

THE IMPLICATIONS OF CULTURAL DIMENSIONS ON BUSINESS PRACTICES AND MANAGERIAL BEHAVIOUR WITHIN THE ORGANIZATIONS OF BIHOR COUNTY

PhD Maria-Madela ABRUDAN

University of Oradea, Faculty of Economics

mabrudan@uoradea.ro

Mirabela Constantin MATEI

University of Oradea, Faculty of Economics

mmatei@uoradea.ro

Adriana Chiopoiu BURLEA

University of Craiova, Faculty of Economics and Business Administration

aburlea2000@yahoo.it

Doina Dănilă

West University of Timișoara, Faculty of Economics and Business Administration

doina.danaiata@feaa.uvt.ro

Mirela SÎRBU

University of Craiova, Faculty of Economics and Business Administration – Dr. Tr. Severin

mirsirbu@yahoo.com

Doina Roșca

University of Craiova, Faculty of Horticulture

rosca2na@yahoo.com

Abstract:

The scientific references consider that the influence of culture on organization and leading, on management in general, should be examined from two viewpoints: that of national culture and corporate culture. Although, there is a direct relationship between the two types of culture, and they are mutually influencing each other, they are not identical phenomena, they are different in nature. Over time, specialists have confirmed the influence of national and corporate culture on the behaviour of managers, on their style and work behaviour, reaching the conclusion that corporate culture does not erase or diminish the national culture; on the contrary, sometimes it even maintains or increases the national differences.

The project Managerial Behaviour within the Organizations of Romania – COMOR – was initiated in 2008 by the Romanian Scientific Society of Management and it consists of a research aiming to identify the cultural dimensions of organizational management within the Romanian territory. The overall objective of the research is to identify the factors acting on the organizational structures and managerial behaviour in order to promote and lead the change of structures at micro, medium and macroeconomic level.

Our paper, taking into consideration the results of the Globe [6] project as well, intends, based on the use of the survey method, with the questionnaire as the research instrument, to determine the effects of national culture, or its subcultures, exerted on business practices and behaviour of managers within the organizations of Bihor County.

Keywords: cultural dimensions, managerial behaviour, survey, cultural implications.

JEL classification: M10, M14

1. INTRODUCTION

The project The Managerial Behaviour in the Romanian Organizations – COMOR – was initiated in 2008 by the Romanian Management Society and it is a research trying to identify the cultural dimensions characterising the organizational management within the Romanian space, by knowing:

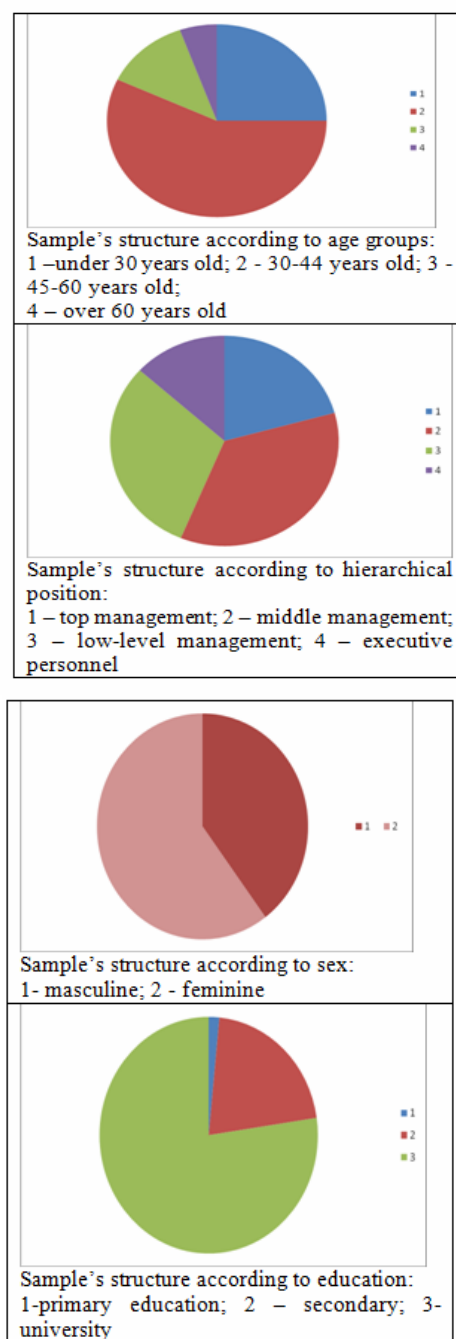
- a) the effects that the national culture or its subcultures has upon the organizational practices and the managers' behaviour
- b) the managers and the executive personnel's perception on leadership
- c) the cultural dimensions characterising the organizational management within the Romanian space having as a general objective the identification of the factors having effect on the managerial

In the speciality literature, it is considered that the problem regarding the influence that the culture has on the organization and the management, generally, must be analysed from two points of view: that of the national culture and that of the organizational culture. Although, between the two types of cultures there is a direct relation, although they reciprocally influence each other, they are not identical phenomena, they are of a different nature.

