

Resilient organizational culture: Cluj-Napoca case study

Alexandra-Bianca ANDRIANU*

Abstract

This exploratory research has the purpose of analyzing the main linkages between resilience and organizational culture in public institutions, presenting the main elements that can make an institution absorbent to shocks, based on the predominant type of culture and leadership style. The individual resilience was analyzed using previous research done on the aforementioned subject and narrowed down to fit Cameron and Quinn's instrument – The Organizational Culture Assessment Instrument (OCAI). The hierarchy culture has proven to be the dominant one in the actual state but as the data showed, a clan culture is more preferred due to its high interest and orientation towards people. As the literature shows, resilient cultures are those that emphasize the need of unity and belonging, hence, by reducing shocks and by offering better responses to challenges, a way to promote a bottom-up approach among policy makers can be found, increasing in this way their ability to respond to stressors.

Keywords: OCAI, resilient culture, organizational culture, stressors, cultural profile

Introduction

Building resilience to bounce forward and facilitate the proper environment to thrive in response to challenges is one of the main concerns of policy and decision-makers across Europe and not only. It has become imperative to develop adaptive and pro-active skills to face unprecedented shocks and challenges and, for that, societies and their representatives must be able to develop the necessary expertise to face current and future challenges. Thus, this paper presents the case of Cluj-Napoca, Romania, mainly the resilience of public institutions, based on their organizational culture.

The relevance of this paper stands in its intention to analyze the resilience indicators in Cluj-Napoca's public institutions, based on the cultural factors, an analysis that has not yet been carried out in Romania due to the lack of knowledge

* Alexandra-Bianca ANDRIANU is Associate Professor at the Babeş-Bolyai University, Cluj-Napoca, Romania; e-mail: andrianu.bianca@gmail.com.

and familiarity with the concept of resilience. Furthermore, limited studies have been developed in Romania on the subject of resilience, hence, this paper could offer added value for future researches, thus supporting the acknowledgement of this concept (Radu, 2018). Organizational culture and cultural resilience are used as starting points in understanding the current situation within public institutions and their ability to face challenges, to overcome them and how they do it. This is why this exploratory paper addresses the linkage between the two and also the current situation based on the literature review on cultural resilience and by applying the Organizational Culture Assessment Instrument - Competing Values Framework developed by Cameron and Quinn (1999; 2011) on the public authorities from Cluj-Napoca. If this can offer valid results, then the method can be tested at a larger scale (national, European) to analyze the resilience capacity and offer further recommendations for future research.

The in-depth analysis of the relationship between the cultural elements that support the performance development within the public sector is crucial in determining their ability to face shocks and, also, to overcome them. By analyzing their ability to learn from different events, one can determine their performance levels and their adaptability capacity. Additionally, one must see if the values, success criteria and the long-term strategy are commonly understood by policy makers and which are the specific elements that make their organizational culture congruent or not. This is a crucial element, especially on this topic regarding what really makes a strong organization – common symbols, definitions of success, the depth and essence of their unity and integration and, most importantly, the unquestioned underlying assumptions that guide their entire activity within the organization.

For a culture to resist, it is passionately and fully necessary to ensure the cohesion of the group, to limit the feeling of uncertainty and to increase the sense of belonging. When encountering total devotion, one can speak of strong cultures that have deep-rooted values in the subconscious, these being validated and accepted over time, and individuals cannot deny them. Otherwise, one can discuss about weak cultures that do not have the capacity to think / act / believe collectively, individuals offer different symbols to events and are not fully assumed. In such organizations, staff productivity and motivation can drastically decrease due to inconsistency of goals, inability to associate with the organization, with other individuals, or with the declared values of the organization. In such situations, the individual will hardly adapt, will not be able to perform, and if they encounter the slightest change or shock, they will handle it with great difficulty and, in some extreme cases, this could lead to the disintegration of the group.

If the general opinion wants policy makers to upstand shocks and become resilient, an in-depth understanding of their organizational culture and way of functioning is crucial because afterwards, support, guidance and adequate expertise

can be offered to sustain their abilities and to develop them, to facilitate the capacity of bouncing forward.

1. Organizational culture in public institutions

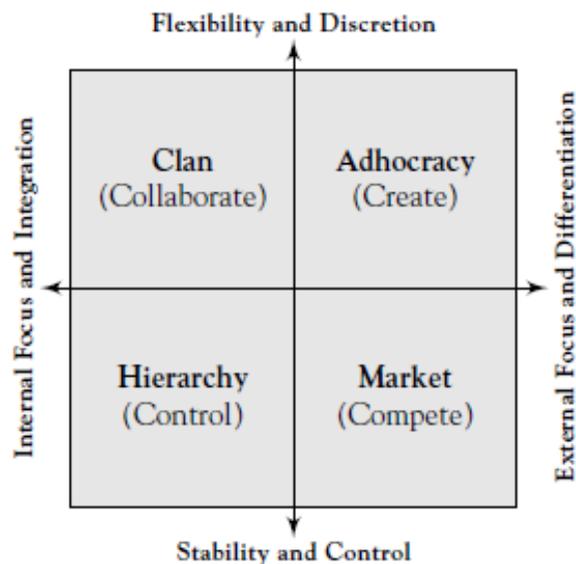
Organizational culture has often been underestimated, not being considered a factor that can influence the activity of an institution and its interaction with the external environment. But the implications of organizational culture have been felt due to the influence it has on the behaviour of individuals in a collective state, within an organization. The concept is often described by means of symbols and meanings offered to various events or happenings to limit the insecurity and uncertainty and to provide a feeling of familiarity. Individuals try to find and give different meanings to the circumstances in which they are in order to be able to accept them more easily and, at the same time, to overcome them. According to Schein (2010), culture is omnipresent and dynamic, influencing the behaviour of individuals at multiple levels, it offers stability, guidance and a sense of belonging. Culture is shared and has continuity, being deeply embedded into our way of doing things, giving meaning and significance to activities, rituals and offering explanations for the unknown, providing in a way a sense of control over the elements around us.

