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**CORRELATION OF ORGANIZATIONAL CULTURE WITH THE
ORGANIZATIONAL CLIMATE FOR INCREASING
PERFORMANCE IN THE MILITARY ORGANIZATION**

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Abstract:

The first objective of the article is to make a theoretical comparative analysis between the concepts of organizational culture and organizational climate. Having as a common starting point the analysis of the internal social environment of an organization, the organizational climate refers to the perceptions of an organization’s members regarding formal and informal practices, policies and procedures, while culture is based on beliefs and values built over time by members of the organization. The correlation of concepts with performance and military organization is a starting point in explaining some phenomena within organizations, such as: creating a hierarchy of values, strategic orientation, determining fundamental attitudes towards the environment, interpreting the framework of human relations. The article sets the understanding of organizational culture and climate, how they intertwine and the impact they have in the context of national security, moreover, it demonstrates the essential role of concepts in increasing the performance of the military organization.

Key words: organizational culture; organizational climate; performance; military organization; management.

1.Introduction

The article starts from the premise of the existence of a link between performance at the level of organization and culture, respectively organizational climate. Arguments in this regard are the statements that the result of the intersection between skills, motivation and responsibilities that the individual has within the organization creates performance. [6] Mental strategies, training and psychological potential are factors that condition performance, respectively thought and evaluation processes. [10]

The methods used in the construction of the article are: scientific documentation for the analysis of the literature, comparative analysis and questionnaire-based survey.

The aim of the article is to make a correlation between organizational culture and organizational climate in the context of improving performance in the military organization. The common object of study (organizational social environment) and similar contents (dimensions targeted by organizational analysis) made it difficult to make a clear distinction between organizational climate and culture. Organizational culture focuses more on stable aspects, which give the impression of continuity to the “personality” of an organization, while the organizational climate contributes to the current mood of employees, their attitudes, opinions and beliefs. [7] Organizational climate refers to the perceptions of members of an organization regarding formal and informal practices, policies, and procedures, while culture is based on the beliefs and values built over time by members of the organization. [4]

The culture of an organization is analyzed starting from the individual, from his/her historical existence, from the psychology of the people he/she belongs to and, last but not least, from his/her



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national culture. [5] Research on the organizational climate has resulted from the corroboration of research on the social field proposed by K. Lewin with those aimed at assessing attitudes in organizations. [1]

2. Correlation of the elements of the organizational culture with the variables of the organizational climate

„While the organizational culture focuses mainly on the value and normative aspect (implicitly and explicitly), elements that transmit and support the idea of continuity, the organizational climate refers especially to the contextual aspect, to the evaluations, opinions and feelings of employees formulated at a certain moment of a company’s or institution’s life.” [8] Table no. 1 correlates the components of organizational culture with climate variables [7], [3], [9] highlighting the connection between concepts, how they intertwine and make their mark on the organization.

Crt. no.	Components of organizational culture	Climate variables with a contribution to increasing performance
1.	Heroes	Taking the risk; Responsibility; Dedication; Authority; Facilitation and support from the leader.
2.	Rules	Role structure; Standards; Clarity and level of objectives; Orientation of the rules; Administrative efficiency.
3.	Values	Support; Responsibility; Kindness; Autonomy; Dedication; Egalitarianism; Cordiality and friendship.
4.	Statuses and roles	Group membership; Sociability; Cooperation in the work team; Friendliness; Organizational structure; Internal communication.
5.	Beliefs	Responsibility; Group membership; Clarity and level of objectives; Orientation of the rules; Administrative efficiency;



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		Organizational structure; Internal communication.
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Table 1 Correlation of elements of organizational culture with climate variables

As it can be seen in Table 1, there are climate variables, such as responsibility, organizational efficiency, clarity and level of objectives, which find their value in components of organizational culture and, at the same time, are conditions for performance growth at the organizational level.

In the military organization, organizational culture plays several roles, such as shaping a vision for the future, reducing uncertainties and establishing the identity of the institution. [2]

3. Analysis on the influence of the organizational climate’s elements on the military organization

This chapter contains a research whose objective is to validate the theoretical analysis performed previously. In this sense, the purpose of the investigation is to establish the level of influence that the elements of organizational culture have in order to achieve performance in the military organization. With the establishment of their hierarchy according to their importance, the issue of increasing performance in the military organization becomes much more predictable in solving any problems that may arise in this area.

In the study, a selective research was used, and in order to establish the subjects, two requirements were taken into account: to be third year students from the “Nicolae Bălcescu” Land Forces Academy in Sibiu and beneficiaries of the Ministry of National Defense.