Geert Hofstede in his research performed within the IBM branches employees, in different national contexts, demonstrated that there were differences in practices and values and concluded that, nationally, the cultural differences consisted more in values and less in practices while, organizationally, the cultural differences consisted more in practices and less in values [8]. The results of the initial research and of the researches that followed demonstrated also a level of occupational culture somewhere at half distance between nation and organization. The same specialist states that a national culture determines bigger differences in values and attitudes to work than the position within the organization, profession, age or sex. These differences regarding both the managers and the employees can be emphasised using four dimensions:

- In Romania, through the Globe – Romania Project [6], the specialists, using the Value Survey Model made by Hofstede, performed a series of studies having as one of the main objectives the delineation of the particularities of the organizational culture, both at the practice level and at the value level, in the Romanian organizations.

The structure of the sample according to sex, age groups, education and hierarchical position is presented in the graph below (Figure 1):



Graph 1. Sample's structure

The selection criterion of the organizations we are referring to was the counting step applied to the list of the firms of Bihor County. The average of the surveys applied within the companies of Bihor is of 13 surveys/firm.

Within the survey applied, which contained 51 items, each question referred to two situations:

- *the first situation* intended to identify *the actual practices* in the organization (Pa);
- *the second situation* intended to identify "*how these practices should be*" according to the respondents' opinion (Pd)

Each answer was evaluated on a scale with values ranging between 1 and 5.

figure 1, meaning totally agree; strongly agreement – ta

figure 2, *moderately/partially agree; partial agreement*– *pa*
 figure 3 *indecision, neither agreement, nor disagreement* – *i*
 figure 4, *moderately/partially disagree; partial disagreement*– *pd*
 figure 5, *totally disagree; strongly disagreement*– *td*

2. THE PARTICULARITIES OF THE POWER DISTANCE DIMENSION

Power distance is defined (Hofstede, 1996) as “the extent to which less powerful members of institutions (main components of the society: family, school community) and organizations (where people work) within a country expect and accept that power is distributed unequally”[8]. Thus, the societies trying to reduce the inequalities in power and wealth are characterised by the small power distance, while those which institutionalise the differences in wealth and power are characterized by high power distance.

In the countries in which the power distance is small there is a limited dependence of the subordinates on the managers and a preference for consultation – the emotional distance between them is relatively small: the subordinates will approve or contradict the manager quite easily. In the countries with high power distance there is a considerable dependence of the subordinates on the manager. In this case, the emotional distance between the subordinates and their manager is high: it is less likely that the subordinates directly approve or contradict their manager.

The GLOBE study made in Romania, shows, at the level of national culture, a high index of the Power Distance regarding the practices and an average index regarding the values of the society. Comparing the values of this index, it has been concluded that, in the first case, the score was much higher. When comparing the index at the two levels, regarding the values, the result was that these were approximately equal. In reality, these values show the fact that, generally, the Romanians prefer not to interfere with the authority and to obey the orders coming from the top. Due to this behaviour, Romania is signalling the need to have authoritative leaders, centralization in decisions and the population wishes to follow rules set up by such leaders [9]. Another interpretation of this high index shows that the employees prefer a close relation with only one boss in order in order to get his/her protection and to avoid taking responsibility for contrary opinions. Generally, the personnel of organizations in such cultures do not express contrary opinions to the superior and receive orders that they execute, many times, without asking questions.

Within the survey applied in Bihor County, the opinions expressed by the respondents regarding this dimension are framed within Q1 and Q2 items:

Q1	Persons with powerful positions within the organization	Pa	are trying to increase the social distance between them and the others
		Pd	should try to establish a fair hierarchy between the personnel categories in order to increase the social distance between them and the others
Q2	Persons with powerful positions within the organization	Pa	are trying to lower the social distance between them and the others
		Pd	should try to lower the social distance between them and the others, establishing a fair hierarchy

47% of the respondents consider that, currently, within the organizations where they work, the management is making efforts in order to lower the social distance between them and the employees. We notice the fact that 39% of the total of respondents were undecided in the case of Q1 item and 19% in the case of Q2 item, which might demonstrate indifference, the fact that the content of the item had not been understood or the fear not to make a mistake when answering which had led to choosing the indecision answer. In the case of both items, the most majority of the undecided respondents belonged to the university education category.

Regarding the desirable behaviour, there is an obvious preference for the reduction of the social distance between the managers and the employees, 66% of the surveyed people saying that the management should try to make more efforts in order to accomplish this.

