

IDENTIFICATION OF ORGANIZATIONAL CULTURE IN THE PUBLIC AND PRIVATE ENVIRONMENT. A QUALITY SURVEY

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ABSTRACT

In this article, the author aims to identify the organizational patterns in existence in public and private organizations. This Quality Survey relies on the Harrison Questionnaire, a now-classical tool in organizational culture diagnosis. The intended purpose of this research is to identify the resemblances as well as the differences in the way the employees in the two organizational environments perceive organizational culture. Being a fundamental element in the modern organization, culture is, first and foremost, about people, about the values, attitudes and behaviours of the people as individual psychological entities as well as social actors participating, day after day, in the construction of everyday life. From this perspective, organizational culture within a specific national area should not feature major differences from one organization to another insofar as the employed personnel (execution staff and management staff) have the same nationality and belong, implicitly, to the same collective thinking. The author took this reality into account and did not introduce in the research samples those respondents who work in multicultural organizational environments. On the other hand, in time, organizational reality itself influences, indirectly, as well, the employees' personalities. As a result, this survey is expected to outline these differences insofar as the organizational environments in the public and private sectors are, indeed, distinct.

KEYWORDS: *Harrison Questionnaire, Organization, Organizational Culture, Organizational Culture Pattern, Organizational Environments.*

1. INTRODUCTION: Understanding organizational culture

For a genuine understanding of what organizational culture is truly about, we should view it as an iceberg. The iceberg technique, such as it may be used in organizational analysis, is premised on the fact that, in an organization, what *cannot* be seen prevails over that which *can* be seen. In fact, this premise may be used by reference to any social structure, including by reference to individuals. The premise, in this case, states that when individuals are examined, what they hide from us is much more important than what they tell us.

The reference to the individual is important because the individual is a key element to understanding and diagnosing organizational culture (Morgan, 1986; Certo, 2002; Schein, 1985). In the absence of an individual, there is no organizational culture, especially in the absence of the manager individual who has the ability to rewrite, day in, day out, the entire range of behavioural and organizational equations that define and give substance to culture over time.

In other words, a genuine organizational culture is, rather, an indicator of the unseen part of an organization, one very difficult to detect, sometimes hidden, but easily recognizable by employees the minute they are asked to speak about that part. In addition to other organizational processes

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(Pruna, 2012) like, for instance: the patterns of manifestation of power and influence, the connections, relations, acquaintances system, the needs of each individual etc., organizational culture is a key aspect in defining an organization in terms of efficiency and effectiveness.

Just like there may be two sides to some people's personality, a relational side, what they say, what they let other people see, and a hidden side, what they hide from others, what they think and feel and do not share with the others, organizational culture, too, may be analysed from two perspectives. One is relational - what the others are shown about the organization or what the management wants to be seen, and a hidden one, the "genuine" one, what the members of said organization actually think and feel about it. Relational organizational culture is about the visible symbols that are used strategically to create organizational images (myths): stating its mission, annual reports and balance sheets, badges, decorations, certificates of merit etc. The hidden organizational culture focuses on in-depth symbols - the concrete manifestations of the way in which the day-to-day work is performed in that organization. (Pruna, 2012)

The understanding of the organizational culture by referring to those two key aspects of the culture: the relationship organizational culture and the hidden dimension of the organizational culture, is found in the analyses and researches of several authors (Rusu, 2003; Avram & Cooper, 2008; Burduş, 2003). In their analyses, all authors assume that the best way of understanding the organizational culture is to regard it as an iceberg.

For instance, if we are trying to view organizational culture as an iceberg, what we see above the surface is built on a much more profound reality: the visible elements of the culture may rely on a series of concealed values, concepts, ideologies and intuitions - whether or not brought into question, (un)consciously supported. Certain "flaws", negative features of the hidden triggers of human behaviour, shall cause a noncompliant conduct. We are talking about the "let the neighbour's goat die to" views which are damaging to the co-worker or neighbour relationships although people fail to perceive this situation outright. These aspects of the organizational culture need to be changed. This can be done by socializing, integration, social conformism, etc. It is imperative to understand the hidden part of the organizational culture in order to build correct and efficient strategies.

