



Romanian Enterprises Evolution in Post-communist Period. A Cultural Perspective

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OBJECTIVE: to identify the role of the culture in the post-communist evolution, the actors of the change and their role in the cognitive reconstruction of the collective representations and in preserving the identity.



What is the culture?

- The classics models (Hofstede): « the difference »;
- « *sense making* »(Weick, d'Iribarne)



The proposed model

☞ C.R. – the sense

☞ S.P. – the behavior

☞ a dialectic interaction: C.R – S.P.



Where and when?

- A transition country – Romania
- Romanian enterprises: Comfort and Lighting
- Research period: 2003, 2008



Methodology

☞ *Emic* Approach

☞ Adapted to the research level

- « country » level: secondary data: recourse to history
- « enterprise » level: primary data : interview and direct observation

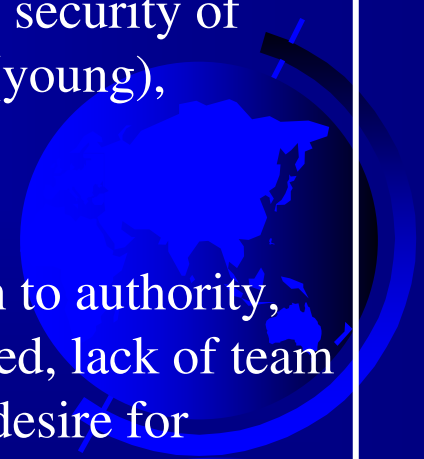


“Comfort” enterprise: the story of a death foretold

2003	2008
<p>-owners: wage-earning + S.I.F (Government)</p> <p>- « strategy »: survival, withdrawal</p> <p>-values (declared & shared): order, rules, uniformity</p> <p>-factor of motivation: stability, security</p> <p>- behaviors: lack of initiative, need of control, training refusal.</p>	<p>-owners: private S.I.F.</p> <p>-strategy: maximize the short term benefit</p> <p>-declared values : ?</p> <p>-shared values : uniformity, «family »</p> <p>-Factor of motivation: fear of unemployment</p> <p>-behaviors: submission to authority, fatalism, lack of communication, training need.</p>

“Lighting” enterprise: we cope with what we have...

2003	2008
<p><i>-owner</i>: American SIF</p> <p><i>- strategy</i> : strong local presence, responding to national requirements</p> <p><i>-declared values</i>: order, honesty, customer orientation ...</p> <p><i>-shared values</i>: resourcefulness, comply with the rules of the game, customer orientation</p> <p><i>-factors of motivation</i>: salary → performance evaluation system (poorly understood)</p> <p><i>- behaviors</i>: rules compliance, deal with the unexpected , lack of team mind, affirmative response to training</p>	<p><i>-owner</i>: American SIF</p> <p><i>- apparent strategy</i> : immediate benefit (frequent change of GD)</p> <p><i>-declared values</i> : the same</p> <p><i>-shared values</i> : stability, conformity, customer orientation (resolve claims)</p> <p><i>Factors of motivation</i>: security of employment, training (young), informal relations</p> <p><i>behaviors</i>: submission to authority, deal with the unexpected, lack of team mind, blame-shifting, desire for training</p>



Romania

☞ **C.R.** - impregnated by the lure of modernity, the communist period, the opening after 1989: individualism, need to control / to be controlled, the image of victim ...

☞ **S.P.:**

- entrepreneurship “made in” Romania (the resourcefulness);
- management style authoritarian, directive ;
- individualism→ lack of team mind ;
- Low involvement of workers in enterprise projects.



The change

☞ **Factors of change** - in the dialectical relationship C.R.-S.P.

- resourcefulness → creativity
- control → discipline, pursuit of objectives
- effective communication → relax the climate of mistrust
- training (the young people)

☞ **Actors of change:**

- « enterprise » level: the young specialists (professionals)
- « country » level: the enterprises (place of cultural transformation)