Generally speaking, organizational culture can be defined as a set of values, beliefs, certainties and behaviours shared and approved by the members of a group / collective. Values are deeply rooted and it is nearly impossible to change the organizational culture of a group as it develops over time and beliefs / visions are shared by all members and transferred to new generations that become part of it. Thus, resistance to change is quite high in this regard and resilience can be difficult to implement if individuals do not realize the magnitude of its impact. Culture implies stability, offers coherence and a pattern to rituals, climate, values and sets an accepted type of behaviour (Schein, 2010, pp. 16-17) which was learned and passed through generations by a group but only after it was proven a success and an appropriate way to deal with challenges, shocks or daily activities. It should stress from the beginning the difference between national culture and organizational culture. The first refers to the socialization process, taking place in the first years of life, within the family, the entourage, the school, and lays the foundations which constitute the basis of the main assumed values of the individual, depending on the environment in which he developed. Organizational culture refers to the same set of elements but within a narrower (organizational) framework that adjusts itself to the external environment in which it develops and integrates certain values, key elements, beliefs and traditions to create stability and to define the strategy.

Hence, the national culture is a larger umbrella and the culture of an organization is influenced by it. It is imperative to mention this because the cultural resilience of a community can be easily assimilated with the one of an organization.

As aforementioned, the instrument addressed by this paper is the Organizational Culture Assessment Instrument (OCAI), developed by Cameron and Quinn (1999; 2011) with the purpose of supporting managers and leaders to introduce change successfully, having the support and approval of their team. From the authors' perspective, organizational culture "encompasses the values, underlying assumptions, expectations [...] represents 'how things are around here'" (Cameron and Quinn, 2011, p. 19). The spoken and unspoken rules must be analyzed and decrypted to produce change and increase performance. Furthermore, according to the authors, if the concept is not understood within one's organization, resilience can decrease and the unpredictable shocks or challenges will not be handled accordingly, thus creating insecurity, lack of balance within the organization, which could even lead to dissolution. OCAI analyses six dimensions: dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success, at two levels: the current situation and the preferred one. The aforementioned are then analyzed through the competing values' framework made of four elements: one is related to the flexibility, dynamism and openness of the organizational culture, the second is focused on integration and internal environment, the third one is focused on the external environment in opposition with the other one, and the last is in opposition with the flexibility one, meaning that it is focused on control, stability and regulations.

Figure 1. The Competing Values Framework by Cameron and Quinn (2011)



Source: Cameron and Quinn, 2010, p. 39.

Last but not least, the instrument is focused on four major types of culture, determined through the six dimensions of OCAI and I will present them briefly in the following paragraph.

The first one is **the hierarchy culture**, being highly specialized, focused on rules, meritocracy, impersonality, accountability, clear regulations with a vertical hierarchy and chain of control (Cameron and Quinn, 2011, p. 42). These types of organizations are very formalized and standardized, the work processes are very clear and the structure is generally stable. I expect that most of responses and results will show this type of culture as present in the surveyed institutions.

In this type of culture, the leader is focused on coordination, orientation and monitoring, and the value drivers are efficiency, uniformity, continuity and consistency (Cameron and Quinn, 2011, p. 53).

The market culture is mainly focused on competition and risk-taking, existing in very dynamic and fast-forward environments. It is mainly present in big private companies that invest and expand tremendously.

Cameron and Quinn (2011) suggest that the leader is a hard driver and a great competitor and that the main value drivers are profitability, market share and goal-orientation, meaning reaching the target (Cameron and Quinn, 2011, p. 53).

The clan culture spotlights Weber's traditional authority, focused on a small group of individuals that are loyal and committed to their work, who are deeply involved in the organization and work in a similar way to a family business if I may say so.

In this type of culture, the leader is considered more of a mentor and facilitator who supports teamwork and the organization as a whole is driven by commitment, communication and development (Cameron and Quinn, 2011, p. 53).

Lastly, **the adhocracy culture** is slightly different from the other ones because one of its major goals is "to foster adaptability, flexibility and creativity if uncertainty, ambiguity, and information overload are typical" (Cameron and Quinn, 2011, p. 49). Thus, this type of organizational culture is frequently met in dynamic and competitive environments, constantly producing and delivering new products and services.

Organizational culture has become an increasingly researched concept, being one of the main determinants of performance, motivation and perception of the institution's image (Hudrea, 2015; Rosca and Moldoveanu, 2010; Hudrea and Tripon, 2016; Rus and Rusu, 2015). Moreover, due to the complexity and general applicability of the concept, the organizational culture is a topic debated in different fields of activity (economics, psychology, sociology), the reason being the development of an exhaustive understanding of the behaviours of individuals and their inflections (Reisyan, 2016, pp. 18-19). The importance of understanding the framework in which leaders find themselves and the need to associate them with the group has made it necessary to deepen the subject with visible, physical connotations (language, clothing, mimics, architecture, etc.) to symbols and values which are not

so visible or verbalized; however, individuals act in accordance, without questioning them.

Ștefănescu and Pânzaru (2009) stated in their research that when we talk about public institutions, the source of power is the hierarchy because, according to the authors, they operate in stable and predictable environments where standardization and procedures support them in dealing with a large number of assignments and operations in both internal and external relations. Furthermore, being a bureaucratic type of organization, the selection of employees is made by a standard behaviour, meaning that the new comers already have a glimpse of the commonly shared values and are thus more easily integrated compared to those that have had no training in this field. If it is to make reference to organizational resilience, the abovementioned is opposing this concept, hence, at least in theory, public institutions are not resilient but on the contrary, when facing adversity, they tremble and the internal equilibrium is at stake. One must comprehend how the internal mechanism works and how the interaction between elements influences the future and strategic planning of public institutions (in this case). OCAI is simplistic in its way, but it truly offers a holistic image on the real needs of individuals and on what changes must be made for the institution to thrive and design an efficient plan that will contribute significantly to the resilience capacity of the organization. Therefore, by understanding organizational culture and its implications, I can determine, predict and even develop resilience to face shock and stressors in a way that can promote bouncing forward, generating pro-activity, acceptance of change and innovation.

