance. High power distance encourage bureaucracy development, encouraging respect for rank, hierarchy and authority.

2. **Uncertainty avoidance**-extent to which the members of a culture feel threatened by ambiguous or unknown situations; from this point of view, we can speak of two directions, and two types of institutions: tolerant organizations regarding the risks of uncertainty, accepting the uncertain by accepting the fact that there are things that cannot be controlled, and intolerant organizations, which doesn't recognize the uncertainty and want to maximize control they exercise in any field.

3. **Individualism/collectivism** - the value given to individualistic behaviors; institution where individualism predominates, the ties between members are reduced, there is a great freedom to choose the directions of action and each pursues especially its own goal; institution where collectivism predominates, individuals work together to make their decisions and actions.

4. **Masculinity/femininity**-refers to the division of social roles between genders; masculine institutions emphasize values such as material success, money, possession and indifference to others/toughness; femininity institutions emphasize values such as cooperation, care for others, quality of life.

5. **Long-Short term orientation**-short term refers to an organization orientated to the past and present, which values are national pride or respect to tradition; long-term refers to an organization orientated to future rewards, which adapting to the new challenges.

6. **Indulgence/Restraint**-Indulgent societies allow personal and human satisfaction, in the sense of having fun and enjoying life; restrained societies suppress the satisfaction of basic human needs and establish it through strict social norms.

For example, the description of the 6 dimensions of social culture is presented in Figure 2. Also, in Figure 3 is presented a comparison between 4 countries, considering this dimensions.
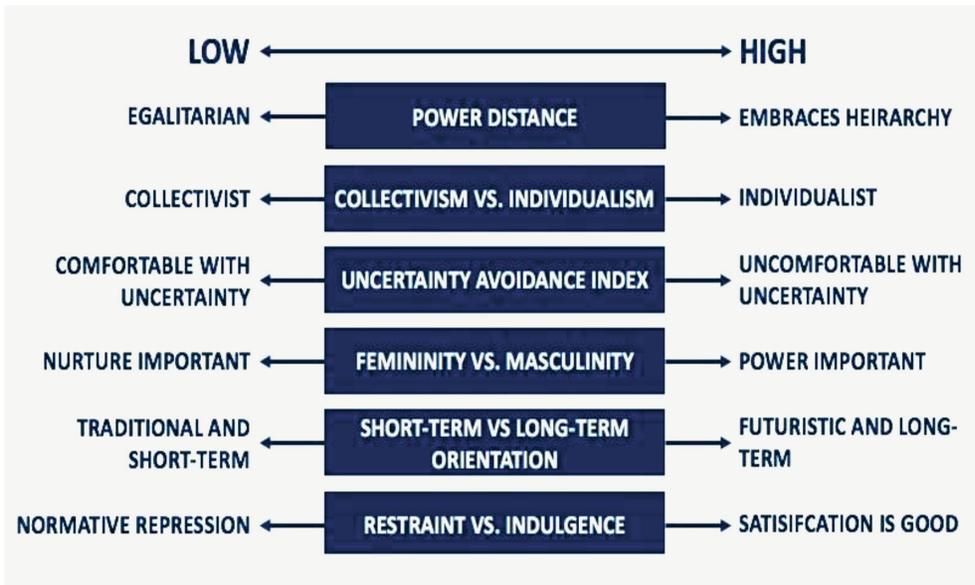
Fig.no. 2. Synthetic representation Hofstede's dimension of culture
Source: https://corporatefinanceinstitute. com, last retrieved September 8 2020

Fig. no. 3. Values for the 6 dimensions, 4 country comparison.
Source: https://www.hofstede-insights. com, last retrieved September 8 2020
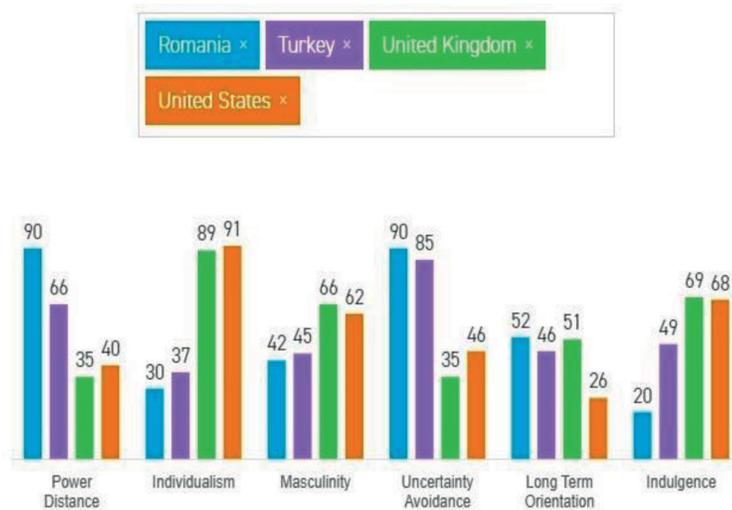
3. CHANGING BUREAUCRATIC SYSTEMS BY CHANGING THE ORGANIZATIONAL CULTURE

3.1. Theories of change management

The managers of the organizations must be aware that there are many aspects of the social environment over which they have little or no control. However, these factors have a major influence on their activity to achieve organizational goals.

