

ENHANCING THE ROMANIAN CULTURAL SPECIFICITY IN THE MANAGEMENT OF ORGANIZATIONS

Introduction

In the context of globalization, facing critical situations caused by cultural diversity becomes unavoidable. To address them, but also to comply with the environment where the companies operate, it is necessary to take into account the significant adjustments based on the study of cultural phenomena, with reference to:

- the need to overcome the "periodic table of cultural elements" approach type in favour of a new paradigm in which national cultures are considered as "reservoirs of knowledge" and in which the interfaces need to be addressed in terms of knowledge management (adaptation *cited in* Holden, in Prime, Usunier, 2004, p. 304); the major objective is the exploitation of these new knowledge that link individuals who belong to some different national / regional entities (David, Foray, *cited in* Soussi, Côté, 2006, p.130).
- the need for a more realistic approach to cultural differences (which involves positive and negative aspects for the teamwork) in which the researcher, taking into account the benefits of a synergistic approach to cultural diversity, provides a cultural lever to the organization, therefore it may create a competitive advantage, difficult to be imitated, which accompanies the organizational growth (Lemaire, Pride, *cited in* Prime, Usunier, 2004, p. 304).

We try to broach the above mentioned issues in this article, providing the Romanian and foreign managers with some information that may underlie the enhancing of national cultural specific elements, both in situations that involve relationships with Romanian employees and any other situations that require intercultural knowledge, and the Romanian culture is the one involved here.

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1. Adaptation to Cultural Specificity Elements and Management of Cultural Differences

1.1. Enhancing Cultural Specificity

Even in circumstances where the intercultural contact is not the main issue, the cultural specificity elements may be exploited by managers, by adapting procedures to the value profile of employees/collaborators/partners. In this article we illustrate it, through approaching elements related to communication, decision-making, management style, motivation, etc.

1.2. Enhancing Cultural Differences through Organizational Learning

When we think about cultural differences as sources of potential advantage, exploited through recognition, we firstly consider the manager's possibility to integrate skills, abilities, different qualifications when creating a team and to distribute tasks in an appropriate manner. All these personal characteristics are related to the individuals' education and training, but they are also related to the cultural specificity. It is important for managers to assess correctly the features they need and to be able to decipher the correct profile of the potential team members. Their success requires sensitivity, confidence and willingness to integrate but, above all, accepting that there are regional cultural differences, even if not always obvious. Therefore, the team will win because, using these differences, it will develop richer models of interaction, it will identify more solutions, having the possibility to choose the most favourable one, it will be more creative. Also, enhancing cultural differences takes into account any other form of collaboration between individuals from different regions.

Cultural differences, although they may be sources of competitive advantage, are often sources of conflict, so that their management is possible only by creating some security and stimulating conditions. *Security* is necessary to create an appropriate framework for delivery of one's ideas and viewpoints, and finding those that belong to others. The recipe consists in *acceptance of differences, respect for uniqueness, recognition of qualifications, defining common goals and sharing the same status*. Ensuring the *stimulating* conditions refers to efforts made to promote diversity. These efforts require *searching all possible counter-arguments, establishing a procedure regarding critics and ensuring full participation of all members* belonging to the group. In the case of opposing views, more time is needed to establish professional and confidence relationships regarding the decision-making process. Dispute can be constructive only if there is support (Schneider, Barsoux, 2003, p.243).

The importance of mutual trust is recognised within collaborations, being sometimes a more delicate issue when talking about inter-regional teams.

This goal is reached with difficulty in conditions of susceptibility. The distrust mechanism has the basis in the feelings of uncertainty and vulnerability. The individuals feel that their opinion is not only important but also they are unable to control the actions and interactions with others. They do not know if confidence in others provides advantages. Their calculations are reasonable (Schneider, Barsoux, 2003, p. 250). If the others behave in an opportunistic manner that pursue their own interests, will the individuals, by providing confidence help them cheat? The questions which a manager should ask, in order to prevent unpleasant situations, are: will the other one's "reliability" be measured by their qualifications, generosity and integrity or by their dual, duplicitous character? Does the growth of the confidence level among individuals have an ethical, moral or a fractal basis? Will the knowledge of national/regional culture prevent gregarious, fractal behaviour, which could affect goals' achievement? The manager has an important role in establishing confidence relationships by promoting transparent, ethical, professional behaviours. Do not forget that they are also subject to cultural influences. Their level of confidence in employees will generate a similar response from them. What matter is how they see their employees: according to the theory of X or Y of Mc Gregor - the employee is passive, lazy, and must be controlled.

