



THE IMPACT OF SUSTAINABLE DEVELOPMENT ON ORGANIZATIONAL CULTURE AT S.C. AUTOMOBILE DACIA S.A.

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ABSTRACT: Culture today is undoubtedly a factor of a company's success. Whether known or less known, organizational culture and management companies support efforts to increase efficiency, effectiveness and market competitiveness. Improvement, diversification and training are important goals of strategic importance and a prerequisite to put into practice the principles of medium and long-term sustainable development. At a time when economies of scale can decide which vehicle manufacturers can stay or disappear on the market, our paper aims to analyze the organizational and managerial culture in the SC Automobile Dacia SA, as it results from a questionnaire administered to its employees.

KEY WORDS: organizational culture, competitiveness, organization, employees, sustainable development

1. INTRODUCTION

The stronger, positive and progressive an organizational culture is, the higher its employees' performance becomes. Such growth causes performance improvement of the company's financial results and provides greater opportunities to adapt to the market, greater flexibility and opportunities for success. Managers' knowledge of organizational culture and awareness can have a significant impact on the functioning and development of a company. Knowing the organizational culture is knowing the values, beliefs, taboos and formats transmitted over time. Capacity for innovation of employees can be considered an invaluable resource to the organization. Likewise, resources and organization awareness can create great competitive advantages. Borrowing such practices, successfully used in many Japanese companies and elsewhere, can be a solution to revive many Romanian enterprises. It is important to stimulate innovative ideas by creating a "box of ideas" and an appropriate system to reward innovative employees. Only this will develop a sense of attachment and loyalty to the company and will create competitive advantages so necessary for Romanian companies. Initiating partnerships, mergers and takeovers to revive the company's activity is possible by considering the organizational elements that influence the organizational culture of the two companies. Ten years have passed since Renault and Nissan have decided to join forces to create the Alliance. Few areas where there used to be synergies have now become more numerous, especially arising from the jointly supplied parts provided by technology suppliers. Bringing together a diversity of cultures, languages and perspectives, the Alliance now has a global character. Despite all the separating differences, Renault and Nissan have made headway progress, have build links between the two companies, all the while preserving identity and autonomy of each. Their products, projects and operations have resulted in customer satisfaction. Increased competitiveness in foreign markets is possible for Romanian companies however, management of Romanian companies should be aware that not only the degree of technological equipment but also the financial resources contribute to a better functioning of the

company. Most importantly, in an organizational culture all values, beliefs, norms guiding the human resources and financial and technological ones are intended to achieve the objectives set. The audit of organizational culture is an extremely important and complex process, and represents the most useful way to identify those specific elements of organizational culture and management that can support or impede the successful achievement of organizational objectives. This effort constitutes a necessary analysis for companies undergoing a major transformational process and organizational development, as is the case with SC Automobile Dacia S.A. Upon analyzing the organizational and managerial culture in SC Automobile Dacia SA, we managed to identify a series of strengths, weaknesses, opportunities and threats to society.

Strengths:

- In the company there are many positive values such as truth, compliance, quality, innovation, performance, transmitted and learned by the majority of employees;
- the company has a number of specialists, willing to implement business objectives;
- the decision-making process is based on consultation and agreement, during meetings;
- managers set competitions between employees, encouraging creativity, new ideas and practical problem solving;
- there is a reward system to increase financial and moral motivation;
- behaviour of managers and other employees is directed and controlled by clear rules, established in a code of ethics;
- there are well developed technical, legal and economic sections aimed at professional development;
- responsibilities are clearly distributed within the group;
- climate is characterized by openness to change and new opportunities;
- great importance is attached to enhancing product quality, timeliness, improve working conditions and relationships with customers and suppliers;

- increased investment in competitive products, market desired;
- performance, desire and brand image development are intended for the company to develop;
- performance standards exist so as to guide the work of production, sales, after sales service;
- there is a vision, mission and clear strategy, conveyed to all employees.