The statements above are supported also by the opinions expressed by those in the age group between 30 and 44 years old, which represents the highest percentage (57% of the total of respondents), these respondents considering in a percentage of 46% that in the practice of the organizations they are trying to lower the social distance between the management and the employees. In this case, too, the quite important percentage of the undecided respondents – 32% can be explained using the arguments from above.

Analysing the answers from the point of view of the hierarchical position held, it can be noticed the fact that the executive personnel (more than 41%) perceives the actual situation in the organizations as being characterised by a more reduced social distance between those occupying powerful positions and the others, while the top management considers, in a percentage of 56% that, in the present, in the organizations there is a considerable social distance between these categories of people. The declared wish, in both cases (more than 80% for each of the two categories) is that to continuously lower this social distance, by complying with a fair hierarchy.

In conclusion, while the population's behaviour demonstrates a relatively high authority distance as it results from the Globe study, the preference is for a participative and cooperative management style. This might explain the Romanians' preference to work in organizational environments with Anglo-American characteristics, with a participative management style characterised by a small authority distance.

3. THE PARTICULARITIES OF THE INDIVIDUALISM-COLLECTIVISM CULTURAL DIMENSION

The individualism-collectivism dimension is based on the relation among individuals and the way in which this is formed. In the individualistic cultures, the connections among individuals are chaotic and superficial, each taking care of himself. Collectivism characterises the cultures in which the emphasis is on the group, the individuals being integrated in different groups and subgroups among whose members the connections are strong. These groups have the aim to promote and protect their members' interests.

Romania is a country with a high collectivism index[6]. Previous researches showed that there was a correlation between the high individualism index and a country's richness. Thus, the high level of collectivism in our country is an indicator of our modest living standard. Another correlation is that identified by the Dutch specialist, Geert Hofstede, between individualism and the external financing received by a certain country. According to this correlation, the index of individualism in Romania is growing [9].

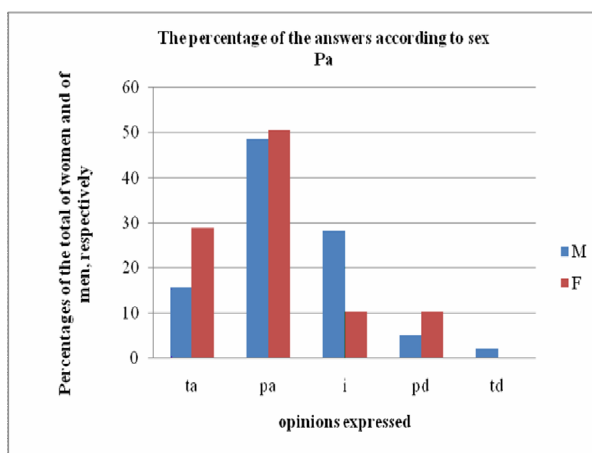
The description of the individualism-collectivism cultural dimension at the level of Bihor County was made using the items Q3, Q5, Q6, Q8, Q9, Q10, Q11, Q12, Q13, Q42, Q56, Q58, Q59, Q66 and Q72 from the survey.

Q3	Even though the individual interests are affected, the managers	Pa	are encouraging the loyalty to the group
		Pd	should encourage the loyalty to the group

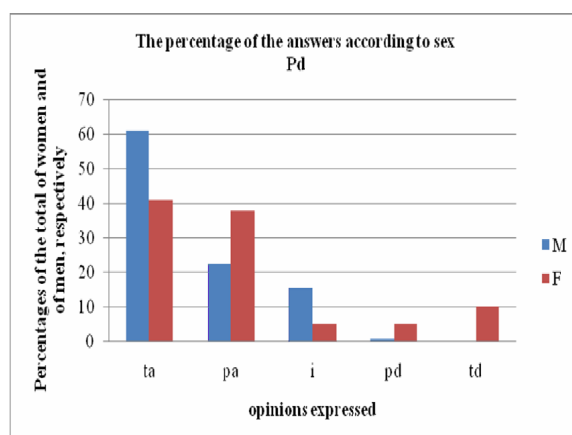
Another statement of the survey tries to identify the level of people's loyalty to the organization they belong to.

Q6	The people in your organization	Pa	are (feel) loyal to the organization
		Pd	should be (feel) loyal to the organization

The analysis of the answers according to sex is surprising. If within the current practices in the organizations, the women have the highest percentage of the total of those considering that the people are loyal to the organizations they belong to, within the desired practices this situation is changed, the highest percentage being recorded by men. Moreover, a percentage of approximately 7% of the women declares that people should not feel loyal to the organization they belong to. These differences are presented in the following graphs (Figure 2 and 3).



Graph 2. Current practice. The percentage of the answers to question Q6 according to sex



Graph 3. Desired practice. The percentage of the answers to question Q6 according to sex

The loyalty to the group and/or to the organization is a characteristic of collectivist cultures. This high level of loyalty determines reduced personnel fluctuations, one side, but it can also be correlated with the individuals' high degree of avoiding uncertainty, with the need of stability and protection.