The values and norms of the society were the organization is located are important particular elements of the cultural environment. Because these values and norms are relatively durable and stable, they can be seen as a significant and independent set of forces which can occurs in the effectiveness of leadership.

The existence of a set of values and beliefs of the society affects the leadership in many aspects. Thus, the manager cannot decide the direction of the organization's objectives, without being aware of the acceptability of these objectives by the external environment/society. In other words, the environment must legitimize the results of the organization, otherwise the organization will not be supported by the environment in its efforts.

Considering these aspects, the interaction between the organization-environment, and the manager-environment, can be synthesized in three types of environment: stable, unstable and turbulent.

- **stable environment** - this type of environment is characterized by changes at long time intervals. At the same time, in a stable environment, the changes are easy to predict and, as a result, the organization can easily adapt to the requirements. Environmental stability also ensures the stability of the organization.

- **unstable environment** - is characterized by frequent but generally predictable changes;

- **turbulent environment -** is characterized by frequent changes, accentuated and difficult to anticipate by the manager; under these conditions, the risk and uncertainty increase, amplifying the difficulties of adapting the organization.

The central issue in today's organizations is changing management. In all areas of social, political, economic and cultural life we are facing changes, and lately changes are more often than years ago.

From a point of view, the successful initiation of change and its management can have significant benefits, from the perspective of the organization's survival, economic viability and human satisfaction. From another point of view, the impossibility to anticipate change, the refusal to recognize the need for

change or the delayed reaction to it can generate organizational disasters, by losing control.

In support of this theory, Kotter and Heskett describe two levels of an organization's culture: an invisible and hard to change one that includes the values shared by all members of the organization, influencing collective behavior, and a second, visible and easier to change, which refers to the norms of behavior that are transmitted to the new members, norms that are in accordance with the value system accepted by all members of the organization.

Organizations, if they do not adapt to changes in the internal and external environment, if they do not adopt new directions of action, will register failures or even disappear. Managers must focus on change both as an opportunity and as a threat.

Changing culture in an organization is one of the most difficult processes to be undertaken. It is important that leaders to be prepared and have a solid knowledge of change management.

Author John Kotter is a supporter of the theory according to which the culture of an organization should be left at the end of a transformation process. "Culture is not something you can easily handle. Culture changes should start only after the employees' restructured actions take effect and after the new behavior that were implemented start to show benefits to a particular group and after the staff begin to understand the connection between the new actions and the improved performance." (Kotter, 1996).

The more the organizational culture is aligned with the company's mission and values, the greater are the chances of change.

Anyway, the first step in initiating any process of change is to diagnose, identify the reasons for change and the elements that require change. The correct diagnosis clarifies the problem, suggests what should be changed and what would be the ideal strategy for change, in order to meet as little resistance as possible.

Change is often met with resistance from those to whom it is addressed, and resistance occurs when people do not support changing efforts of the organization. Organizational culture is one of the most resistant elements, and need to be treat very carefully.

The communication between the company's management representatives and the employees regarding the intention to change and the elements targeted by the change, is one of the aspects that contribute to the diminution of

the change resistance, and should be taken into consideration as a primary element.

Once the process is completed, the changes must be evaluated to see if they have fulfilled their mission and if the result is considered appropriate, and will become part of the organizational system, despite the initial resistance.

3.2. Models of change management

One of the analytical models of change belongs to Kurt Lewin. From his point of view, change is a modification of the forces that keep the behavior of the system stable.

More exactly, the stability of any system, at any moment of time, depends on the interaction between two sets of forces - those who tend to maintain the actual situation and those who want to change it. When both sets of forces are approximately equal, the system is in a state of "quasi-stationary equilibrium". To change this, is needed to strengthen one set or another of forces. Lewin suggests that altering the forces of stability, which support the actual state, generates less resistance to change than strengthening the forces of change, so he considers this strategy more effective. In his vision, the process of change has three steps:

-unfreeze-this step refers to the minimization of the forces that maintain the behavior of the system at its current level; this can be accomplished by entering in the system of some data/information that will show the discrepancies between the behavior desired by the employees and the existing one;

-**change**-it is about changing the behavior of the organization, by reaching another level in this plan; this step refers to the development of new behaviors, values and attitudes by changing organizational structures, processes and culture.