Weaknesses:

- the relationship between subordinates and managers has been identified as rather formal, based on extensive use of forms, written applications;
- there still exists the idea that within the organization jobs can be obtained on other criteria, not necessarily based on knowledge and training;
- employees are witnessing a state of anxiety due to job insecurity, knowing that the number of employees will be further diminished;
- the strict control imposed by managers makes the employment climate sometimes tense;
- employees are not willing to work overtime;
- organizational structure, policies and strategies are drawn from the headquarters of Renault Group;
- senior managers leadership style is perceived as authoritative;
- although there is a good system in place, information does not get transmitted top-down and it can cause some difficulties in implementing cultural change;
- lower-level managers' lack of understanding of environmental leadership and modern management practices may increase resistance to change.

Opportunities:

- the position held on the local market and increasingly good company image can attract and retain professional staff, these two elements being an important motivator for employees and their potential ;
- Dacia requires ever more Western markets;
- On the Romanian market, the company is the largest domestic car maker, with a share of over 40%;
- the company has developed a very broad national distribution network as well as an external network, based on the Renault network;
- the market auto parts lead to a significant turnover in the context of developments in demand for auto components;
- increase in sales was facilitated by legislation that allowed aging fleet replacement through a national program that works for three years.

Threats:

- the influence exerted by a number of specific elements of national culture, such as the inertia to change, time wasting and high context communication;
- centralized structure may lead to lower flexibility and mismatch between company and market requirements;
- HR policy in the coming years to reduce staffing may be a possible source of internal conflict.

2. DEVELOPMENT OF ORGANIZATIONAL CULTURE AND MANAGEMENT CULTURE

To develop the organizational culture and management culture of the society, the French managers working in SC AUTOMOBILE DACIA S.A. must comply with:

- Planning of human resources and avoid using the pyramid structure of the matrix that gives the impression that there are too many command lines.
- Recruitment and selection - commitment to the organization is perceived as a moral value that will provide great authority employees.
- Performance Evaluation - Culture is based on more indirect communication (however good the intentions of the manager are on improving performance, employees perceive them as a threat and personal defamation. Emphasis must be on harmony and good relationships at work. If the management system threatens the harmony or sets too many objectives, this situation is apt to induce a state of anxiety among employees.
- Compensation and Benefits - Job context is more important than its content. Extrinsic motivation (salary, job security and working conditions) are more important than the possibility of job promotion. The greatest motivator is a fix salary and performance-based small percentage commissions
- Training and Development - employees expect the company to provide training and theoretical knowledge: giving and receiving feedback will remain a milestone in relations between managers and employees.

Culture is an essential element in the functioning of SC Automobile Dacia S.A. Much company experience shows that a strong and positive organizational culture does not automatically guarantee excellence, however, it can promote strategies compatible with the principles and values of the employees as well as the company environment. The culture of the S.C. Automobile Dacia S.A. culture is evolving, so in order to develop organizational culture, its leaders must continually adapt to new changes as well as understand and anticipate the evolution of the automotive market and technology development. The basic concepts of promoting managers must include new strategies so as to satisfy the interests of shareholders, customers and employees. Managers are those who must value the individual, promote a sense of initiative and creativity at all levels and facilitate all the processes capable of supporting beneficial organization changes. A questionnaire was administered to the Dacia employees to learn their opinions on Dacia Renault, social conditions, products manufactured, hierarchy, salary, job security, future perception. A sample of 40 people (men and women) divided into equally, between the employees of Automobile Dacia Groupe Renault. The questionnaire consisted of ten questions, whose answers were: "Very good", "Less than", "Do not know".

The analysis of the questionnaire answers has revealed the following results:

34. "To what extent are employees satisfied about promotion at Automobile Dacia?"

An observable difference between men and women, answering the "less well" criterion (4m-7w) has been obtained. This means that promoted jobs in the company favour men rather than women.

35. "Opinion of employees about current management team."

Noticeable again is the difference in the "Very Good" criterion (12m-14w), which shows me that women place greater confidence in hierarchy than men.

Responses to the "less well" criterion (7m-4w) have proven the above.