Q9	In your organization the employees	Pa	work individually on projects
		Pd	should work individually on projects

Regarding the current practice in the organizations analysed, 40% of the respondents state that the employees work individually on projects, while 38.71% declare that the employees do not work individually on projects. In return, regarding the desired practice, the percentage of those considering that the employees should work individually goes up to 46% to the detriment of those disagreeing with individual work.

Q10	In your organization the employees	Pa	work in team to make projects
		Pd	should work in team to make projects

68.2% of the respondents consider that, currently, in the organizations the employees work in tem to make projects while 16.13% do not agree with this statement. In spite of all these, 76.5%

The preference for team work manifested in such a high percentage among the surveyed people (approximately 70%) is in agreement with the predominant characteristic of collectivist cultures: the importance of the group. Yet, it can be noticed that, to a certain extent, individual work is preferred. It is surprising the fact that the highest percentage in the total of those wishing individual work belong to the over 45 year old people.

Table 1. The synthesis of answers169

4. THE PARTICULARITIES OF THE MASCULINITY-FEMININITY CULTURAL DIMENSION

Hofstede's study delineated the masculinity-femininity cultural dimension based on the antagonistic relations between the material values and the social values of the members of an organization. Thus, masculinity is considered as being the privilege of the material values, while femininity has the role of connector between the members of the organization, leading to an improvement in the life quality.

Nicolescu Ovidiu states "in the managerial level, the predominance of the masculinity or femininity dimension is reflected in the engraving of certain constructive and functional characteristics on these particular organizations, especially affecting the way in which the forecast, training and organization are exercised" [11].

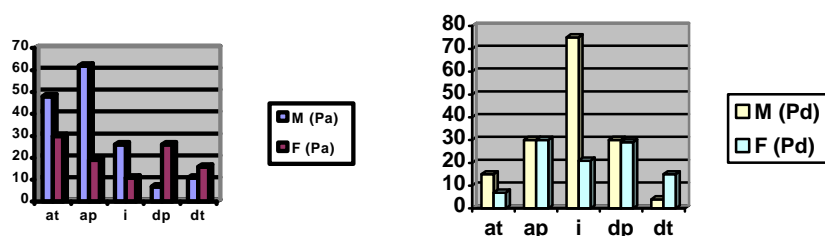
An organization in which masculinity is predominant may face a serious unbalance of social roles, with an orientation towards materialism which might lead to a break or neglect of the ethical codes and principles while an organization in which femininity is predominant, due to the exaggeration of the friendly work ambient may lead to the disobey of the work discipline and professional neglect.

The GLOBE study made in Romania shows the fact that Romania is a feminine country, that is the members of the society are looking for a collaborative environment and are asking for the support of all the members of the society, no matter their contribution [9]. The main emphasised disadvantage is that the feminine values of the society determine a lower level of competitiveness of the local organizations as compared with the external market organizations and the employees will not positively contribute to improve the situation.

In the survey applied in Bihor County, the opinions expressed by the respondents regarding this dimensions are found among the items Q14, Q15, Q17, Q18 and Q60:

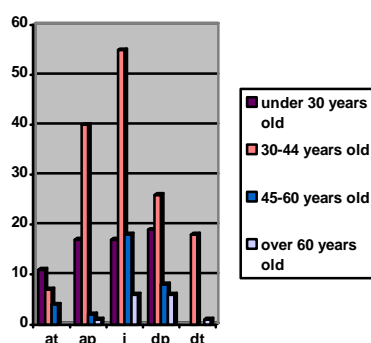
Q14	The authority positions	Pa	are mainly held by men
		Pd	if they were held by more women, work would be more efficient
Q15	To participate to professional development programmes, your organization	Pa	is encouraging men more than women
		Pd	should encourage men more than women
Q17	The opportunities to have managerial positions	Pa	are more available to men than women
		Pd	should be more available to men than to women
Q18	Being unsuccessful in work	Pa	is worse for a man than for a woman
		Pd	should be worse for a man than for a woman
Q60	In the management of the firm where you work, the percentage of women	Pa	is : below 10%, 10-25%, 26 - 55%, 56 - 75%, over 75%
		Pd	should be below 10%, 10-25%, 26 - 55%, 56 - 75%, over 75%

The analysis of the answers to item Q14 shows the fact that, in the current situation, in the organizations studied in Bihor County, the authority positions are mainly held by men (62% of the respondents state this). We notice the high percentage of undecided respondents (37% of the total – out of which 78% men and 22% women) regarding the existence of a correlation between the increase of the number of women in management positions and the increase of the work efficiency which foreshadows, in a first stage, a relatively high degree of distrust, both of women (only 14% of the total totally/partially agreed (only 17% totally/partially agreed), regarding women's capacity to be efficient in management positions.