After applying the first criterion, a number of 359 students remained. Of the remaining 359, after the application of the second criterion, the number of validated students was 315. To complete the study, 140 responses were required, out of a maximum of 315 to meet both criteria.

The objective of the investigation is to rank the elements of the organizational climate according to their importance in creating performance in the military environment and to identify the extent to which the elements of the organizational climate are present in the military organization.

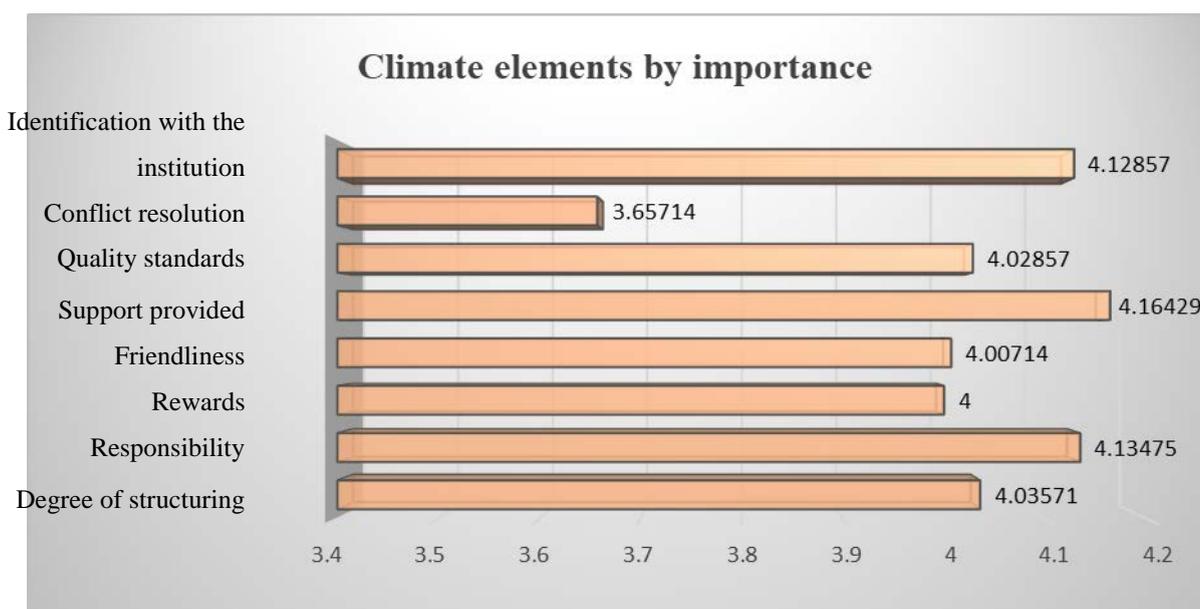


Fig.1 Hierarchy of the organizational climate’s elements according to their importance



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According to the results illustrated in figure no. 1, it appears that the support given to human resources obtained a score of 4.16, which confirms the existence of other related values, too such as group membership and the possibility to form skills conducive to increasing performance, such as ease of teamwork, flexibility and good communication.

Respondents considered that in achieving performance, responsibility is more important than financial rewards, permissions or distinctions, obtaining a score of 4.13. On the 3rd place, with an average very close to the second place, 4.12, is the identification with the institution.