If we refer to the organizational culture as the "personality" of an organization, then we understand that it confers that uniqueness and an identity to that organization, transforming it into an objective reality able to "manipulate" the employee for constructive or destructive purposes.

Before pointing out some methodological aspects of the quality research, we will attempt to define organizational culture and to present, in brief, the types of cultures identified and used for the purposes of the organizational and managerial analysis.

In the specialized literature there is no unanimously acknowledged definition of organizational culture (Wagner & Hollenbeck, 1992; Johns, 1996; Mullins, 1993; Martin, 2002) as each author singled out certain key elements deemed essential, which they consider indispensable in defining the culture and which were included in definitions. According to a holistic approach, Schein, 1985, considers organizational culture as a complex reality identified, among others, through:

- rules of behaviour, noticeable when people get together (language, use of respect),
- rules put in place within working teams,
- dominant values adopted in the organization regarding the services,
- the philosophy guiding the policy of an organization towards its own employees and towards the stakeholders,
- rules established within the organization which allow for an optimal operation thereof,
- the climate in the organization, manifested in the organization thereof, the professional comfort as well as in the quality of the liaison with the external environment.

This exhaustive and individualized definition comprises the formal as well as informal reality, the objective and subjective reality, the seen and unseen reality. We agree with Schein's assertion that "in order to truly understand a culture and to discover the accurate values of a group, it is absolutely

imperative to discover the implicit/unconscious assumptions triggering the way in which that group perceives, thinks and feels" (Schein, 1985; apud Martin, 2002; cit. Avram & Cooper, 2008).

In our opinion, organizational culture is an ensemble of shared beliefs, rules and norms which reunite the members of an organization, show conformism in a group as well as the course of action of same (Pruna, 2011). This ensemble determines, ultimately, the organizational norms - formal and informal - as well as the patterns of behaviour arising from those norms.

This definition outlines the role the personal beliefs are playing in understanding organizational culture as well as the way they people are permanently writing and rewriting the working groups and the patterns of behaviour required for an organizational action. Organizational culture represents a lifestyle to the employees and the managers and, if we were to provide an operating definition for it, we could say that it represents the way in which the work is done and the people are being treated.

As a conclusion to the theoretical substantiation of this survey, we could say that:

- organizational culture operates within the organization on the surface, with respect to the visible part of the organizational processes, as well as on the hidden side, with respect to the unseen part of these processes;
- the hidden side, which includes elements of the organizational culture that are connected to the unseen organizational processes, determine the relational side, which is tied to the visible organizational processes;
- organizational culture in general, being defined as the way in which the work gets done in an organization, is viewed distinctly, by its members or by outsiders;
- due to the complex nature of the organizational culture, there are frequent differences in the interpretation and understanding of organizational culture even inside such organization, between its respective managers and its employees;
- the hidden, unseen aspects of organizational culture affect the members of an organization, irrespective of their will, and determine their personality and their behaviour;
- organizational culture chiefly focuses on the way in which the work is done and in which the people are being treated in the organizations.

2. THE MAIN PATTERNS OF THE ORGANIZATIONAL CULTURE

Culture is an organizational asset that may be used in an efficient or non-efficient manner. If the organization is a distinct social space in which several individuals get together and interact in a specific manner in order to achieve joint goals (which goals may not be achieved individually, by each part, but only by joint efforts), then organizational culture should be understood with the help of the "specific interaction" phrase. This requires a certain behaviour, certain patterns of action, a certain distribution of power and authority, a certain limitation of personal freedom in favour of collective freedom, a conduct based on doing the right thing, in other words, it presupposes a specific organizational way of life. Fundamentally, this way of life, once assumed, determines organizational culture, which, in turn, influences, i.e. changes, the way of life.