2. Resilient culture in public institutions

Cultural resilience is mainly discussed in the literature from a national or ethnographical perspective, and not necessarily from an organizational one (Daskon, 2010; Gunnestad, 2006; Holtorf, 2018); however, it can be matched with OCAI through some similar elements which will be presented in the further discussion. A resilient culture has the capacity to embrace and overcome challenges by maintaining and flourishing itself, to become more adaptive and adjusted to future shocks.

Cultural resilience can be understood as the “capability of a cultural system to absorb diversity, deal with change and continue to develop. Cultural resilience implies both continuity and change: disturbances that can be absorbed are not an enemy to be avoided but a partner in the dance of cultural sustainability” (Holtorf, 2018).

Hence, when discussing about resilient cultures, the tendency is to make references at strong cultures within both communities and organizations that have the capacity not only to recover, but also to learn and develop, making them sustainable and offering the net and security individuals need. As Gunnestad (2006) puts it, “culture comprises the values, norms, rules and ways of life which one gets from the generations before us and how every new generation interprets and adapts

these to their own lives and society”, adaptation and unity making a culture resilient. Determining the levels of tolerance towards uncertainty can be performed by connecting the type of culture that is established by literature to be more resilient in comparison with the other. Up until now, it has been established that “resilience can be defined as the ability to bounce back from adversity, frustration and misfortune” (Ledesma, 2014, p. 1), being fundamental for an organization to preserve and develop its culture in order to survive. A shared understanding of the mission and *raison d’être* is built over long periods of time, within people that have common traits, patterns and share certain affiliations, making it easier for them to act towards the common goal. Hence, strong cultures tend to become more resilient over time, thriving and developing a strong sense of belonging, identifying and developing a stronger sense of purpose, becoming absorbent and pro-active towards change and stressors.

According to Bell (2002), “resilient culture is built on principles of organizational empowerment, purpose, trust and accountability” (Bell, 2002, p. 2), having the capacity to develop skills and abilities to cope with shocks and change in order to share the culture with future generations. “The resilient organizational culture has a strong sense of enterprise purpose that cascades down and across the enterprise. It is that strong sense of purpose which glues the organization together and aligns individual, workgroup and enterprise goals as a continuum. A resilient culture is built on a strong sense of trust between employees, management, suppliers and partners” (Bell, 2002, p. 2). Cameron and Quinn’s model can support these elements and can be a first step to have an overlook upon the true needs of the individuals and develop a strategic plan which can foster those needs and support the strength and adaptability of an organization. The toxic elements and weaknesses can be assessed only if the management along with the team are aware of them and by performing this exploratory research, further research can be carried out to sustain a similar model, on a larger scale, and on set timestamps to truly see the evolution towards a resilient culture.

“Resilient individuals have a strong internal compass or gyroscope and a sense of self that is distinct from the organization; at the same time, resilient organizations have a strong culture or identity that binds people together. These must exist simultaneously. This happens when there is a strong alignment between the values of the organization and the individual workers” (Pulley, 1997).

The need of unity and sense of belonging and identity are strong elements that can make an organization resilient from the cultural perspective, especially if there is a deep and embedded reason for acting towards reaching a certain goal that must have a greater meaning and impact upon the group. This social glue offers guidance and support, has a compelling influence upon their sense of uncertainty and eases the integration and adaptation process for the new generations to come. Investing in clients and in people, in general, innovating and being united in times of adversity, providing support, mentoring and empowerment (Everly Jr., 2011) are elements that

some consider essential for nurturing and strengthening cultural resilience. Not to mention that these common elements, along with others provided by the literature can be set as a starting point in deducing the core values of an organization. If it is to match OCAI with the literature on cultural resilience, it is clear that an organization can be considered as having a resilient culture if it is closer to the clan culture, as presented by the two authors. This implies that the respondents should aim towards that type of culture in the “now” or “preferred” state, being focused on flexibility, unity, having a high concern for people and costumers, having teamwork, loyalty, openness and a safe environment as characteristics.

OCAI can offer guidelines towards organizational resilience because the concept includes more elements and it is more complex than one believes. Besides the structural elements, one must take into account the social factor of the organization and how individuals interact within the system and understand their interdependency on one another to overcome and transform after the said shock or adversity. This is the reasoning behind focusing on how one can develop a resilient culture in a public institution. And OCAI offers a clear foresight on the potential changes managers need to implement for the development of a resilient culture and of a resilient organization in the long run.

3. Methodology

The purpose of this paper is to explore and see if there are any linkages between the literature on resilient culture and Cameron and Quinn’s competing values framework by using OCAI and to identify whether the common characteristics are met within the public institutions of Cluj-Napoca. If the model is proven right, it can be used in further research at a higher scale. OCAI has the purpose to “address basic assumptions (dominant characteristics, organizational glue), interaction patterns (leadership, management of employees) and organizational direction (strategic emphases, criteria of success)” (Cameron and Quinn, 2011, p. 28), with the purpose of determining the dominant type of organizational culture present in the analyzed entity. After establishing the predominant culture, I can also determine the preferred type of culture at a general level and also, the actual and preferred culture by all six dimensions aforementioned between brackets. Afterwards, I can assume the level of resilience based on the fact that an organization has more changes to develop a resilient culture if it is similar to the clan culture, known for its characteristics based on employees’ collaboration, teamwork, unity and sense of belonging.

OCAI will support the research by determining the diversity and area of focus of the organization if the predominant culture promotes flexibility or control, if it is focused on the internal or external management and how they are reflected in the dominant type of culture of the surveyed public institutions. In this research, a convenience sample of 150 public servants from Cluj-Napoca public institutions

provided responses via e-mail between January and April 2019, scoring their actual and preferred state within their institutions, based on the six dimensions. Participants had an average age of 42.29, where the youngest respondent was 21 years old and the oldest was 67, out of which, 33% were male and 67% were female. With regards to educational background, the majority of respondents had a master's degree, most of them a bachelor degree, 4 of the respondents mentioned having a PhD degree and a minority only graduated from high school or had other types of educational background.