We have developed this explanation to argue that cultural issues were very complex ones and that the implementation of solutions, in most situations was not easy. Culturally determined psychological mechanisms may come as a surprise, generating often unpredictable behaviours. Are managers prepared to make such an effort? Are they really ready or can they really handle a situation like this? Such a project involves quite a lot of resources and also efforts. From what we know so far, in Romania, even in the major international companies, which face much more significant cultural differences, the intercultural management models are often integrated in human resources departments. In such situations, organizations improvise or ignore the differences. Organizational learning can be a solution, at least in the companies that use this form of learning. By following the cultural elements that managers gather to enhance, replace and improve the qualities of a team, it can reach what is called synergy.

Regarding the enhancing of cultural differences, studies very often do not focus on this area and, generally, differences are rather perceived more as problems than as opportunities. That is why it is considered that enhancing cultural differences could be useful in a favourable context of organizational learning, which would explore the implicit and explicit knowledge related to these differences (Dupriez, Simons, 2000, p. 246; Zaiț, 2002).

1.2.1. Organizational Learning

Through organizational learning, which means extending the recognition process at the organizational level (recognition is no longer seen as a concern of one or another manager) it can reach the stage of reconciliation of values, which leads to help people to maximise their potential thanks to their cultural differences. The meaning of stages from *Figure no. 1* indicates the direction of growth of benefits for an organization that aims to acknowledge the cultural potential. For the first three stages the concern for recognition is not needed to be extended to the organizational level. The manager himself, trained in or concerned about this issue, being endowed with a certain cultural awareness, recognizes and accepts differences and takes the appropriate recognition measures, promoting a suitable task distribution and a proper motivating system of employees, who may not have any knowledge regarding cultural diversity. Consequently benefits may be obtained, but cultural differences are not exploited to their full potential. Only by reconciling differences and organizational learning this goal can be reached.

Learning and reconciliation process are related to the organizational change, affecting the whole structure. Whenever a group of elements is interconnected in a manner in which the change of an element brings a change in the whole structure, we speak about a system. For the organization to become a system capable of continuous learning and transformation, few key points must be followed (Senge, *cited in* Kline, Saunders, 1998):

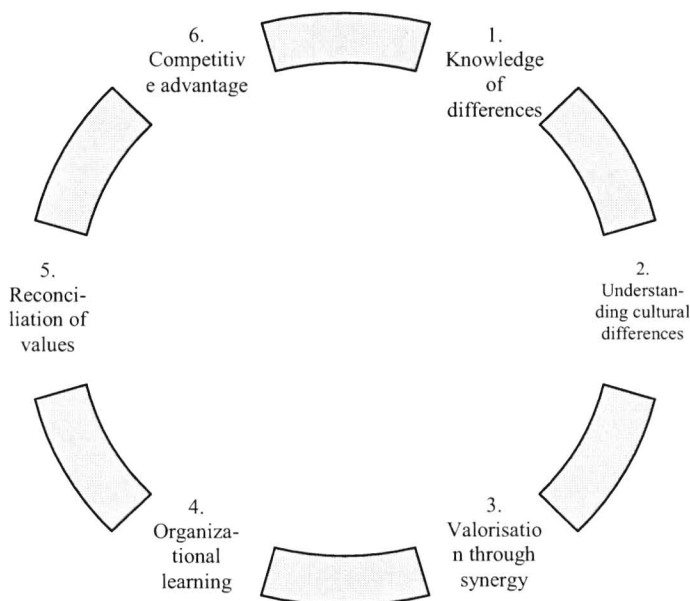
- *Memory* (archiving important information can be useful on other occasions and/or other parts of the system);
- *Purpose* (defining clearly the scope of each system);
- *Rules* (articulation of the rules that make the system work);
- *Continuous improvement* (revising the system's rules for continuous improvement of its development);
- *Feedback* (defining sources of feedback for each system, this allows monitoring to achieve the goals and objectives by each system);
- *Human behaviour - part of the system* (encouraging positive and effective manner of action).