For these reasons, a diagnosis on organizational culture, a knowledge of the dominant pattern of same is somewhat equivalent to the knowledge of the organizational way of life. The usefulness of identifying the organizational pattern reflects, directly or indirectly, on all aspects of organizational life. However, organizational life in its entirety may be positive or negative. This means that organizational culture, too, may be positive or negative. When is organizational culture positive or negative? The best way to understand the positive or negative role of culture is to correlate it with the framework goals of the organization (in our opinion, these are achieving the intended goals, creating an appropriate working climate and building organizational prestige). Insofar as the framework goals are achieved, the organizational culture is positive; if they are not, the organizational culture is negative (like a millstone which does not kill you, only tortures you needlessly).

Before a brief presentation of the main patterns of the organizational culture, we should understand the following aspect (Pruna, 2011):

- in reality, in the organization, there are more than one cultural patterns of which one is dominant and the others are secondary,
- each cultural patterns has strengths and weaknesses and may generate opportunities or threats to the external environment,
- the dominant cultural patterns influence the secondary cultural patterns, knowing the dominant pattern is important in order to establish a management strategy at the top management level,
- the importance of cultural pattern also lies in rendering the relationships with individuals or groups from the outside environment more efficient.

Regarding the main organizational patterns, we considered that the most important are: "autocratic", "technocratic", "task-related" and "focused" organizational culture (Handy, 1985)

"Autocratic" organizational culture has a sole centre of authority, usually at leader level. Control is exercised directly by the leader or by his/her key people. This type of culture attracts people with a tendency for power and for fast career advancement who do not think much of security. Values are focused on individual performances, egocentrism, physical and mental endurance. There is great tolerance as to the means employed to achieve the intended goals. There are organizations focused on results, the personnel fluctuation is larger on account of their inability to withstand such tough competitive environment. This is an effective cultural pattern; however, it takes a toll on individuals. Working overtime voluntarily is a habit in this type of culture. **"Technocratic" organizational culture**, in those organizations with pronounced bureaucratic mechanisms, the operation of which depends on the inertial performance of certain specialized roles by their personnel. In them appear and are maintained subcultures within their specialized departments, with frictions likely to arise among departments and hierarchies of image and prestige almost formalized. Values and perspectives are clear, stated in writing, with a tendency toward stiffness. They gravitate around discipline and observance of their respective procedures and internal regulations. Individual prospects are generally limited and tied to the performance of a specialized role.

"Task-related" organizational culture is based on the distribution of tasks depending on the professional potential of individuals, which, as a rule, is extremely generous. They focus on completing the tasks at hand and look to secure all the necessary resources and appropriate manpower for each level of the organization. Their personnel have autonomy in choosing the ways to complete the tasks. Values promote creativity, teamwork, achievement of collective goals with priority over individual ones. Influence relies on professional power rather than on the power attached to a position or on personal power and is much more dispersed than in other cultures. These are highly specialized, efficient and pretentious organizations.

"Focused" organizational culture is a rather rare occurrence. The individual holds a central role. The structure and the organization itself serves individual interests. If such culture exists, it has the role to serve and help its members by promoting their personal interests, without any global goal whatsoever. The members of this organization do what they do best and their advice is sought on the problems at which they excel. The specialists in the organizations, the professors, the lawyers who gained admission to the bar, the consulting companies, etc. are but a few instances as to where this culture can be found.

3. A QUALITY SURVEY REGARDING THE IDENTIFICATION OF THE ORGANIZATIONAL PATTERNS

3.1 Considerations regarding the research methodology

As stated in this article, a correct identification of the cultural patterns within an organization is important to the efficiency of the latter. Furthermore, the cultural pattern influences more important aspects in the life of an organization.