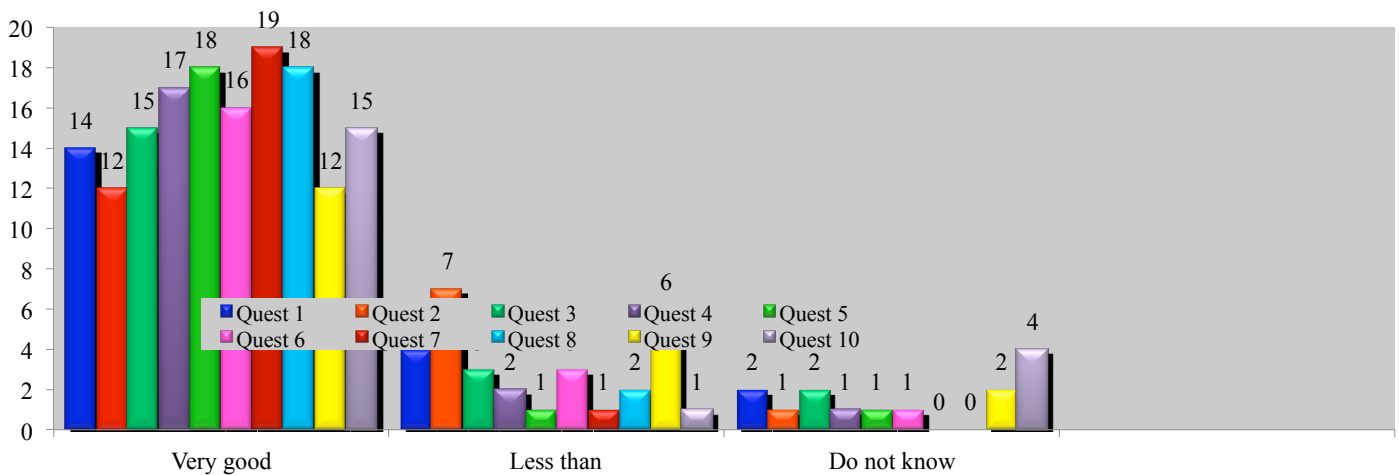


Figure 1. Centralized questionnaire of men.

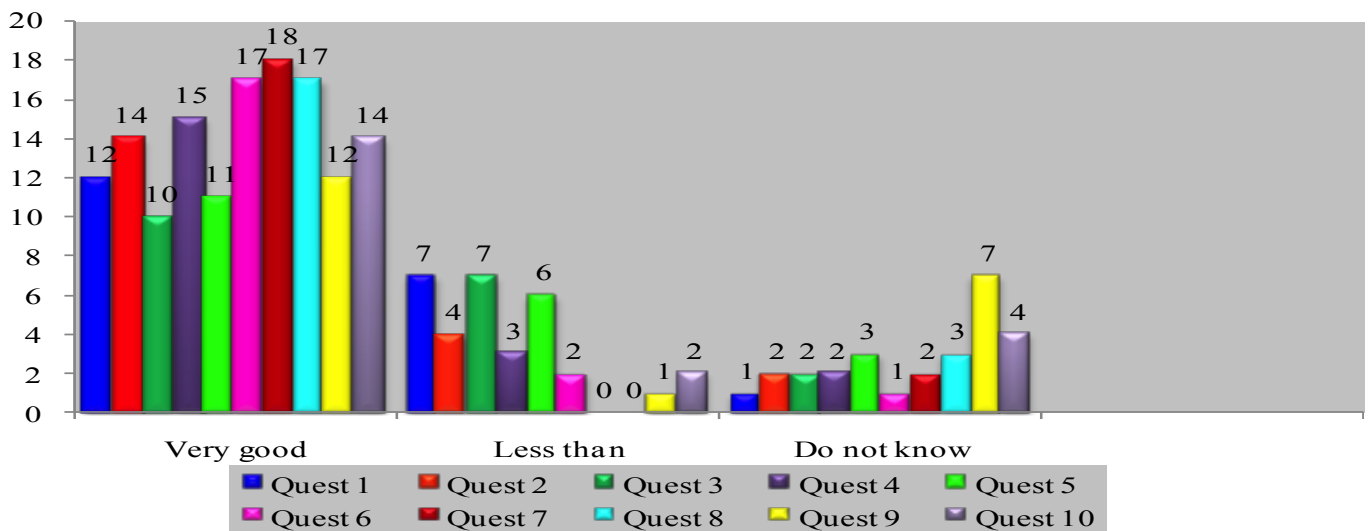


Figure 2. Centralized questionnaire of women

36. "Employees' Compensation of effort."