-**refreeze**-this stage refers to the stabilization of the new stage of the organization, by setting the newly introduced elements; it can be achieved through organizational culture, norms, policies and structures.

Models proposed by Lewin is represented with details in Figure 3.

The stages presented can be followed in most of the change processes, regardless of the nature of the organizations and the proposed changes, but in order to achieve their goal, they must be detailed in action plans, focusing the organization's resources on well-defined action.

Fig. no. 4. Lewin's change model
Source: https://medium.com/@warren2lynch, last retrieved September 7 2020

Analyzing the three stages of the change process proposed by Lewin, it can be seen that they have an extremely broad approach. Trying to better describe the process of change, some other theoretician came up with their own models, more comprehensive and detailed. One of them is John Kotter, professor at Harvard Business School and one of the well-known theorists in change management, which model is designed in 8 steps, as follows:

- create a sense of urgency-the desire for change does not appear suddenly because it requires considerable effort; first of all people must be convince that an effort for this change is indispensable and urgent; this can be achieved by creating a crisis that can destabilize the organization for the moment, but inspires people to change, makes the goal to become real and relevant.

- build a guiding coalition-change is a collective effort, and cannot be achieved by the management team alone; the leader must be surrounded by a group of leaders and employees convinced of the need of change, who need to act and work as a team, and to believe in this, motivated and fully engaged in the process.

- form a strategic vision-the best way to get employees to work together to change an organization is through vision and strategy, which must be a motivating and credible picture of their future organization.

- **communication for buy in**-the communication of the vision must be done in simple terms, avoiding jargon and at the same time,

it must take into account that the message should to reaches as many people as possible, have to be direct, by using multiple dissemination channels (work sessions, discussions, meetings, messages etc.).

- enable action by removing barriers-this step is about adapting the organizational structures to the new context, implementing adequate training programs to facilitate the learning process of new skills, abilities, etc., confronting managers who oppose change.

- generate short term wins-change is a long process, and requires a long effort, so it is necessary to maintain the interest in order to avoid discouragement, by quickly communicating the successes achieved.

- sustain acceleration-establishing goals and objectives that can be obtained from the very first stages of implementing the change increases the morale and engagement of the people. However, the sense of urgency must be maintained by accelerating the process of change. This acceleration is based on new initiatives, new projects that can be launched as they become necessary.

- institute change-The culture of the organization represents a set of values, beliefs and norms of behavior that characterize each organization and that have a major impact in terms of best practices. In the new context of change, the set of values, management systems, management style, and leadership must be reevaluated considering if they match and support change. Starting from this core, change affects processes, practices and working methods.

Also, must not neglect the connection between old values, old culture and new values, should be mention at any moment the successes achieved both in the past, and in the present, and how they have contributed to the preparation of current changes.

The model proposed by Kotter is simple, intuitive and easy to implement and to use it. It should be noted, however, that it refers to radical changes and not all organizations want to make such changes.

Organizations go through different stages throughout life, represented by certain characteristics that influence and are influenced by organizational culture. Starting from this idea, Edgar Schein designed a model that reflects the specific ways of change depending on the stage of the life cycle.

The mechanisms for changing the culture of the organizations in correlation with the stages in which the organization is are presented in Fig. 5, and detailed below, as follows:

Organizational Stage	Change Mechanism
Founding and early growth	1. Incremental change through general and specific evolution
	2. Insight
	3. Promotion of hybrids within the culture
Midlife	4. Systematic promotion from selected subcultures
	5. Technological seduction
	6. Infusion of outsiders
Maturity and decline	7. Scandal and explosion of myths
	8. Turnarounds
	9. Mergers and acquisitions
	10. Destruction and rebirth

Fig. no. 5. Schein's change model
Source: Schein, Edgar H., Organizational Culture and
Leadership, Jossey-Bass Inc, 1992, p.292

- founding and early growth- is the stage in which the organization was established and begins to function, and integrates into the environment in which it will operate in the coming years; at this stage the vision of the founders is extremely strong, and creates the main lines on which the organizational culture will develop later; one of the major objectives at this moment is to ensure the survival of the organization, and to develop a series of distinctive features that differentiate it from other organizations, and at the same time, that will gave an advantage; at this time, the culture is in formation, but still has some influence, helping the organization to individualize in relation to other organizations; at this stage, we cannot speak about a change in organizational culture, given that it is in the process of formation.

- middle-it is the stage in which the company has evolved and outlined its main characteristics, and new challenges and development opportunities appear; now, culture can be a factor of progress or regression; it is very possible that some of the values initially promoted not to be founded in the existing reality; in this case it is necessary to apply some certain mechanisms which will allow a remodelling of the culture or some of its components.