Starting from the public-private dyad, we attempted to identify the cultural patterns existing in the two organizational environments as well as the employees' preference for a desired cultural pattern. To this end, we conducted a quality survey using the amended Harrison Questionnaire to learn how the employees view their own organizational culture and a desired cultural pattern. This Questionnaire comprises 15 questions reflecting the main characteristics of each pattern of the organizational culture. Each question has 4 alternative answers, the score is 10 points which are divided between the four alternative answers. Each version may have a theoretic average ranging between 0 (if no points are awarded for any of the 15 questions) and 10 (if a full score is awarded for all the 15 questions). The general average for each cultural pattern also ranges between 0 and 10. We opted for two distinct working environments - private and public - without making distinctions within either one. Moreover, although in theory the managers' view should differ from the employees' view on organizational culture, we did not opt for distinct samples and chose to focus on the private-public analysis instead. The working hypotheses were the following:

- There are distinctions between the private and the public view on organizational culture;
- There are no distinctions between the desired cultural patterns between the public and the private considering they are part of the same collective thinking.

The sample used for the purposes of this survey consists of the operations managers (the lower echelon of management) within the public and private organizations. We opted for a sample made of managers on account of their special position in an organization, their authority and due to the fact that unlike the operational staff, they have a broader influence on building organizational patterns. This does not mean that the operational staff does not play an important part in the dynamics of a cultural pattern, but, rather, that their influence at the level of the organization as a whole is much weaker compared to their managers'. On the other hand, we opted for this sample due to the direct reporting line between it and the operational staff. Working directly with the operational staff enables a more detailed knowledge of the staff as well as a connection to the needs and expectations promoted by this category of professionals. The sample is comprised of 110 respondents divided equally for the purposes of this survey and was not aimed to ensure representativeness by reference to the total population employed.

3.2 Findings of the research - identification of an organizational pattern in the public and the private environment.

The processing and interpretation of the findings emerging from this quality survey indicate a general trend in which the view of the operations managers (the lower echelon of management) in the public sector approaches the authoritarian-type organizational pattern, while the view of the operations managers in the private sector approaches the technocratic-type organizational pattern.

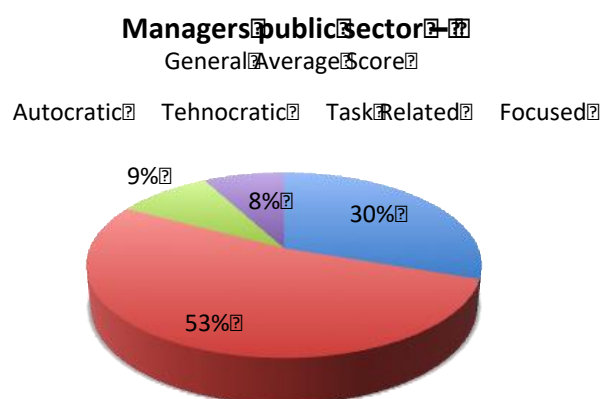


Figure 1. Managers public sector – general average score

Source: the author

Regarding the organizational pattern desired, the respondents chose the same organizational pattern, that which is task-related, but in various weights.

Regarding the managers in the public sector, they scored a general average of 4.6 on a scale from 0 to 10, almost half, which means that the dominant cultural pattern, i.e. the autocratic one, is doubled by secondary cultural patterns. Thus, the first secondary cultural pattern as average is the technocratic cultural pattern with a 2.8 average, followed by the task-related cultural pattern with a 1.4 average, and by the focused cultural pattern with a 1.2 average. The difference between the dominant cultural pattern and the first secondary cultural pattern is 2.2.

An analysis on the average of alternatives by reference to a single question (the average per alternative answer a to Question 1, for instance) is leading us to some interesting conclusions.