The authority positions according to structure on sexes

Analysing the answers according to the structure on the respondents' age groups, we notice, apart from the particularities mentioned above, a high degree of lack of vision and trust in the women's management ability for the group age between 30-44 years old (57% of the total of undecided respondents).



Graph 6 – The authority positions on age groups – the desired practice (Pd)

Taking into consideration the respondents' level of education, we notice again a high degree of uncertainty for those with university education (83 % of the total of undecided respondents and 31% of the total of respondents) regarding women's ability to be efficient in a management position, only 27% of the respondents with university education of the total of respondents totally/partially agreeing with the statement.

From the point of view of hierarchical position, the statements of those questioned have been surprising, 64% of the executive personnel considering that the work would be much more efficient

The analysis of the degree of accessibility to the professional development programmes for women and men was made based on item Q 15.

The analysis of data shows the fact that, no matter the age group, the level of education or the hierarchical position within the organization, the percentage of those considering that the participation to the professional development programmes is accessible both to men and to women, the discrimination in what concerns both the current situations and the desirable situations is of a majority.

The analysis of the answers received demonstrates the fact that, in the current practice, the situation is still controversial: 36 % of the total of respondents stated that, in reality, the promotion opportunities are addressed especially to men, 42% consider that the situation is not discriminatory and 22% are undecided. Yet, in what the desirable practice is concerned, 55% consider that the non-discriminatory access to the management positions must be facilitated.

We notice the fact that the respondents with primary education could not characterise the current situation in the organizations from the point of view of access to the management positions of men and women, but they stated in a percentage of 100% the fact that the promotion opportunities should be non-discriminatory.

Item Q18 refers to the way in which the work failure is sanctioned more in the case of men than of women.

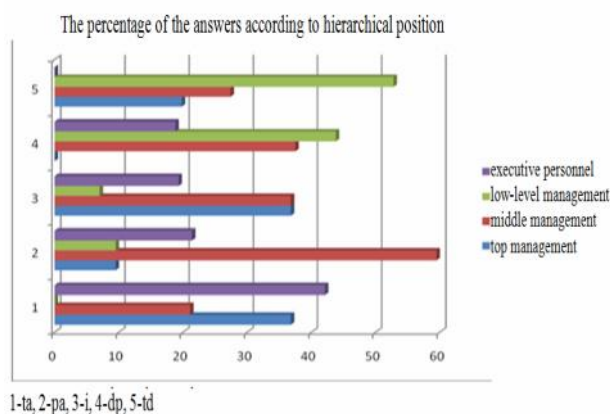
In the current practice, in the surveyed organizations of Bihor County it is considered that there is no differentiations in applying these sanctions – the respondents stating this in a proportion of 50% of the total (37% totally agree, 13% partially agree) – and in this case, the percentage of the undecided respondents– 25% is high. It is interesting to note that 51% of the women questioned consider that there is no discrimination in this situation while only 28% of the questioned men state the same thing, totally agreeing.

The problem of mainly sanctioning the men in case of work failure is still controversial as long as the distribution of the answers on age categories, level of education, hierarchical position is relatively even regarding the total or partial agreement or the total or partial disagreement, respectively of the respondents regarding the statement in this item.

From the point of view of the desired practice, it is obvious that a discriminatory behaviour in applying the sanctions at work is not desirable– 40 % of the total of respondents totally

disagreeing with the second statement in the item Q18.(12% partially disagree, 23% undecided, 8% totally agree and 17% partially agree).

The position of the executive personnel is surprising for 47% of the respondents belonging to the executive personnel consider that the sanctions/punishments applied to men in case of failure in work should be harsher than those applied to women (32 % of these respondents were undecided).



Graph 7 – The percentage of the answers to item Q18 according to hierarchical position

In the end, the answers to the question referring to the percentage of women in the organization shows mainly the masculine presence in the management of the firms surveyed in Bihor County.

In the present situation, 44% of the respondents consider that the number of women in the firm management is between 10-15% of the total of management personnel, 37 % stating that the percentage is higher – between 26-55%.

Regarding the desired practice, it is worth noting at the age group analysis the fact that the under 30 year old respondents (92 % of the total of respondents in this group) prefer that the percentage of women in the organization management exceed 10% (but not more than 55%) and those in the age group between 45 and 60 years old (92 % of the total of respondents in this group) prefer that their percentage be below 10%).

Also, the preference for a higher representation of women in the management positions (over 10% but not more than 55%) is seen also at the respondents with university education - 78% of them agreeing with this.

5. THE PARTICULARITIES OF THE UNCERTAINTY AVOIDANCE CULTURAL DIMENSION

Uncertainty avoidance refers to the degree of tolerance towards future unknown situations and it represents the extent to which an organization or a society is based on rules, procedures, norms and rituals in order to control the uncertainty of future events.