- maturity and decline-it is the stage in which the organization begins to face major problems, considering the maturity as the maximum level of efficiency reached; thus, major changes are required, and organizational culture will plays a very important role; if the organization has evolved over a long period of time and has been successful, then it has also developed a strong culture, which in a stable environment can be an advantage, but at the same time, its change becomes difficult to achieve; therefore, the role of managers and models of organizational culture change become essential in the survival of the organization.

Organizational culture improves the stability of the organization and gives its members the understanding they need to discover the meaning of the events and activities that take place in the organization.

Many organizations consider having their own organizational culture as a strategic tool. Reality shows that many organizations have been successful for a long time if they have a strong organizational culture.

Change plays an important role in organizational culture, and modern cultures view change as necessary, beneficial, and without it organizations cannot progress. In the same time, managers should know the measures in which the way of change is accepted and the points of view of the different opposing groups.

The values of an organization must be established by its leaders, taking into account the culture of the organization. However, culture controls the manager to a greater extent than the extent to which he controls culture.

4. CONCLUSIONS

In the last half century, human society has undergone a surprising evolution, both in the technical and technological field, but especially in the field of organization and functioning of organizations, especially those which are producing goods and services.

The new sciences, such as management and organizational theory, have made a significant contribution to changing the vision of the entire process of carrying activities within the organization.

This evolution of the society has been materialized in the elaboration of new doctrines and concepts that take into account the current needs and requirements of humanity, by implementing modern management methods, and bureaucratic systems being considered obsolete and ineffective.

However, time has shown that for an organization to be efficient,

there is no fully applicable solution in any situation in terms of management and culture, but rather a mixture of different styles, in accordance with the environmental condition, no matter how this is represented.

There is a close connection between organization and nation, and different approaches is necessary in managerial practice, and the organizational structures, managerial styles, cultures organizational and change programs should be adapted to the dominant cultural attributes of the host nation.

The efficiency of a bureaucratic structure consists in their specific form of organization, in the sense that there is a mandatory set of rules to follow for any imagined situation, and personal interventions are not accepted. Everything works with a mathematical precision, the hierarchical levels being interconnected with each other through well-defined and delimited connections.

Nowadays, the bureaucratic system is met at the level of each organization, more or less developed, in a form or another, considering the field of activity and the culture of the host nation. From this point of view, there are multinational organizations that in order to achieve their goals have had to adapt to host nation "characteristic", because the usual way of doing business in the home country didn't work.

Organizational culture is particularly important, and acts as a catalyst for employees, allowing them to understand exactly the role and position within the organization, but must be understood and treated in close connection with the other elements that define the organization.

At the same time, the culture of the organization is the main element in supporting the adapting to the current requirements of society, and at the same time of developing of an organization, without which evolution cannot be possible.

The effects of changing the culture of the organization can be negative if the solutions found are inappropriate with the context, in which case the lack of interdependence stands out between the content and the process of change.

As a final conclusion, considering the elements presented, a powerful culture well defined and closely attached to the organization, as well as an attenuated bureaucracy, are elements that ensure guaranteed success of any organization.

REFERENCES

[1] Alvesson, M., *Understanding Organizational Culture*, Sage Publications, 2002.
[2] Cochrane, G.; *Max Weber's Vision for Bureaucracy. A casualty of World War I,* Palgrave Macmillan, 2018.

[3]   Codreanu, A.: Organizational Change: A Matter of Individual and Group Behavior Transformation, Journal of Defense Resources Management, No. 1(1)/ 2010, Brasov, Romania, pp. 49- 56, ISBN 2068- 9403.

[4]   Gibson, J., Ivancevich, J., Donnelly Jr., J. and Konopaske, R., *Organizations:Behavior, Structure, Processes*, 14th Ed., McGraw-Hill, 2012.

[5] Schein, Edgar H., *The Corporate Culture. Survival Guide*, New and rev. ed., Jossey-Bass. A Wiley Imprint, 2009

[6] Schein, Edgar H., *Organizational Culture and Leadership,* Jossey-Bass Inc, 1992.

[7]   Schabracq, Marc J., *Changing Organizational Culture. The Change Agent's Guidebook*, John Wiley & Son Ltd., 2007.

[8]   Swedberg, R., Agevall, O., *The Max Weber Dcitionary. Key Words and Central Concepts,* 2nd ed., Stanford University, 2016.

[9]   Lewin, K., *Field Theory in Social Science,* NY Harper & Row, 1997

[10]   https://geerthofstede.com, last retrieved September 7 2020.

[11]   https://www.hofstede-insights. com, last retrieved September 7 2020.

[12]   https://www.kotterinc.com, last retrieved September 7 2020.

[13]   https://www.shrm.org, last retrieved September 7 2020.