The alternative answers which scored the highest averages from the respondents in the public sector and which reflect in fact the most important characteristics within the dominant cultural pattern are, in order:

- at Question 2, how are the decisions made?, the alternative answer a - the decisions are made by the leaders, under the influence of the persons close to them, by a 6.5 average,
- at Question 4, how does the organization cater to the needs and desires of its members?, the alternative answer a - in a dominating manner, according to the idea that "we know better what is best for you", by a 6.3 average,
- at Question 6, how do people inside the organization respond to the request that the groups or the departments help one another?, alternative answer a, the groups are competing among themselves and will only help one another when they are to derive benefit from such help, by a 6.0 average
- at Question 10, what kind of person is considered a good underling in the organization?, the alternative answer a, a loyal person who is faithful to the influent and powerful, by a 5.9 average

An analysis of these alternative answers that are viewed as accurate within the organization indicates that the decision-making system has nothing to do with the underlings and even operations managers, for that matter, and it is the senior management who generally helps people, not depending not on the people's desires, but as the senior management considers best, inter-department cooperation is strictly limited and is used only when the groups deem necessary, while the image of a good underling relies on their connection with the influent person, not necessarily on results.

On the other hand, the alternative answers that scored the lowest averages, too, offer interesting conclusions. We are referring to those characteristics which are basically part of the cultural pattern picture, but are far less important to the dynamics thereof. These are, in order:

- at Question 1, if you have any idea or suggestion as to how the work could be done better, what do you have to do for it to be taken seriously?, the alternative answer a, you must know the right people who have connections and authority, by a 2.9 average,
- at Question 7, what matters the most to the people in the organization?, the alternative answer a, to please their boss or the most influential people in the organization, by a 2.8 average,
- at Question 9, who should a new-comer look to in the organization?, the alternative answer a, to the influent ones holding the reins and making the rules, most of which are unwritten, by a 2.6 average,
- at Question 14, what happens when rules or procedures become an obstacle?, the alternative answer a, they may be broken if one has sufficient power, influence because they have been made to control, to dominate, by a 2.6 average.

A summary analysis of these answers indicates that, although these alternative answers are in fact part specific to the theoretical picture of the autocratic pattern, they are not viewed as highly manifest in the organization. *Per a contrario*, according to the autocratic picture specific to public environment, any potential work improvement initiatives are welcome, in a transparent fashion, the

idea of pleasing one's boss is not so powerful, any newcomer should not necessarily look directly at the powerful (there must be professional integration programs in place, while the rules are strong enough to hold even when they become obstacles to the organization members.

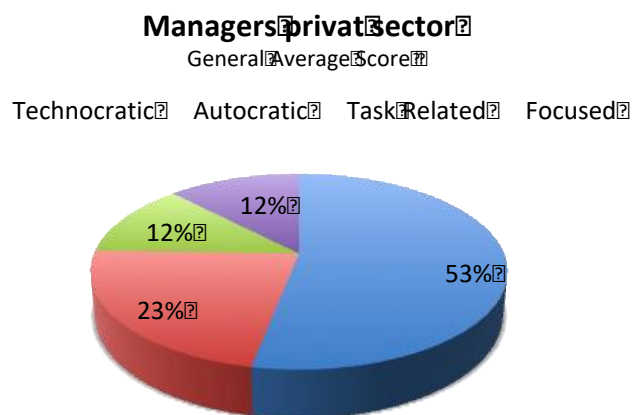


Figure 2. Managers privat sector – general average score

Source: the author

Regarding the managers in the private sector, they scored a general average of 5.2 on a scale from 0 to 10, more than half, which means that the dominant cultural pattern, i.e. the technocratic one, while better structured, is doubled by secondary cultural patterns. Thus, the first secondary cultural pattern as average is the autocratic cultural pattern with a 2.2 average, followed by the task-related cultural pattern with a 1.2 average, and by the focused cultural pattern with a 1.1 average. The difference between the dominant cultural pattern and the first secondary cultural pattern is 3, higher by 0.8 in average than the one in the public sector.

An analysis on the average of alternatives by reference to a single question (the average per alternative answer b to Question 1, for instance) is also leading us to some interesting conclusions.