The respondents were asked to fill out the provided survey, with a total of 24 questions grouped in pairs of four for each dimension (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success), with the purpose of analyzing the perceived actual situation and the preferred one. Each dimension used in the competing values framework has the purpose of establishing the adequate type of leadership, the values, quality strategies and the management of human resources for every type of organizational culture that is predominant and their orientation (internal or external focus, flexibility or stability and control).

Having different indicators and different elements analyzed by OCAI can offer a significant view on how distinct elements interact and how they influence one another. Furthermore, some may be more relevant than others in achieving or driving towards a resilient culture, hence the dimensions proposed by Cameron and Quinn in their model can be universally implemented and tested in order to get a better understanding of one's organization and of how the human resources within that particular organization sees the set trajectory. This can be helpful especially then managers want to implement change and restructure it, in order to thrive in the current dynamic environment. Therefore, based on each type of persistent organizational culture, and of course, with regard to its orientation (flexibility, internal focus, etc.), the specific type of leader and leadership style can be determined, along with specific quality strategies and adequate theories on effectiveness and values which will emphasize the characteristics of that culture.

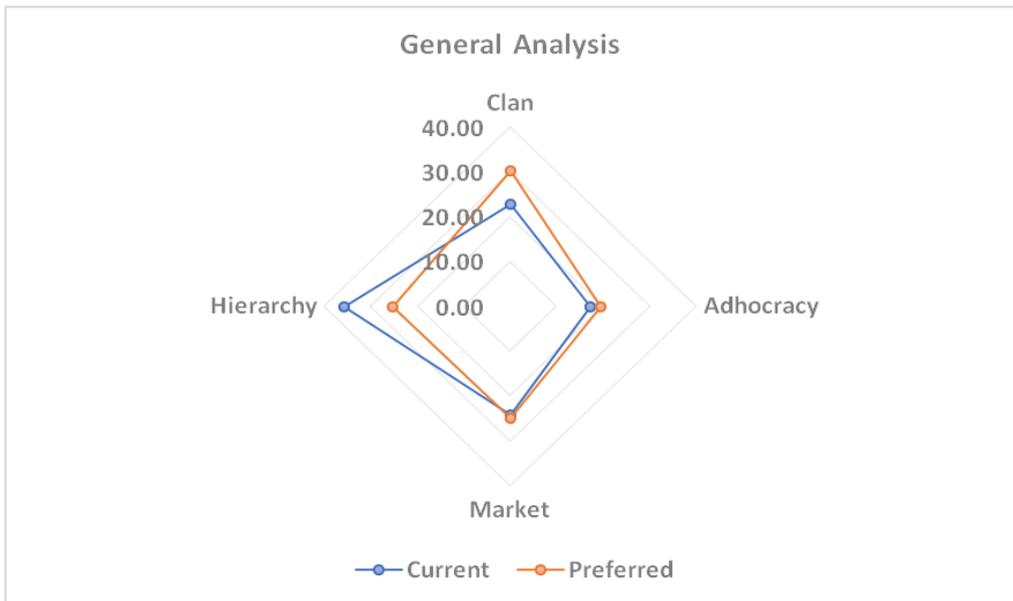
4. Results

In analyzing the data, I will interpret the culture by type, discrepancies between the actual and preferred culture, by the strengths of the predominant culture, measured by the received score and by congruence. The last one is aimed to see if there is a certain pattern in public institutions and if the answers are similar and pointed towards a common type or if they are dramatically different. Let us start the analysis at a general level and see which is the predominant type of organizational culture and which is the direction towards which public servants feel more comfortable in the table and figure below.

Table 1. Cultural Profile

	Current	Preferred	Differences
Clan	22.77	30.26	7.49
Adhocracy	17.17	19.45	2.28
Market	24.24	24.99	0.75
Hierarchy	35.82	25.30	-10.52
Total	100.00	100.00	

Source: Author's calculations.

Figure 2. General Analysis of the Cultural Profile

Source: Author's representation.

Table 1 represents the given scores for the current and preferred situation, grouped by the four types of organizational culture analyzed by OCAI and Figure 2 represents the cultural profile of the surveyed public servants, where the blue line represents the actual state and the red line represents the desired state, where they would feel more comfortable working or could increase their motivational and performance levels. The differences between the two show the desired direction and change and, if it is higher than 10 points, action should be taken in order to reach or get as close as possible to the preferred situation so one can maintain and secure a stable and strong culture within one's organization.

In the current case, it is obvious that the dominant type is the hierarchy culture, scoring 35.82 points, meaning that the accent is on a very formalized structure, where efficiency and long-term thinking are top priorities, along with performance, procedures, rules and regulations. Being oriented on the left, the competing values framework suggests that the organization has an internal focus with a need for control, predictability and stability in order to survive. On the second place, there is an interesting scenario, the market culture (24.24) with a focus on the external environment, being result-oriented and competitive and, on the third place, with a difference of only 1.47, there is the clan culture, where teamwork, loyalty and commitment are the glue of the organization. From the results on the current situation, one can speculate that, regardless of the small differences between points, the predominant culture puts emphasis on stability, internal focus, planning and reaching the goals.

The discrepancies between the actual and preferred state are quite obvious in the two dimensions: hierarchy and clan. The hierarchy type culture, which can be translated into a need to decentralize the decision-making process, to empower people to try new, alternative and innovative ways of delivering their tasks and reduce micromanagement methods to facilitate equifinality is the least preferred type, with a difference of 10.52 points. The second major discrepancy is related to the clan culture, with an increase of 7.49 points compared to the current state, meaning that employees need more involvement in the decision-making processes, have a need of horizontal communication and leadership must support teamwork, recognition and develop an environment that facilitates innovation.