These rules apply in any type of organizational learning and work for cultural learning, too.

Enhancing cultural differences would be an important step for the organizations that operate in the Romanian regions or which somehow come into contact with people who belong to this culture. We believe that the most interested in this topic would be the multinationals set up in various regions of the country, the large Romanian organizations that operate in a dynamic environment where the proactive attitude is a rule, the professional organizations of training/education, the organic type of organizations, where the work in multicultural teams is important and requires intense involvement in

innovative areas, and rapid adaptation to change is a necessity (because all these are learning orientated), in case of the management of multicultural project teams, that involve dynamic individuals, keen on learning and personal development and who might be interested in the above mentioned recognition. Moreover, there may be concern at an individual level for the managers who are drawn towards this area, and are flexible and assertive enough to implement our proposals (otherwise, they remain up to the stage two of Figure 1).

Figure 1
The involvement level in enhancing cultural differences



1.2.2. Theory of dilemmas

In a team whose members come from several national / regional cultures the relationships between them and the mutual exchanges that occur due to contact and influences among them are important aspects that are defined as the process of *acculturation*⁶. This can be encouraged by managers during the training activities, in which individuals can be educated to be able to "migrate" to other ways of solving problems depending on the situation. This is

⁶ Acculturation is "the totality of phenomena resulting from continuous and direct contact among individuals of different cultural groups, which involve changes in the original cultural patterns of one or both of these groups" (Herskovitz, cited in Cuche, p. 83).

precisely what *the theory of dilemmas* concerns, which involves learning new behaviours from others, acquisition of new ways of solving problems.

Hampden-Turner, the founder of the theory of dilemmas, indicates an approach of combining the benefits of cultural differences⁷. This approach, which leads to a reconciliation of values, consists of four stages (Hampden-Turner, Trompenaars, p. XX):

I. Identification of the involved cultural traits;

II. Positioning the observed attitude beside extreme attitudes;

III. Elimination of the compromise solution;

IV. Developing a value-creating solution taking into account the positive aspects of both extremes.

The above described reconciliation model⁸ should be used in intercultural training activities for the following reasons (Hampden-Turner, Trompenaars, p. 379):

- *the values put in synergy strengthen the organization;*
- *unsolved conflicts tend to diminish the power of individuals and group;*
- *reconciliation of values leads to improvement activities;*
- *the possibility of reconciliation of different values is endless;*
- *developing cultural skills due to reconciliation of values allow the transformation of conflict values in complementary value;*

In addition, understanding the cultural differences and reconciliation of values increase the integration of individuals in the group, so we recommend intercultural training programs to the managers. Even a mere awareness on the issue would be a step forward.

2. Romania - Cultural Profile

To outline the Romanian cultural profile we emphasise one of the most popular systems of cultural dimensions, the system proposed by Geert Hofstede, at which we will make some additions, due to some specific issues that were identified following the development of a research.

2. 1. The Content of Cultural Dimensions

⁷ Rosinski (2009) provides in a very practical manner examples of alternative use of different solutions, corresponding to the poles of each cultural dimension, solutions learned under the guidance of a coach (this practice works internationally - there are already models of cultural learning, for instance the learning model proposed by the Center for Creative Leadership, or the cultural orientation model developed by Training Management Corporation).