Thus, in the organizations or societies in which uncertainty avoidance is high, there is a preference and, in the same time, a need for written rules, strict regulations, detailed plans and a rigorous control. In this case, the aim is to create an as stable and controllable as possible environment. In the organizations and societies in which uncertainty avoidance is reduced, the tolerance to uncertainty is higher, therefore there is not such a great emphasis on detailed rules and procedures.

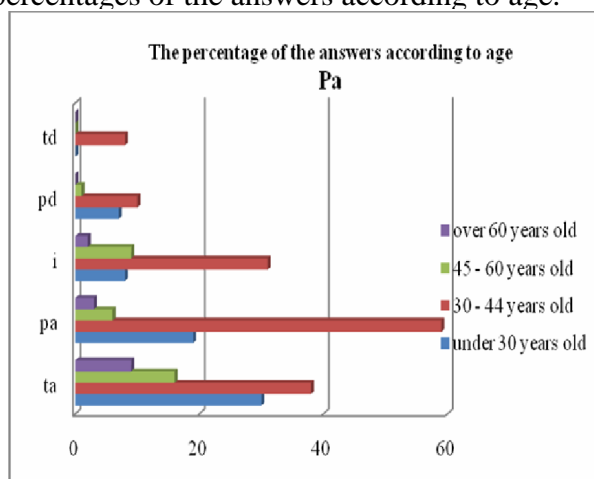
The description of the uncertainty avoidance cultural dimension at the level of Bihor was made through items Q19, Q20, Q21, Q33 and Q43 from the survey.

The first question trying to analyse the degree of uncertainty avoidance in the organizations of Bihor County refers to the respondents' perception regarding the organization of the work tasks.

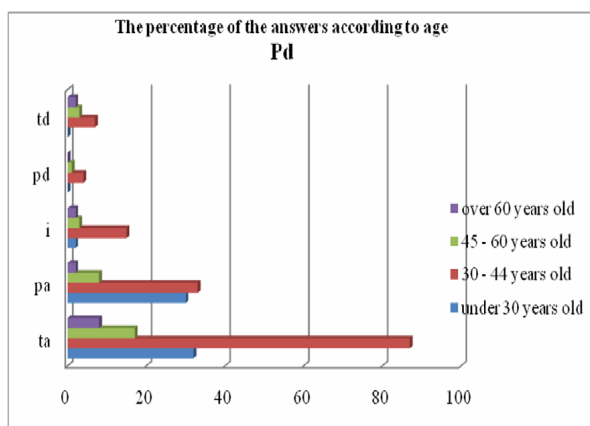
Q19	In your organization, the work tasks	Pa are sufficiently well stated in the job description
		Pd should be better stated in the job description

Regarding the current practices of work organization, 70.31% of the respondents state that the work tasks are well stated in the job description, while 10.16% consider that the work tasks are not sufficiently well stated in the job description of the organization they work for. It is worth noticing that a percentage of almost 20% of the respondents are undecided or do not know the answer to this question. Instead, regarding the desired practices, the percentage of the undecided respondents in the total of answers is reduced almost to a half, up to 8.6%. Also, regarding the desired practices, 84.77% of the respondents declare that the work tasks should be better stated in the job description, which represents an increase of approximately 14%, while only 6.64% consider that the work tasks should not be better stated in the job description.

The analysis according to the respondents' sex (women and men) does not emphasize significant differences, the latter following the same tendency. Instead, the analysis of the answers on age groups shows the fact that the most significant differences between the current practice and the desired practice regarding the organization of the work tasks take place in the case of the under 44 year old respondents. In the latter's case, the number of those considering that the tasks should be better stated in the job description increases with 12% of the total of answers. Instead, in the case of the over 60 year old respondents, their percentage lowers, 14% of the total of the over 60 year old respondents considering that the tasks should not be better stated in the job description. The graphs below present the percentages of the answers according to age.



Graph 8. Current practice. The percentage of the answers to question Q19 according to age category



Graph 9. Desired practice. The percentage of the answers to question Q19 according to age category

The analysis of the answers according to the level of education and according to the hierarchical position of the respondent has not recorded important differences. Yet, it is worth noticing that the highest percentage of the indices in the current practice belongs to the top managers while, in the case of the desired practice, the highest number of undecided respondents is recorded among the middle-level managers.

The second question has in view the identification of the respondents' opinions regarding the influence of strictly stating the work tasks on the employees' activity.