The alternative answers which scored the highest averages from the respondents in the private sector and which reflect in fact the most important characteristics within the dominant cultural pattern are, in order:

- at Question 3, how is communication in the organization?, the alternative answer b - communication is formal, regulated hierarchically, by a 7.4 average,
- at Question 5, who is the most successful in the organization?, the alternative answer b - those who play by the rules, integrate in the system and comply with the procedures, by a 7.2 average,
- at Question 7, what matters the most to the people in the organization?, the alternative answer b, to fulfil their tasks under the rules and procedures in force, by a 7.0 average,
- at Question 11, under what circumstances is it legit for an individual to tell another individual what to do?, the alternative answer b, when the role, the position or the duties of the former empower them to do so, by a 6.9 average.

An analysis of these alternative answers that are viewed as accurate within the organization by the operations managers (the lower echelon of management) from the private sector indicates that the regulations and procedures are very important in an organization, in general, to the organizational communication process or to the way to achieve organizational success or to the greatest responsibility of the people (that of fulfilling their tasks) or to the distribution of authority by imposing responsibilities on another individuals. This standardization of work is specific to the technocratic environment.

On the other hand, the alternative answers that scored the lowest averages, too, offer interesting conclusions. We are referring to those characteristics which are basically part of a dominant cultural

pattern picture, but are far less important to the dynamics thereof as far as the respondents are concerned. These are, in order:

- at Question 4, how does the organization cater to the needs and desires of its members?, the alternative answer b - in a uniform, equidistant manner, according to the rules and procedures in force, by a 3.4 average,
- at Question 8, what happens to those whose achievements do not meet expectations?, the alternative answer b, there are rules which, if observed, the person in question has nothing to worry about, by a 3.1 average,
- at Question 12, what matters the most when people receive tasks, responsibilities?, the alternative answer b, the plans of the organization and the rules on training, age, skills, etc., by a 3.0 average,
- at Question 15, how are the people lead, managed or influenced?, the alternative answer b, people are managed according to clear rules and procedures which regulate what should be done and how it should be done, by a 2.9 average.

A summary analysis of these answers indicates that, although these alternative answers are in fact part of the theoretical picture of the technocratic pattern, the organization does not cater to the needs and desires of the people by procedures, those who do not meet the intended efficiency, even if they played by the rules, should be worried, one's tasks do not necessarily rely on the plans and the rules on competence and, last but not least, people are not necessarily managed according to rules and procedures.

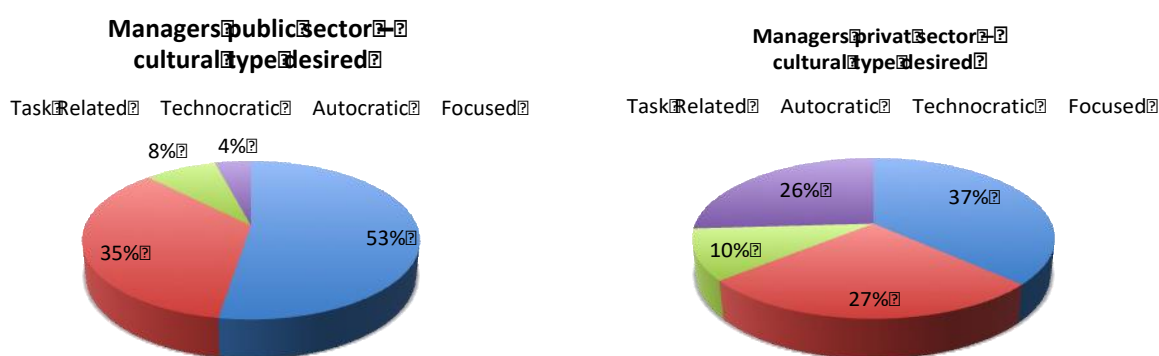


Figure 3. Managers public and private sector – cultural type desired

Source: the author

Regarding the cultural type desired, the managers in the public and the private sector, the respondents, looked to the same dominant cultural pattern, the task-related one, but in various weights - the general average scored was 5.1 for the public sector and 4.7 for the private sector on a scale from 0 to 10. Within the culture desired, too, the dominant cultural pattern is doubled by secondary cultural patterns. What is interesting is the fact that the respondents from both organizational environments wrote the cultural pattern of the other environment as being the most important secondary cultural pattern, the managers from the public sector scored the technocratic cultural pattern by a 3.4 average, while the managers from the private sector scored the autocratic cultural pattern by a 3.5 average.