Hence, from the general analysis, a conclusion can be drawn, the one of having the potential towards a resilient culture, this being supported by literature, meaning that it can be nurtured and developed if the organizational culture encourages flexibility, loyalty, trust, understanding and also accountability and offers a sense of belonging.

In the following, I will present the cultural congruence of the six dimensions: dominant characteristics, leadership style, management of employees, organizational glue, strategic emphasis and the criteria of success. Successful and resilient organizations should have, and most actually do, a congruent culture, meaning that they face with significant ease shocks, stressors and conflicts, whereas incongruent cultures are a red flag and require change and restructuring if they do not want to fall in decline.

In order to determine the congruence of the sample, I will analyze each dimension separately.

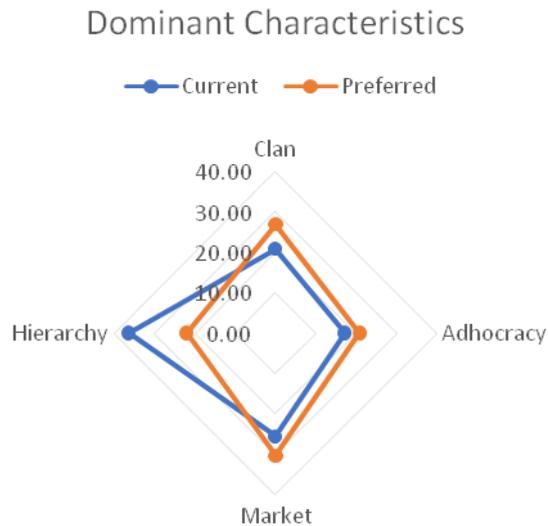
Dominant Characteristics

Table 2. Dominant Characteristics Scores

	Current	Preferred	Differences
Clan	20.81	26.78	5.97
Adhocracy	17.12	20.79	3.67
Market	25.54	30.38	4.84
Hierarchy	36.52	22.05	-14.47
Total	100.00	100.00	

Source: Author's calculations.

Figure 3. Dominant Characteristics



Source: Author's representation.

When looking at the aforementioned, I emphasize on the basic assumptions, general elements that define and offer a suggestion over the type of organization. In this case we can see a major difference of 14.47 points between the current and preferred state in the hierarchy type culture, hence some of the dominant characteristics are related to processes, formalization and regulation and the employees are very well specialized and have clear procedures for their tasks. This shows a great need for change, in order to increase the quality of life in the organization. The values in the hierarchy type are related to “efficiency, consistency and uniformity” (Cameron and Quinn, 2011, p. 53) with a great focus on control. On the other hand, in the preferred situation, the market culture is on the first place, with

an increase of 4.84 points compared to the current state. This can suggest a need for diversification, for risk-taking and for improving productivity and innovation. Furthermore, this indicates a need for more motivational elements to support commitment and loyalty towards the main goal of the organization.

Organizational leadership

Table 3. Organizational Leadership Points

	Current	Preferred	Differences
Clan	24.58	28.25	3.66
Adhocracy	18.05	20.18	2.14
Market	26.35	25.12	-1.23
Hierarchy	31.01	26.46	-4.56
Total	100.00	100.00	

Source: Author's calculations.

Figure 4. Organizational leadership



Source: Authors' representation.

This dimension makes reference to the dominant type of leadership encountered in the predominant culture and to how the leader is perceived by the employees. By looking at the current and preferred situation, it is obvious that the differences are quite insignificant and one can assume that the leader is perceived as a coordinator, being efficient-oriented and monitoring the activities (hierarchy culture: 31.01 points); at the same time, the leader is a competitor, a producer and a demander for results (market culture: 26.35 points). Besides that, the leader can

facilitate teamwork and become a mentor when employees need guidance (clan culture: 24.58) and in some cases, the leader is perceived as an innovator and visionary, sometimes taking risks for the greater well-being of the organization (adhocracy culture: 18.05 points).

Taking into consideration the high implications and impact that a leader has on the organizational culture and especially on the resilience of an organization (Everly Jr., 2011), the fact that there are no major differences between the current and desired state can be considered a positive thing. Hence, resilient leaders that support and encourage resilient cultures should “use positive reinforcement to increase the frequency and intensity of desired behaviours, provide constructive feedback when individuals fail so they can see what went wrong and walk away from the experience with a positive mental framework and expand decision-making boundaries” (Mallak, 1998, p. 12), offering a flexible and inclusive working climate which supports innovation and creates a feeling of involvement and relevance within the organization.

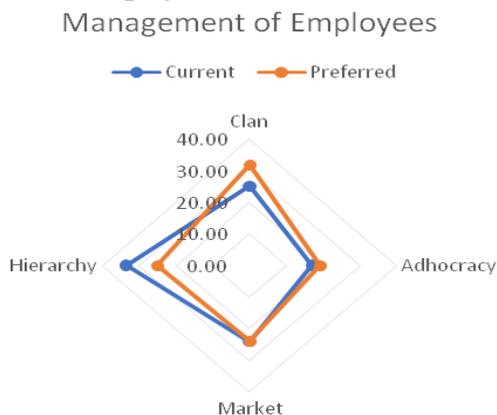
Management of employees

Table 4. Management of employees points

	Current	Preferred	Differences
Clan	25.13	31.82	6.69
Adhocracy	17.03	19.07	2.04
Market	24.19	23.99	-0.20
Hierarchy	33.66	25.13	-8.53
Total	100.00	100.00	

Source: Author’s calculations.

Figure 5. Management of Employees



Source: Authors’ representation.