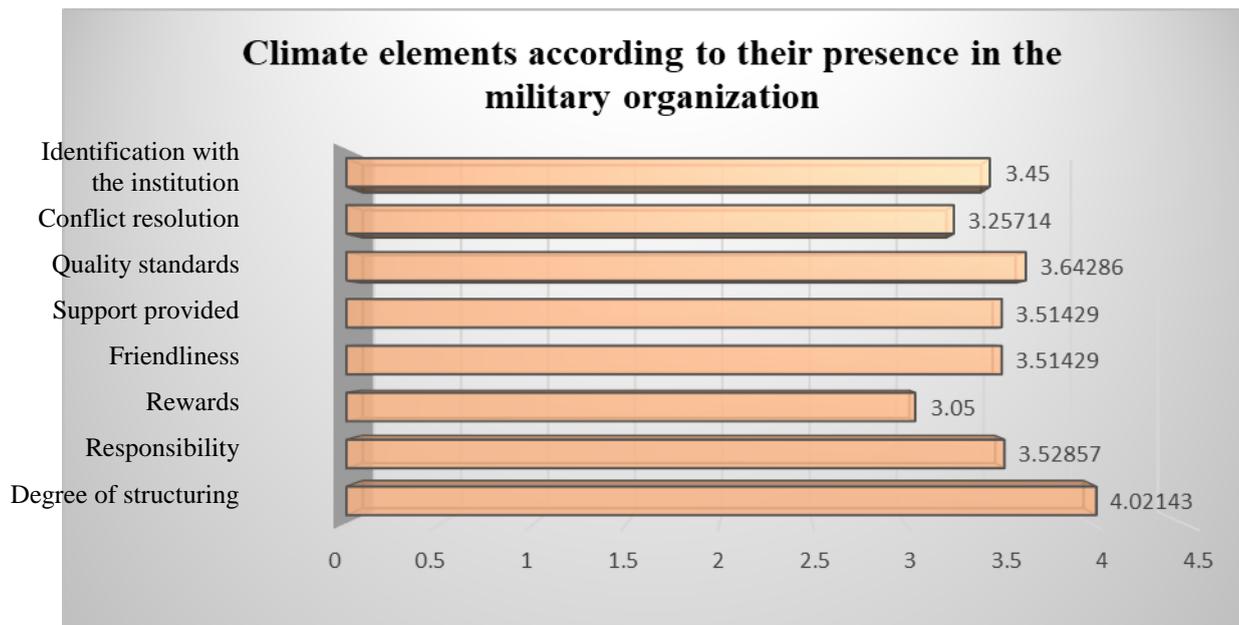
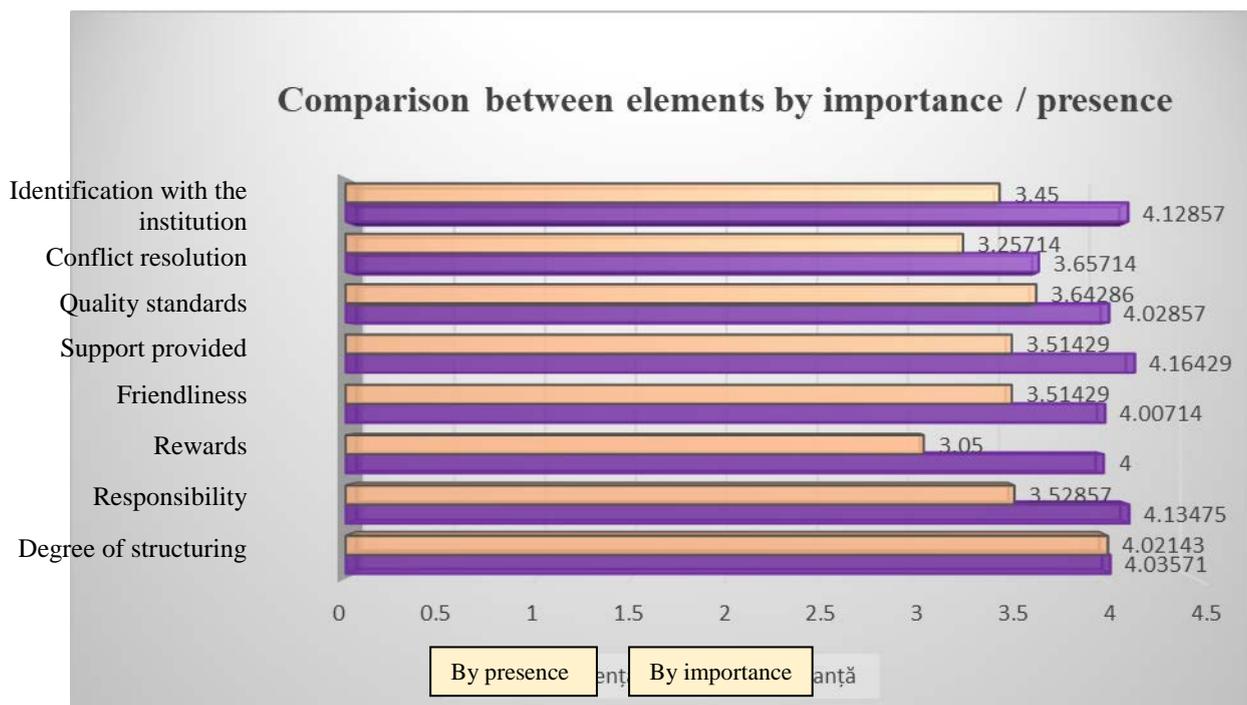


Fig.2 Hierarchy of climate elements according to their presence in the military organization





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Fig.3 Comparison between the scores of the organizational climate’s elements declared present and those declared existing

Regarding the comparison of climate elements according to their presence in the culture of the institution, the high score obtained by the degree of structuring was predictable because the military organization is known to be governed by rules, procedures and regulations regarding interpersonal interaction and performance of functional attributions. The presence of quality standards and responsibility suggests a professional, serious and reliable climate.