⁸ A much more efficient model than the one proposed by Nancy Adler (*cited in Jacobs, 2003, p.83*), which involves passing through three stages: 1.*defining the problem from the two angles, corresponding to the different cultures;* 2.*revealing cultural interpretations by each side;* 3.*creating cultural synergy through compromise.*

The significance of cultural dimensions to which we refer in the definition of the Romanian cultural profile is as follows (Hofstede, 1996, 2006; Hofstede et al., 2008):

1. **Power distance (high or low)** represents the extent to which members that have less power in institutions, organizations or in society expect and accept that power is unevenly distributed.
2. **Individualism-collectivism** approximates the relationship between individual and group. Individualism is the characteristic of a society in which relations between individuals are free: one person is expected to take care of himself and of his close relatives. In contrast collectivism characterizes a society where people are integrated into powerful groups, closely linked, even before they are born, which continues to protect them throughout their lives, in exchange for unconditional loyalty.
3. **Masculinity-femininity** reflects the gender differentiation of roles in everyday life. In masculine societies, roles are differentiated; it is assumed that men are strong, tough and focused on material success, while women are more modest, tender, and concerned with quality of life. Emphasis is placed on the ego-psychological needs: earnings, recognition, achievement, challenge. In feminine societies, the social roles of the two sexes overlap. Social needs come first: both men and women are modest, sensible and focus on the quality of life; and on good relations between people, cooperation, understanding, and security.
4. **Uncertainty Avoidance (high or low)** is defined as the extent to which members of institutions and organizations from a society feel threatened by uncertain, unknown, ambiguous or unstructured situations. This feature reflects the degree of freedom of the individual in relation to their future or security, control of aggressiveness and expressing emotions. Technology, rules and codes are designed to reduce anxiety arising from ambiguity and uncertainty. In systems that have lower uncertainty avoidance, there is a greater tolerance towards people with different ideas. In these systems, the expression of emotion and aggressiveness is not socially acceptable, like in those characterized by a high level of uncertainty control.
5. **Long-term orientation** refers to the sets of values with consequences upon a certain temporal horizon (*near* - short term or *far* - long term). Values associated with long-term orientation are perseverance, based on status relationships management, thrift, sense of shame, and those specific to short-term orientation: personal safety and stability, protecting the honour, respect for tradition, reciprocity in greetings, favours, and gifts.

2. 2. Romania's Cultural Positioning

According to Hofstede's forecast, results the Romanian cultural profile (see Table 1):

1. **Power Distance Index (PDI)** very high (90) reflects a high level of inequality expected and accepted by the Romanians, evidenced by their need to have authoritarian leaders, to carry out precisely the orders of superiors, to have centralized decisions. The Heads' authority is developed inclusively through external symbols, and relations between subordinates and superiors are emotionally charged.
2. **Individualism (IDV)** – its level of 30 indicates a collectivist society. Realities that confirm the forecast are described by: strong dependent relationship between individual and group (in particular, the extended family), favouring those who belong to the group, the importance of personal relationships, etc.
3. **Masculinity (MAS)** – its level of 42 suggest a slight tendency to femininity. Based on empirical observations we can notice progresses both in providing importance to the values of success and ownership (due to land reform, development of entrepreneurship skills, the large number of private companies, market competition, etc.) and to feminine values (quality of life, solidarity, etc.). However, politics and the leadership positions remain male-dominated fields and it is still considered that some work related to domestic tasks or child rearing are best carried out by women or must be in their care.
4. The **Uncertainty Avoidance Index (UAI)** is very high (90). It shows that the population has a high degree of anxiety about the future, and hence the very importance the Romanians grant to stable employment, even at the "expense" of a lower salary. Some researchers (Voicu, 2001) argue that the high value of uncertainty avoidance index is responsible for the high levels of discrimination on grounds sex and race. This increased level of anxiety leads to an increased stress, which favours the expression of anger and unleashed emotions. Closely related to the value of this dimension is that Romanians have a continuing need for rules, procedures, authority from the hierarchical superiors and they assume no responsibility for their actions (Nica, 2004, p. 60). Decentralization may have beneficial effects only if it is accompanied by clear and strict rules and procedures, to guide precisely their actions. Otherwise, people will take advantage of "the benefits of power" (Luca, 2005). Also, this high level of uncertainty creates problems in implementing new ideas. Even if one accepts the need for change, in the action plan there is a certain slowness, delay or even cancellation.
5. **Long-Term Orientation (LTO)** was not predicted for Romania by Hofstede. However, there are studies that lead to the idea of a short-medium-term perspective. The implications are noted in the economic

field, through the propensity to consumption, through a relatively low level of investment, but also towards a fast improvement of the standard of living, which results in increasing corruption. It also favoured aspects of short-term orientation such as: respect for tradition, kindness and solidarity.