Employees or human resources management are critical to nurture a resilient organizational culture and here, the focus is on the elements, characteristics and roles that must be ensured to support homogeneity within the group. When comparing the current and preferred situations, the differences between the clan culture (with an increase of 6.69 points) and hierarchy culture (decrease of 8.53 points) are the ones that stand out, meaning that change must be advanced to increase the strength and resilience of the organization. “The management of employees is concerned with secure employment and predictability” (Cameron and Quinn, 2011, p. 75), being an obvious element met in the hierarchy culture (33.66 points), followed by efficiency assessment and improvement. Furthermore, in the clan culture (25.13 points), the focus is on teamwork, consensus, motivation, cohesion and commitment support, meaning that there is high attendance toward the needs of the employees, creating an inclusive environment to promote creativity and productivity. Within the market culture, the demand of results and deliverables is high and competition is the main driver but, at the same time, risk-taking and innovation are not in the spotlight (adhocracy culture – 17.03 points) for the management of employees in the analyzed sample, due to its low points.

Organizational glue

Table 5. Organizational glue points

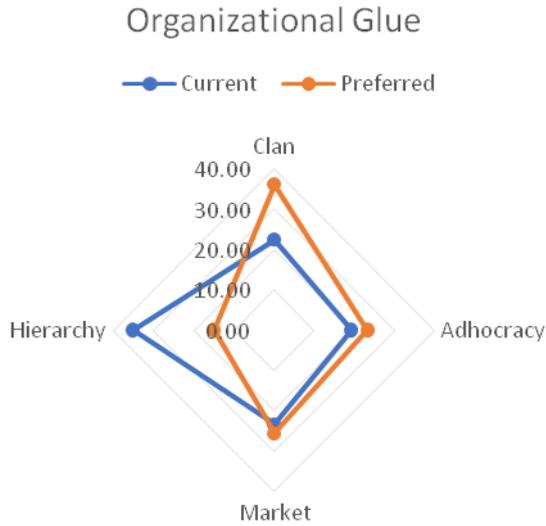
	Current	Preferred	Differences
Clan	22.41	36.10	13.69
Adhocracy	19.11	23.22	4.11
Market	23.28	25.69	2.41
Hierarchy	35.20	15.00	-20.20
Total	100.00	100.00	

Source: Author’s calculations.

Organizational glue refers to the elements, specifications and patterns, if I may, that hold the organization together, strengthened and unified against shocks, stressors or negative change. Within this dimension, there are two major differences between the current and preferred organizational culture, as in the previous dimensions: the hierarchy and clan type. From the data collected, I can stipulate that rules, procedures and regulations are the main elements that keep the organization to work accordingly, based on the dominant culture – the hierarchy one (35.20 points), followed by the desire of winning (market culture with 23.28 points), by loyalty, unity, commitment and trust (clan culture with 22.41 points) and lastly, the need of experimentation has a certain implication in keeping the organization running (adhocracy culture with 19.11 points). The hierarchy culture presents a difference of 20.2 points between the current state and the desired one, meaning that significant

change must be made in terms of focus on other elements rather than formal rules to maintain the embodiment of the organization. Moreover, in the clan culture, there is a difference of 13.69 points, suggesting a need to promote loyalty and motivation among employees, to get them more involved and develop a sense of belonging.

Figure 6. Organizational glue



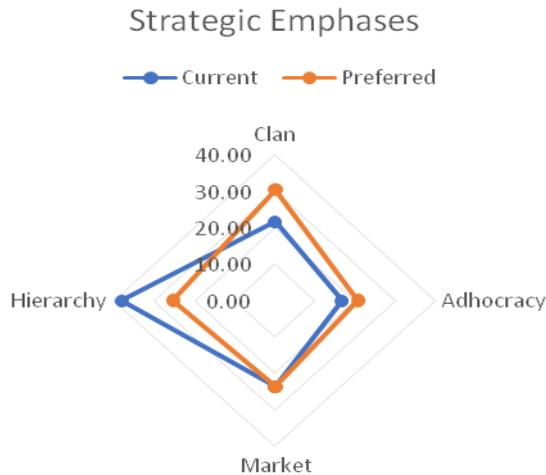
Source: Authors' representation.

Strategic emphases

Table 6. Strategic emphases points

	Current	Preferred	Differences
Clan	21.62	30.45	8.83
Adhocracy	16.62	20.53	3.91
Market	23.58	23.64	0.06
Hierarchy	38.18	25.37	-12.81
Total	100.00	100.00	

Source: Author's calculations.

Figure 7. Strategic Emphases

Source: Author's representation.

The long-term strategy defines the focus and orientation of the organization and its culture and establishes the important elements which keep the organization on the same track, or supports its development. According to the predominant culture (hierarchy with 38.18 points), the strategic emphasis is on efficiency, stability and continuity, somehow in contrast with the emphases promoted by the market culture (23.58 points), which immediately follows, which are reputation, competition and on setting and reaching targets. If the two aforementioned types are goal-oriented, the strategic emphasis of the clan culture (21.62 points) is more people-oriented, focused on their development and cohesion within the group. As in the previous cases, the main differences between the current and preferred state are present in the hierarchy (difference of 12.81 points) and clan culture (difference of 8.83 points), meaning that the focus should be shifted towards elements that combine task and people orientation to aid performance alongside with motivation and belonging.

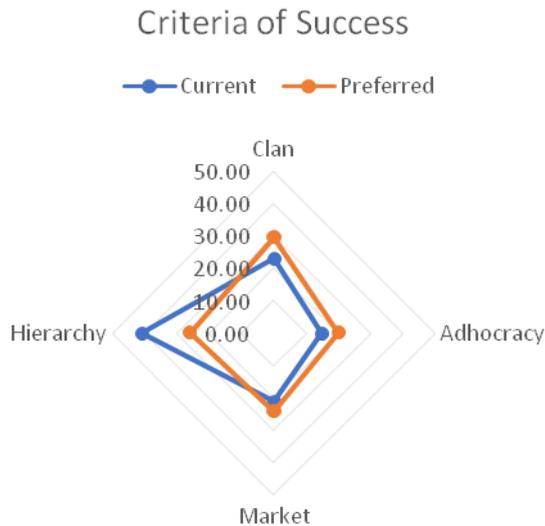
Criteria of success

Finally, this dimension wants to present, based on the dominant types of culture, the organization's definition of success, of how success is seen and determined and on what basis. As expected, taking into account the fact that the discussion surrounds public institutions, the hierarchy culture got the highest score (40.96 points) in the current state, meaning that efficiency is a crucial element to determine success, along with low costs and predictability, whereas in the clan culture (23 points), success is established based on the recognition and interest in employees and their achievements.