The remaining cultural patterns scored below 2 averages, for public sector, autocratic – 0,8 average and focused – 0,4 average, for private sector, technocratic - 1,3 average and focused – 0,3 average.

The second interesting conclusion is that the sectors of the alternative answers by reference to one question (the average of alternative answer b to Question 1, for instance) are either high or low, refer to the same question, to 5 questions, which is indicative of a focus of the perceptions from the two organizational sectors.

The alternative answers which scored the highest averages from the respondents in the public and private sector and which reflect in fact the most important characteristics within the dominant cultural pattern desired are, in order:

- at Question 1, if you have any idea or suggestion as to how the work could be done better, what do you have to do for it to be taken seriously? the alternative answer c - you must know the people you are working with and be able to bring arguments, by a 7.0 average in the public sector and a 6.8 average in the private sector.
- at Question 5, who is the most successful in the organization?, the alternative answer c - those who are dedicated to their work and are committed to the organization, by a 6.9 average in the public sector and a 6.8 average in the private sector,
- at Question 6, how do people inside the organization respond to the request that the groups or the departments help one another?, alternative answer c, they work together when they have a joint task or an obstacle in their work, by a 6.4 average in the public sector and a 6.2 average in the private sector,
- at Question 10, what kind of person is considered a good underling in the organization?, the alternative answer c, the kind of person who wants to make things happen, who fights for its innovation, by a 6.1 average in the public sector and a 5.8 average in the private sector.

An analysis of these alternatives, which are regarded as desired within the organization by the operations managers (the lower echelon of management) from both environments, for the cultural pattern desired, indicates that the respondents generally state things like when people have ideas about how the work can be done better, they should be listened to if they are able to bring arguments, the most successful within the organization should be the people who are committed and involved, inter-department cooperation is desired especially when joint inter-department tasks emerge, and a good underling is a person who wants to become involved, has initiative and fights for their ideas.

On the other hand, the alternative answers that scored the lowest averages in the public as well as the private sector, too, offer interesting conclusions. We are referring to those characteristics which are basically part of a dominant cultural pattern picture desired, but are far less important to the dynamics thereof as far as the respondents are concerned. These are, in order:

- at Question 2, how are the decisions made?, the alternative answer 3, the decisions are made by those who have the expertise and the knowledge required in that field, by a 3.4 average in the public sector and a 3.2 average in the private sector,
- at Question 3, how is communication in the organization?, the alternative answer c, information is available to those who request it and circulates freely in working groups, by a 3.1 average in the public sector and a 2.9 average in the private sector,
- at Question 8, what happens to those whose achievements do not meet expectations?, the alternative answer c, there is no time to spare for those who do not do their job, they will be either ignored or replaced, by a 3.0 average in the public sector and a 2.7 average in the private sector,
- at Question 14, what happens when rules or procedures become an obstacle?, the alternative answer c, work is more important than the rules, if a task so requires, the rules may be broken, by a 2.9 average in the public sector and a 2.6 average in the private sector.

A summary analysis of these answers indicates that, although these alternative answers are in fact part specific to the theoretical picture of the autocratic pattern desired, i.e. the task-related one, the respondents' perception of these questions is not that strong. In other words, the interviewees from both organizational sectors consider that decisions should not necessarily be made by those who have expertise and knowledge in that field, the information should not be let loose (maybe it should be compartmentalized), those who do not meet the expectations should not be replaced or ignored swiftly and last but not least, the respondents are not fond of the idea of the rules that become an obstacle being simply disregarded in favour of the resolution of the task at hand.