Table 1
Romania – predicted scores

Specification	Romania	The lowest scores	The highest scores
Power distance	90 high	11 - Austria 13 - Israel 18 - Denmark	95 - Guatemala 95 - Panama 104 - Malaysia, Slovakia
Individualism	30 relatively low	6 - Guatemala 8 - Ecuador 11 - Panama 13 - Columbia 15 - Costa Rica	91 - USA 90 - Australia 89 - UK
Masculinity	42 medium	5 - Sweden 8 - Norway 14 - The Netherlands 16 - Denmark	110 - Slovakia 95 - Japan 88 - Hungary
Uncertainty Avoidance	90 high	8 - Singapore 13 - Jamaica 23 - Denmark 29 - Sweden	112 - Greece 104 - Portugal 101 - Guatemala 100 - Uruguay

It should be noted that for Romania, there are some specific items that are not included in the content of the features built by Geert Hofstede, which we will present below (House et al. 2004; Rădulescu-Motru, 1999; Onea, 2011):

1. Collectivism, seen as the degree to which a society encourages collective action and collective distribution of resources (named *institutional collectivism* within the GLOBE project), has a relatively low value (although the Romanians are avoiding social isolation, they do not agree with the equal distribution of resources). This is due to the gregarious spirit (feature that reflects the Romanian's social cohesion and attitude towards his fellows , as they are defined by the spirit of contesting - the denial of merit, of values, the lack of solidarity, the low level of trust in others and suspicion - the perception of others' unscrupulous behaviour).
2. Masculinity-femininity dimension does not reflect very well the Romanian cultural reality. This feature refers to two levels: on the one hand the degree of interchangeability between roles, on the other hand to emphasize masculine type values versus the feminine ones in a society. According to Hofstede's descriptions, it shows that high interchangeability corre-

lates automatically with the increase of the feminine type values, which does not correspond to the Romanian reality. This is why we proposed to consider two separate dimensions of culture to reflect these issues: a. gender equality; b. masculine type values-feminine type values.

For Romania what was observed was a slight femininity in terms of gender equality (the degree of interchangeability of roles) and a slightly increased masculinity upon the types of the emphasized values (a mix of masculine type values - the need for success, wealth, the emphasis on reasoning, acceptance of competition, assuming one's success and externalizing one's failure, with feminine type values - need for understanding, avoiding social isolation, intuition).

3. Recommendations for valorisation the Romanian cultural specificity

The value issues described by the cultural dimensions influence the communication management processes, decision making and implementation, motivation, leadership and organization (Hofstede, 1996; Prime, Usunier, 2004; Johns, 1998; Thery, 2002; Nica, Iftimescu, 2004; Ionescu, Toma, 2001). In what follows we try to formulate a set of recommendations, based on the Romanian cultural specificity elements, as evidenced in the lines above (Onea, 2011):

a) at the level of communication:

- *The type of communication channel*: favoring formal channels, using formal and informal channels, taking also into account the context;
- *Content of communication*, due to strong uncertainty avoidance, it must meet the following recommendations:
 - Provide clear and precise instructions;
 - Structuring tasks;
 - Setting priorities for solving tasks;
 - Specify the working and organization methods, through a precise and firm wording in relation to the content, but also with a special attention to the way of saying to those who appreciate understanding, empathy and resonance in a greater manner.
- *Used vocabulary*: favouring the concrete, avoiding abstract terms.

b) at the decision-making level:

- *In diagnosing the decisional problems*: a balance is recommended between the analytical approach, based on reasoning and the synthetic, intuitive approach;
- *Searching for information*: formal and informal, depending on their issue; with reference to the informal way, we note that an important aspect is the one of trust in sources (fractal interests!);
- *Building alternatives*: favouring less risky alternatives due to strong uncertainty avoidance;

- *Choice*: belongs to top management, who must also assume the responsibility;
- *Implementation*: because the Romanian employees prefer teamwork, tasks which are suitable for this kind of work can meet such an option.

c) at the **style of management/leadership level**:

Hofstede (*cited in Thery, p.167*) concludes that the preferred / appropriate leadership style is closely linked to two cultural features: *power distance* and *individualism-collectivism*. Depending on the scores on these features, the following positioning⁹ is defined:

- *Participatory style (co-management)*, for the collectivist countries, with low power distance (this also includes Germany, which, although characterized by individualism, developed practices that have encouraged and have prioritized the development of this style);
- *Paternalism*, in collectivist countries, with high power distance;
- *Autocracy or bureaucratic style*, particularly in countries characterized by individualism and high power distance;
- *Management by objectives (MBO), delegation*, appropriate in countries where the individualistic and equality values prevail.

Given the above mentioned issues, we consider that for Romania the *paternalist and autocratic styles* are appropriate (the presented cultural specificity elements do not imply clearly a high level of collectivism, as Hofstede predicted). In choosing the management style/leadership, it will also take into account other factors, such as the size of the organizations. On the other hand, even in a large organization, both styles can be used, depending on the nature of managerial job.

d) at the **motivation level**:

The preferred/appropriate motivation way is influenced by the cultural dimensions: *masculinity-femininity* and *control of uncertainty* (Hofstede, 1996, pp.146-150):

- For the cultures characterized by femininity and low control of uncertainty, the proper way of motivation is based on rewarding the achieved performance, with care for human relationships quality;
- For the countries characterized by masculinity and a low control of uncertainty, people will prefer the kind of motivation that rewards performance through recognition of merit;
- For the cultures that emphasize masculine values and a high control of uncertainty, the proper way of motivation must take into account satisfying the needs of esteem by the given consideration, by recognition, but

⁹ This positioning is only relative, not all countries will fit into these classifications: a more detailed knowledge of their culture is needed.

also by security;

- When feminine values and a high control of uncertainty prevail, it must take into account that individuals are focused on meeting the needs of stability and belonging.

Because Romania presents a mix of feminine and masculine values, with a slight emphasis on the masculine ones, and noting that the level of gender equality is slightly above the average and the level of uncertainty avoidance is rather high, we consider that the appropriate manners of motivation must take into account values such as security, belonging, consideration and recognition.

Other motivational factors:

- Generally, we recommend individual reward or sanction due to the gregarious spirit, the lack of solidarity, the suspicion and the low level of trust; specific cases may encourage the managers to choose collective reward or sanction;
- The performance criteria used for motivation should be clearly explained, as transparent sources can remove mistrust;
- It must be also taken into account the general methods of motivation and other cultural characteristics, for example, power distance (the demand of power, prestige);

e) **training activity:** favouring logical approach, based on clear reasoning, use of analogy, examples and models;

f) at the **organizational structure level:**

Culture influences the implicit models of organizations. The vision of the organization is particularly affected by the *power distance* and *uncertainty avoidance* dimensions. Organization involves obtaining answers to two questions: 1. *Who has the power to decide?* 2. *What rules or procedures will be followed to reach the goal?* Answering the first question depends on the cultural norms related to power distance dimension. The second response is influenced by the cultural norms about uncertainty avoidance. Depending on the position of the countries in the quadrants bounded by the two dimensions, it can favour one of the four models described in the following lines (Hofstede, 1996, p. 166-169):

- *Pyramid of people* - common in countries characterized by high distance from the power and high uncertainty avoidance; it includes concentration of authority and structuring the activities;
- *Well-oiled machine* – in the countries characterized by low power distance and high uncertainty avoidance, the ideal organization is seen as a "well-oiled machine", where the manager's intervention is limited to exceptional cases, because the norms solve common current problems;
- *Village market* - defines the organizational model in countries with low power distance and low uncertainty avoidance; neither the hierarchy nor

norms determine what will happen, but only the demands of the situation, seen as a problem of human relations that can be solved through negotiation;

- *Family model* - corresponds to the countries characterized by high power distance and low uncertainty avoidance (concentration of authority without structuring activities); it requires resolution of disputes through the permanent chief's arbitration.