Table 7. Criteria of success points

	Current	Preferred	Differences
Clan	23.00	29.59	6.59
Adhocracy	14.81	20.14	5.33
Market	21.23	24.18	2.95
Hierarchy	40.96	26.09	-14.87
Total	100.00	100.00	

Source: Author's calculations.

Figure 8. Criteria of success

Source: Author's representation.

The most concerning aspect in this final dimension is the difference of 14.87 points between the current and preferred state for the hierarchy culture. Considering the inconsistency in understanding the criteria of success, especially in the public sector, I suggest a transparent communication between all parties, so the said direction of the organization is clear and equally understood by all involved. Otherwise, the circumstances in which people give diverse meanings to success can lead to inconsistency in delivery, misunderstandings and lack of unity overall, making them vulnerable to change, shocks or stressors.

A similar study, developed in 2016 in Slovakia, showed that the predominant type of culture in the current situation is the hierarchical one, whereas the preferred type of culture is the clan one (Ližbetinová *et al.*, 2016), proving the need for more modern and innovative ways of organizing the workflow and handling shocks and stressors in a non-disruptive way. After closely analyzing all six dimensions, I can say that there are six major differences between the current and preferred state, regarding the hierarchy and clan culture, which can be translated into a need of

debureaucratization, of easing the processes, of having a more people-oriented approach, of facilitating the motivation, personal and professional development of employees, increasing their commitment and loyalty towards the organization. Hence, the organizational culture can be considered plainly congruent and there is a lot of room for improvement, especially in terms of shock absorbent capacity.

5. Limits and further research

The limited number of respondents made it difficult to generalize the final results at a county level and further persistence is required to provide more consistent data and results, and due to the opportunity that OCAI offers, some surveys were not introduced in the database because they were filled in mirror symmetry, thus, invalid for the purpose of this research. Additionally, the limited data on resilient culture at an organizational level may have influenced in one direction or another, may have altered the final results and conclusion but, by cross-referencing, similar elements narrowed the track and sustained reaching a common point.

Due to the fact that limited studies have been developed on the subject of cultural resilience but more on the cultural heritage in Europe, there is a limitation in the ability to compare different case studies and see what methods were used and applied to nurture organizational resilience. Hence, the exploratory side of the paper offers a starting point in investigating in a broader way the implications and various approaches used and verified in building cultural resilience in public institutions.

Another element is the subjectivity and ambiguity of the subject itself – organizational culture. The concept has different interpretations, making it challenging to reach common grounds with another individual, even if there is a vague and bourgeois understanding of the observable aspects.

As mentioned above, due to the novelty of this subject and due to the exploratory purposes of this paper, further research should be carried out on a bigger scale and on different timelines to see if there is pattern and to determine the validity of Cameron and Quinn's model when trying to analyze the level of resilient culture. I strongly recommend future researchers to use a larger sample to better comprehend which are the common elements that influence the level of cultural resilience in the public sector and what actions one should take in order to reach and meet the needs of individuals. On the same note, by having a comparative analysis in further research, one can find and offer best practices examples and maybe support the development of a framework to implement them, depending on the particularities of different public institutions, along with the local context and current state.

Conclusions

Several studies and researches (Hudrea, 2015; Roșca, 2010), limited in number and geographic extension, have been conducted at a national level, with the

result and conclusion that there is an organizational culture with predominant bureaucratic elements, with a relatively short-term strategic emphasis, which can be considered a worrying factor considering the purpose of public institutions but understandable, in a way, because of the influences of political factors (eg. mayors' 4 year mandates). Making an exception to their final results and suggestions, the analysis did not cover the resilient element, hence, the purpose of this exploratory research. The constant presence of the hierarchical type of culture within this sample can be explained by the fact that the Romanian public management still has a very political-focused approach, instead of focusing on leadership techniques in order to guide the implementation of an adequate bureaucratic system, which can better reflect the reality of the current time. On the same note, the need of debureaucratization and the increase of digital public services can explain the focus on more clan-type cultures, which can allow them to ease the processes and ensure a more fluid exchange of information.

When referring to the Romanian public management, I take into account the difficulty with which public officials in Romania adapted to the bureaucratic system immediately after the fall of communism and the fact that public-private relations were almost inexistent. Therefore, the struggle to adapt to new reforms was and still is a true challenge for them (e.g. digitalization of some public services or implementing quadruple helix models – where public officials, private representatives, NGOs representatives, Universities and citizens develop commonly accepted projects that will benefit all).

The criteria of success must be stated very clearly in the organizations if future resilience strategies are to be developed, as shown in the results, meaning a need of a focused orientation towards a long-term strategic investment, compared to those based on political values (eg. mayors mandates). The implications and impact of cultural elements upon organizations and their resilience capacity cannot be ignored, nor underestimated because as it was presented, the need of affiliation and security within a group is crucial for an entity to overcome shocks and / or change. Furthermore, its ambiguity comes from the fact that the literature refers to organizational culture as a way of thinking or, in other words, a shared view of social reality that is grounded in the negotiation of meanings, symbols and interactions between individuals (Alvesson, 2011, p. 14). These elements were commonly met in the literature review regarding resilient cultures and, also, in the data.

Public servants started to feel the difficulties of operating in hierarchical cultures, where everything must go through various procedures, rules and regulations so it can become a deliverable and the fact that the preferred tendency was towards the clan culture, I can merely speculate that there is a significant need to change into a more flexible and people-oriented way of operating at a general level.

In addition, the comparison between the current and preferred type of organizational culture showed that the cultural resilience is somewhere in the middle, on the subtle line between below and above average. I stated it like this because of

the nature of the concepts and its various areas of interpretation. Based on the literature review, a culture can be considered resilient if it offers sufficient flexibility, so it can adapt rapidly to change if needed, must be based on tradition, trust and loyalty, being embedded in the values of the individuals from that organization.