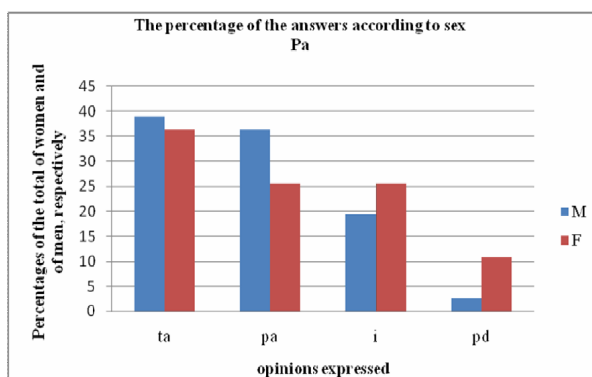
Q20	The strict stating of the work tasks	Pa	is stimulating the activity of the employees
		Pd	should stimulate the activity of the employees

70% of the respondents consider that the strict stating of the work tasks is stimulating the employees' activity, 21.8 % are undecided or do not the answer to this question and the rest of 8.2% do not consider that the strict stating of the tasks is stimulating the activity in the current practice.

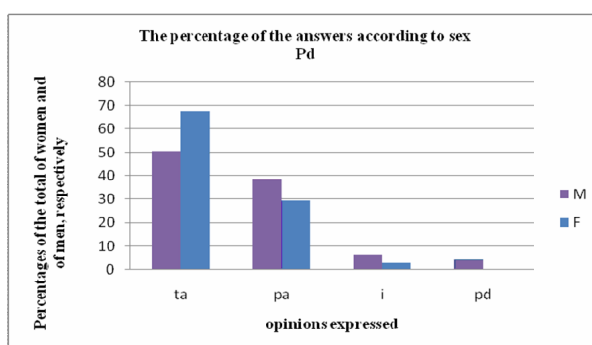
In the desired practice it can be noticed an obvious tendency to increase the percentage of those considering that the strict stating of the tasks should stimulate the employees' activity. Thus, in the case of the desired practice, the percentage of those agreeing (totally or partially) with this statement is of 92.19%, and of those disagreeing (totally or partially) is lower, having a value of 2.73%. The percentage of the undecided respondents in this case is reduced with approximately 15%.

Just like the other questions, the analysis of the answers was made according to several criteria, the respondents being divided according to: sex, age, level of education, and hierarchical position. For this statement the most important differences were noticed in the case of analysis of the answers according to the respondents' sex. This analysis is emphasising the fact that a higher percentage (97% of women compared to 89% of men), women consider that the strict stating of the tasks should stimulate the employees' activity. Approximately 3% of the women are undecided, but no woman disagrees (totally or partially) regarding this statement, although, in the case of the current practices, their percentage was of 12% of the total of responding women.

Among men, approximately 5% were in disagreement both in the case of the current practices and in that of the desired practices. The following graphs show better these differences.



Graph 10. Current practice. The percentage of the answers to question Q20 according to sex



Graph 11. Desired practice. The percentage of the answers to question Q20 according to sex

A third statement has in view the identification of the respondents' perception regarding the effects of setting up the goals on the employees' activity.

Q21	The goals that the employees in your organization set up	Pa	are stimulating the achievement of the
		Pd	should stimulate the achievement of the objectives

The analysis of the answers showed the fact that 68.36% of the respondents consider that the goals the employees set up are stimulating the achievement of the objectives and 12.89% disagree with the statement.

Regarding the desired practice, there is an increase of the percentage of those whose opinion is that the goals that the employees set up should stimulate the achievement of the objectives and a diminishing of the number of undecided respondents (from 18.75% to 9.77%) and of those who disagree (from 12.89% to 8.98%).

In the case of this statement, the results of the analysis of the answers according to sex are surprising. If in what the current practices are concerned, approximately 65% of the women agree that the goals the employees set up are stimulating the achievement of the objectives, in the case of the desired practice, their percentage is lower, while the men percentage agreeing increases from 70% to over 97%. 9% of the women (and no man) state that they do not agree with the statement according to which the goals should stimulate the achievement of the objectives.

Also, regarding the undecided respondents, there have been significant differences according to the respondents' sex. Thus, the percentage of the undecided respondents is of 14%

men compared with that of 24% women, and in the case of the desired practice, this difference is higher (2% men, 20% women).

It is worth noticing also the results of the analysis of the answers according to the other criteria. For example, regarding the analysis according to the age groups it can be noticed that, in the case of under 30 year old respondents the percentage of opinions in favour to the statement is the lowest (64% for the current practice and 67% for the desired practice), while for the over 60 year old respondents the percentage is of 100% in the case of the desired practice (and 68.5% in the case of the current practice).

Also, regarding the analysis according to the level of education, it can be noticed that the percentage of the respondents with university education is approximately constant both in the case of current practice and in that of the desired practice, while the percentage of those with secondary education who do not consider that the goals the employees set up should stimulate the achievement of the objectives is 0, even though in the case of the current practice 13% show partial disagreement to the statement.

According to the hierarchical position, it has been noticed that the executive personnel, in a proportion of 50% shows disagreement to the statement in the case of the current practice and 32% are undecided or do not know the answer, but in the case of the desired practice, over 60% of them consider that they need established goals and that these could stimulate their activity.