Regarding the working hypotheses relied upon by this survey, namely:

- there are distinctions between the private and the public view on the organizational pattern;
- there are no distinctions between the desired cultural patterns between the public and the private considering they are part of the same collective thinking, they were validated by the findings of this research.

On the other hand, there are distinctions between the perceptions of the respondents from the public and the private sector, respectively, as regards the cultural pattern identified within the organization while, on the other hand, the respondents from both sectors tend toward the same cultural pattern desired, it is true, in various weights.

4. CONCLUSIONS

In this article, we promoted the idea according to which, for analysis purposes, organizational culture should be viewed as an iceberg. The iceberg technique as an analysis technique presupposes that which is not seen in a structure, phenomenon, process, etc. is much more important than that which is seen. Being a complex reality, organizational culture comprises hidden and unconscious issues relating to the way in which the work is done and the people are treated. It represents an organizational reality that is difficult to restore due to these deep-seated items in people's convictions, beliefs or prejudices and of which people are often unaware. The main findings of the scientific survey refer to:

- regarding the highest general average scores of the respondents from the public sector, regarding the dominant cultural pattern, i.e. the autocratic one, they indicate that the decision-making system has nothing that the decision-making system has nothing to do with the underlings and even operations managers, for that matter, and it is the senior management who generally helps people, not depending not on the people's desires, but as the senior management considers best, inter-department cooperation is strictly limited and is used only when the groups deem necessary, while the image of a good underling relies on their connection with the influent person, not necessarily on results,
- regarding the lowest general average scores of the respondents from the public sector, regarding the dominant cultural pattern, i.e. the autocratic one, a summary analysis of these answers indicates that, although these alternative answers are in fact part specific to the theoretical picture of the autocratic pattern, they are not viewed as highly manifest in the organization. *Per a contrario*, according to the autocratic picture specific to public environment, any potential work improvement initiatives are welcome, in a transparent fashion, the idea of pleasing one's boss is not so powerful, any newcomer should not necessarily look directly at the powerful (there must be professional integration programs in place, while the rules are strong enough to hold even when they become obstacles to the organization members.
- regarding the highest general average scores of the respondents from the private sector, regarding the dominant cultural pattern, they indicate that the regulations and procedures are very important in an organization, in general, to the organizational communication process or to the way to achieve organizational success or to the greatest responsibility of the people (that of fulfilling their tasks) or to the distribution of authority by imposing responsibilities on other individuals. This standardization of work is specific to the technocratic environment.
- regarding the lowest general average scores of the respondents from the private sector, regarding the dominant cultural pattern, i.e. the autocratic one, a summary analysis of these answers indicates that, although these alternative answers are in fact part of the theoretical picture of the technocratic pattern, the organization does not cater to the needs and desires of the people by procedures, those who do not meet the intended efficiency, even if they played by the rules, should be worried, one's tasks do not necessarily rely on the plans and the rules

on competence and, last but not least, people are not necessarily managed according to rules and procedures.

- regarding the highest general average scores of the respondents from the public as well as private sector related to the cultural pattern desired, i.e. the autocratic one, they looked to the same dominant cultural pattern, i.e. the task-related one, but in various weights - the general average scored was 5.1 for the public sector and 4.7 for the private sector on a scale from 0 to 10. Within the culture desired, too, the dominant cultural pattern is doubled by secondary cultural patterns. What is interesting is the fact that the respondents from both organizational environments wrote the cultural pattern specific to other environment as being the most important secondary cultural pattern, the managers from the public sector scored the technocratic cultural pattern by a 3.4 average, while the managers from the private sector scored the autocratic cultural pattern by a 3.5 average. The remaining cultural patterns scored below 2 averages. The second interesting conclusion is that the sectors of the alternative answers by reference to one question (the average of alternative answer b to Question 1, for instance) are either high or low, refer to the same question, to 5 questions, which is indicative of a focus of the perceptions from the two organizational sectors.

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