By analyzing the responses to the three criteria, we concluded that men are more satisfied than women in terms of remuneration for their efforts, but there are also people (men and women) who are not interested in this aspect.

37. "To what extent are employees' proposals taken into account?"

A clear difference (17m-15w) is indicated here by the "Very good" opinions of the two parties, however there are more men than women in leadership positions.

38. "How confident are employees at the workplace?"

Analyzing responses to the "Very good", criterion, I noticed a difference (18m-11w), in terms of work safety. Men are more confident than women, being more interested in this, possibly as "family heads".

39. "Training needs taken into account."

The answers reveal that there are differences between men and women when it comes to earning skills and knowledge in the company.

40. "To what extent are employees satisfied with social conditions?"

According to the answers obtained, men are more satisfied than women with the social conditions in the company, and there are women who care less about this, possibly due to social conditions routine.

41. "What is your opinion about Duster?"

The conclusion is that men are more interested in the new model made by the Automobile Dacia Company.

42. "What is your opinion about the electric car?"

There are divided opinions between "Less than" and "Do not know". Men feel that it is a good thing, price-wise (6 of them), two are not interested in this aspect, while women are generally not really interested in this (7 of them).

43. "Is there any confidence in the future of the Dacia Company?"

The answers to this question indicate that both men and women working at the Dacia Company are confident in its future and are equally interested in it.

3. CONCLUSIONS

The impact of organizational culture on business competitiveness is huge and if a company has a strong positive and progressive organizational culture, its employees are apt to

achieve higher performance. This growth causes performance improvement of company financial results and provides greater opportunities to adapt the market, greater flexibility and opportunities for success against the competition.

Capacity for innovation of employees can be considered an invaluable resource to the organization. Likewise, resources and organization awareness can create great competitive advantages. Borrowing such practices, successfully used in many Japanese companies and elsewhere, can be a solution to revive many Romanian enterprises. It is important to stimulate innovative ideas by creating "boxes of ideas" and an appropriate system to reward innovative employees. Only this will develop a sense of attachment and loyalty to the company and competitive advantages for our Romanian companies.

4. PROPOSALS AND RECOMMENDATIONS

Along with significant efforts to improve business performance, increase productivity, efficiency and competitiveness, an increase in effectiveness can be also achieved by:

1. Maintaining close contact with customers so as to know whether products meet their expectations.
2. Identifying and implementing all suggestions coming from employees (regardless of origin, gender or religious orientation) intended to improve product quality..
3. Improving existing organizational culture so that it can focus on creativity and innovation and increasing adaptability and flexibility on the international market, by increased dynamism.
4. Identifying better ways for best employee selection and performance, be they women or men
5. Changing and improving employees' motivation to achieving the organization's objectives and strategies.
6. Through better use of organizational culture elements, it is necessary to create a set of rules of behaviour to support achievement within the organization, based on business interests and community goals. In Romania, only few companies have ethics committees.
7. Increased investment in research and development.

8. Development of marketing capabilities and increased promotional activities abroad with a view of increasing Dacia brand awareness.
9. Improving internal processes and time management.
10. Improving quality-based relationships with suppliers.
11. Improving all employees' capacity, to "do right first" approach as "Monozoukuri", which now implements the Automobile Dacia SA platform.
12. Awareness of the role of culture in enhancing organizational performance and business competitiveness on domestic and foreign markets.

For now, the business opportunities for developing the Romanian society are: the ability to create new products and services, adaptability and flexibility, ability to improve internal and external relations in order to foster the competitive advantage that will ensure market success. In order to meet global competition, the society should encourage and motivate individuals and enough creativity to promote transformation in the creative culture. Therefore, it becomes necessary that organizational change and its leading role should be supported in the Romanian organizational culture.

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