The fourth statement meant to facilitate the description of the uncertainty avoidances cultural dimension in the organizations of Bihor County refers to the work instructions and procedures set up by the organizations.

Q33	For the employees to be aware of what is expected from them, the work procedures and instructions	Pa	are detailed enough and clearly stated
		Pd	should be more detailed and clearly stated

75 % of the respondents consider that, in the present, the work instructions and procedures are detailed enough and clearly stated, while 7.42% disagree with this statement, the rest of 17.58% being undecided. These results underline the fact that in the current practice the majority of the employees know what is expected from them, the duties being established through formal instructions and procedures. Yet, a part of the respondents considers that the work instructions and procedures should be more detailed and clearly stated, a thing for which, in the case of the desired practice, the percentage of the respondents expressing their agreement (partially or totally) with the statement increased to 87.11%, while the percentage of those disagreeing diminished to 0.78%. This percentage of 0.78% is totally formed of men, women being in a proportion of 96% in favour to the statement and only in a proportion of 4% undecided (compared with 10.54% of the percentage of undecided men).

The last statement illustrates the managers' practices, current and desired, referring to the way in which the work instructions destined to employees are established.

Q43	The managers in your organization	Pa	are providing detailed instructions regarding the way in which the objectives established can be achieved
		Pd	should provide detailed instructions regarding the way in which the objectives established can be achieved

In the current practice in the organizations of Bihor County, 67.97% of the respondents consider that the managers in their organization are providing detailed instructions regarding the way in which the objectives established can be achieved while 13.67% do not share this opinion and 18.36% are undecided.

Regarding the desired practice by the respondents, it can be noticed that almost all, that is 92.58%, consider that the managers should provide detailed instructions regarding the way in which the objectives established can be achieved, only 0.78% being in disagreement and 6.64% undecided.

6. CONCLUSIONS

As it was stated also in the case of the Globe study performed in 2005, the Romanian population has a high need of closeness to power, which is capitalized in the need to be treated trustfully, to get the permission to freely express their fears and to be even allowed to avoid those decisions which seem too risky [9]. There is also the desire to be led by a leader who should sometimes take risky decisions in their name. This behaviour expected from their managers is a contradictory one – paternalism and consultation in the same time – indicating the fact that in the Romanian organizations the participative system can be successful to the extent to which the authority lines are clearly defined and complied with.

The results of the survey applied in Bihor County referring to the power distance dimension strengthen the statement above, the respondents preferring a reduction of the social distance between the management and the employees, in the conditions of a clear hierarchy.

The index of collectivism in the organizations of Bihor County is high. The emphasis in the organizations of Bihor County is on the group and the loyalty to the group is more important than personal interests: important events, individuals' successes are shared with the other members of the organization. Approximately 65% of the respondents consider that within the organizations of Bihor County, the group cohesion is and should be appreciated in comparison with the attitude to individualism. The family and the organization are elements that the individuals in the Bihor County organizations are proud of.

It is obvious that, as compared to twenty years ago, the collectivism in the Romanian organizations is lower. This can be explained either by the correlation made by Geert Hofstede between individualism and the external financing received by Romania in the last period or by the development of the need of self-promotion and financial independence of the members of the organizations and/or society [9]. It is worth retaining in this view the opinions of the 46% of the respondents which consider that people should work individually to project accomplishment.

In what the masculinity-femininity dimension is concerned, the Globe Study of 2005 states that Romania is a feminine country, that is the members of the society are looking for a collaborative environment and are asking for the support of all the members of the society, no matter their contribution. We must though take into account the fact that the feminine values emphasise the personal free time and the cooperation to the detriment of the performance objectives, which determines the fact that many of the Romanian firms will allow the foreign firms to take their place on the market without a significant fight. The orthodox religion, predominant in Romania, is more inclined towards sex complementarity than to the women obeying to men.

Our analysis and conclusions demonstrate the fact that in the organizations of Bihor County, the perception of the respondents regarding then women's access to different professional development programmes and to the application of some sanctions at work – is, to a great extent, non-discriminatory. Yet, we notice the lack of trust manifested in the women's ability to manage as well as the respondents' statement regarding the existence of the promotion opportunities mainly addressed to men.

Although the research has showed the fact that in the organizations of Bihor County there are detailed rules and procedures, yet, there is still a need for a higher rigorousness and a more detailing of these which should provide more stability and control. The need for rules, stability and control identified among the respondents is in agreement with the conclusions underlined by Geert Hofstede in his studies and in the Globe Study, which includes Romania among the countries with a high degree of uncertainty avoidance [6].

Taking into account these conclusions, we can state that, both individually and organizationally, there is a concern for the future, a fear which must be kept under control. Organizationally, this means clear, detailed and rigorous instructions, rules, procedures meant to create and maintain an as stable as possible working environment.

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