The low score obtained by rewards (3.05) and the fast and correct resolution of conflicts (3.25) raises an alarm signal, and without taking measures to increase these two elements in the long run, the performance will not be achieved at the highest levels. The identification with the organization, with an average of 3.45, suggests the lack of affiliation that members show towards the military environment. Without that feeling of “home” within the organization, the yield will be low, which affects the efficiency of the group in achieving the objectives.

Figure 3 compares the averages of the elements after processing the data from the questionnaire. The average difference of each element is easily visible. The discrepancy between the importance and existence of the elements is not beneficial from any point of view, much less from the point of view of performance.

According to the chart, the biggest difference is in the case of rewards and identification with organizational objectives, membership in the institution. These differences highlight both the awareness of the importance of climate elements in organizational outcomes and the negative effects that their lack can produce.

Figure no. 4 illustrates the difference between media frequencies depending on the importance and presence of climate elements in the organization. The importance of the elements is noticed at the level of subunits, as evidenced by the overall average of 4.01. A low average of 3.49 for presence is a cause for concern and a problem that needs to be resolved.

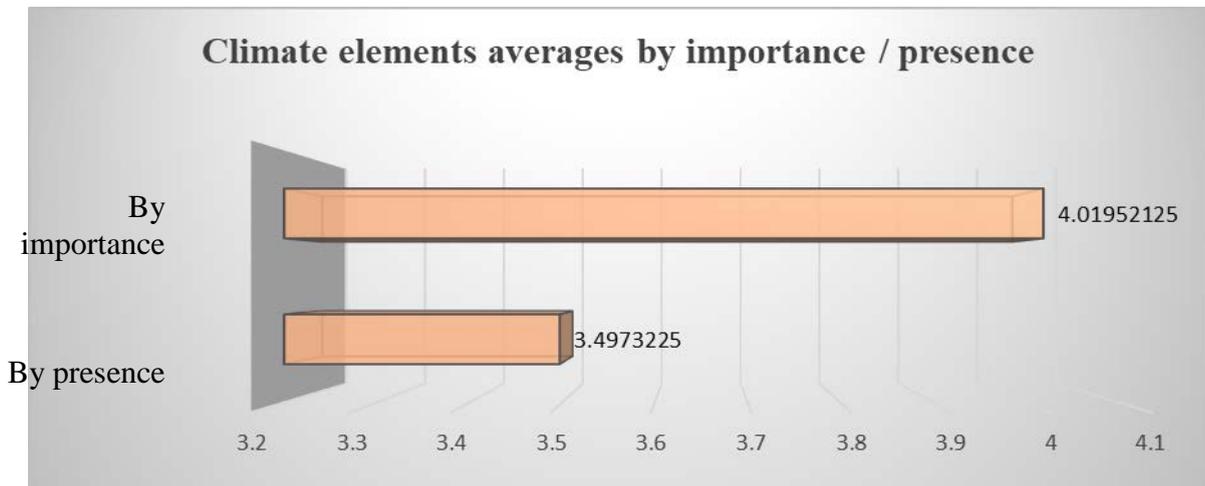


Fig.4 Hierarchy of climate elements according to their presence in the military organization

4. Conclusion

The article highlights in the first part the theoretical relationship between the variables of organizational climate and organizational culture, with emphasis on their influence on performance at the level of a military organization.



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The analysis made in section 3, whose main objective is to establish the level of importance that the elements of the organizational climate have in order to achieve performance in the military organization. The results obtained were then compared with the scores obtained by the presence of climate elements in the organization.

Although all elements of organizational culture contribute to performance in the military, according to the study, some are of particular importance. As it is well known in the literature, the present study reveals the same general idea: organizational culture is more than the sum of its components. The results obtained establish a delimitation between two concepts often considered similar: culture and organizational climate.

The main problem identified is the absence from the military organizational climate of some elements, respectively values, considered important: rewards, identification with the organization, responsibility, discipline. The aforementioned elements, through the values obtained from the research, occupied the first places in their rankings by importance and among the last places by presence. This discrepancy between the obtained values shows the deficiency that the military organization has in terms of these aspects.

The organizational climate dictates the atmosphere within the organization. Complementary, and part derived from organizational culture, climate is “a combination of attitudes, feelings and behaviors that characterize life in an organization” with a strong impact on performance. Members tend to accept climate integration first, before accepting the organization’s goals. In the context of national security, an understanding of organizational culture and climate, how they intertwine, and their impact are essential, arguing the importance of addressing this issue in this article.

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