From the results, I can say that there is great potential, especially if public servants are transparent with their needs and find a way to implement changes, meaning more involvement in the decision-making processes, an improvement of the communication channels and more openness towards innovative thinking. As a study from Slovakia developed in 2016 shows, public institutions must understand that using traditional methods, present in the hierarchical culture, improved qualitative methods must be put to practice, eliminating the obstructions within the system, which limit the efficiency and effectiveness of services (Ližbetinová *et al.*, 2016, p. 175). Hence, if one wants to foster and increase the resilient capacity of Cluj-Napoca's public institutions, one must support innovative actions and do an in-depth self-diagnosis, which will show which are the real, main challenges faced, what options are available, which one is the most feasible and how it can be implemented, so future shocks will have a decreased impact on the institutions and society as a whole.

A concerning point, however, which can sabotage the development of a resilient culture, is the different understanding of the success criteria, as shown in the aforementioned results, because this can lead to divergences and can weaken the unity of the group. I stress this out because culture helps individuals to give meaning to their activity and everyday life, offers comfort and security and if the milestones have different meanings for different individuals within the group, other indicators, such as performance or efficiency, can fall into decay.

This exploratory analysis could stress on the importance of looking into different dimensions when researching resilience culture in the sense of not just looking at the unity of the group or at the well-being of individuals, but also at the way they perceive the goals, if there is a common understanding of it and what would be ideal for them, in order to reach their full potential and increase their adaptability and willingness to change if that is required for an efficient transformation at an organizational level.

To conclude, I believe that the implications of culture in the way policy makers act and react to shocks and different stressors should be analyzed in depth in order to better understand their resilient capacity and, more importantly, what can be done to facilitate and accelerate the resilient capacity. If some of the main common elements of organizational culture can be linked with the current challenges, then this could be the first step in setting some key drivers for uncertainty and boost resilience in future strategies and policies to bounce forward and to thrive in the face of adversity, not only recover and return to the previous state before the shock.

Acknowledgement: This work was supported by a grant from the Babeş-Bolyai Scientific Council, within the Virtual College of Excellency of START-UBB.

References

- Alvesson, M. (2011), Organizational Culture; Meaning, Discourse, and Identity, in: Ashkanasy, N.M., Wilderom, C.P.M. and Peterson, M.F. (eds.), *The Handbook of Organizational Culture and Climate*, second edition, Los Angeles, London, New Delhi, Singapore, Washington D.C.: SAGE Publications, pp. 11-28.
- Bell, M.A. (2002), The Five Principles of Organizational Resilience, *Gartner* (retrieved from <https://www.gartner.com/resources/103600/103658/103658.pdf>).
- Cameron, K.S. and Quinn, R.E. (2011), *Diagnosis and Changing Organizational Culture Based on the Competing Values Framework*, third edition, San Francisco, CA: John Wiley & Sons, Inc.
- Daskon, C.D. (2010), Cultural Resilience - The Roles of Cultural Traditions in Sustaining Rural Livelihoods: A Case Study from Rural Kandyan Villages in Central Sri Lanka, *Sustainability*, 2(4), pp. 1080-1100.
- Everly, G.S., Jr. (2011), *Building a Resilient Organizational Culture* (retrieved from <https://hbr.org/2011/06/building-a-resilient-organizat>).
- Gunnestad, A. (2006), Resilience in a Cross-Cultural Perspective: How resilience is generated in different cultures, *Journal of Intercultural Communication* (retrieved from <https://www.immi.se/intercultural/nr11/gunnestad.htm>).
- Holtorf, C. (2018), Embracing Chance: How Cultural Resilience is Increased through Cultural Heritage, *World Archeology*, 50(4), pp. 639-650.
- Hudrea, A. (2015), Cultură organizațională în România. O analiză a cercetărilor în domeniu, *Revista Transilvană de Științe Administrative*, 2(37), pp. 120-131.
- Hudrea, A. and Tripon, C. (2016), Organizational Culture of the Public Sector. A Study of Romanian Public Organizations, *Revista de cercetare și intervenție socială*, 53, pp. 97-113.
- Ledesma, J. (2014), Conceptual Frameworks and Research Models on Resilience in Leadership, *Sage Open*, pp. 1-8.
- Ližbetinová, L., Lorincová, S. and Caha, Z. (2016), The Application of the Organizational Culture Assessment Instrument (OCAI) to Logistics Enterprises, *Naše more*, 63(3), pp. 170-176.
- Mallak, L. (1998), Putting Organizational Resilience to Work, *Industrial Management*, 40(6), pp. 8-13.
- Pulley, M.L. (1997), Leading Resilient Organizations, *Leadership in Action*, 17(4), pp. 1-15.
- Radu, B. (2018), Influence of Social Capital on Community Resilience in the Case of Emergency Situations in Romania, *Transylvanian Review of Administrative Sciences*, 54(E), pp. 73-89.

- Reisyan, G.D. (2016), *Neuro-Organizational Culture: A New Approach to Understanding Human Behavior and Interaction in the Workplace*, Cham, Switzerland: Springer International Publishing.
- Roșca, I.Gh. and Moldoveanu, G. (2010), Tandemul cultură – birocrăție organizațională în sectorul public (Culture Tandem – Organizational Bureaucracy in the Public Sector), *Economie teoretică și aplicată*, 17(6(547)), pp. 5-14.
- Rus, M. and Rusu, D.O. (2015), The Organizational Culture in Public and Private Institutions, *Procedia – Social and Behavioral Sciences*, 187, pp. 565-596.
- Schein, E.H. (2010), *Organizational Culture and Leadership* fourth edition, San Francisco, CA: John Wiley & Sons, Inc.
- Ștefănescu, C. and Pânzaru, S. (2009), Specific Features of the Organisational Culture of the Local Government, *Review of General Management*, 10(2), pp. 89-96.