For Romania, due to high power distance and high uncertainty avoidance, the *human pyramid* is recommended, i.e. hierarchical structures, formal ones, but which favours teamwork and socialization (due to the Romanians' avoidance of social isolation). Also regarding the organization, attention must be given to setting teams, in order to promote understanding and reduce suspicion, both in relations between employees and between managers and employees (here, referring to gregarism).

Conclusions

In management, the analysis of the cultural specificity and/or cultural differences is important because it provides some *useful information for decisions and actions of organizations* (adequacy of actions to the cultural profile of the employees, customers, social and business partners etc.; avoid conflicts and problems that may arise due to cultural differences; reconciliation of values).

Enhancing cultural specificity and/or cultural differences is possible in both organizational learning and in its earlier phase: recognition through cultural synergy, i.e. through maximising the cultural potential of employees, who, being involved into special-built situations by the manager, put together individual values, through matching the appropriate tasks to the appropriate employee and through relevant motivation.

Based on the cultural/intercultural diagnosis, particular cultural issues can be highlighted, which is important for providing the necessary recommendations in order to ensure compatibility of the managerial processes. The elements presented in this paper, although they are a modest attempt to deepen a complex cultural context, a conflict, dual one, can be starting points for the manager interested in obtaining a positive effect by exploiting the cultural "given", referring to the Romanian "space".

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RESUME

Les points de référence de cet article consacré à la valorisation de la spécificité culturelle roumaine, répondent à un objectif aussi pragmatique que possible à savoir:

1. valoriser les différences grâce à la synergie culturelle, c'est-à-dire, à travers la valorisation du potentiel culturel des salariés qui, dans des situations particulières construites par le gestionnaire, rassemblent ce que chacun apporte de précieux (façons de penser, attitudes et orientations) afin d'obtenir de meilleurs résultats organisationnels,
2. déléguer à l'employé les tâches appropriées,
3. tenir compte des besoins et des motivations.

Ces principes permettant une adaptation à la spécificité culturelle et/ou à l'intégration des différences culturelles évitent les problèmes liés à l'incompréhension et aux conflits potentiels. Notre objectif est d'alerter les responsables, de manière concrète, sur les difficultés qui découlent de la culture/de l'interculturel, et de les sensibiliser à la possibilité d'une exploitation positive de la spécificité culturelle et de la gestion des différences, afin d'obtenir de meilleurs résultats pour l'organisation. Nous croyons que les recommandations fournies, même à ce niveau général, peuvent être un point de départ pour l'orientation des décisions de gestion et devenir opérationnelles lorsqu'elles sont appliquées.

ABSTRACT

The reference points provided by this article, on matters related to enhancing the Romanian cultural specificity, are as pragmatic as possible goals and they may substantiate decisions as: 1. recognising differences through cultural synergy, i.e. through maximising the cultural potential of employees who, being involved in purpose-built situations by the manager, put together individual values (ways of thinking, attitudes and activity orientation) in order to achieve better organizational outcomes, 2. delegating appropriate tasks to the appropriate employee, 3. based on needs and motivations. These reference points allow adaptation to cultural specificity and/or integration of cultural differences and avoidance of problems related to misunderstanding and potential conflicts. Our aim is to warn the managers, in a concrete way, against the difficulties that arise from cultural/ intercultural backgrounds and to raise their awareness about the possibility of a positive exploitation of cultural specificity and the management of diversity, in order to obtain better outcomes of the organization. We believe that the provided recommendations, even at this general level, may be a starting point for guidance, in taking the management decisions and they may become operational when followed.