

## MODALITIES FOR THE DEVELOPMENT OF ORGANIZATIONAL CULTURE IN ANIMAL FARMS

ALBU SIMONA<sup>1</sup>, MIREA AMELIA<sup>1</sup>, TĂRTĂREANU MIHAELA<sup>1</sup>,  
MARIN DIANA<sup>1</sup>, PETROMAN CORNELIA\*<sup>1</sup>

<sup>1</sup>*Banat's University of Agricultural Sciences and Veterinary Medicine "King Michael I of Romania" from Timisoara, Faculty of Agricultural Management*

\*Corresponding author's e-mail: c\_petroman@yahoo.com

*Abstract: The animal farm can be regarded as a social structure, where human resources act together to achieve goals, depending on the specialization of production and the system of animal breeding and exploitation. The success of the farm business is conditioned by the measure in which human resources work together to achieve the goals to be achieved. A major factor influencing the unit of action of human resources is the organizational culture, of whose importance is particularly revealed by the impact that exerts on the results obtained by the animal farm, the organizational culture being one of the main factor determining the success or failure of the holding, success measured by the degree of satisfaction offered by the organization to those interested in its results. An organizational culture oriented toward quality represents for any organization, farm of growth and exploitation of animals, a guarantee of survival and continued development, whether operating on a highly competitive market or in an unfavorable economic, social or political environment.*

**Keywords:** farm, organizational culture, management, quality

### INTRODUCTION

Organizational culture is, undoubtedly, the consequence of a collective activity in which the brains, healthy stimulated, positively fed, and cultural developed, are producers of human riches. Organizational culture has become a fashionable topic in recent years, becoming the topic that has been approached frequently in both academic and economic environments. In a world that is constantly changing, making an organization to evolve represents a matter of values and culture, because culture is a taboo topic in the economic environment [1,4,6]. The cultural development of organizations and human resources is indispensable for achieving change, motivation and involvement, and implicitly multiplying the social and economic value of holdings. The importance of organizational culture is mainly revealed by the impact it has on the results of an organization, because the cultural development of the human resource is generating brain connections and creative confrontations, of problem solving, of consciousness development, collective and individual dynamic, beatitude and well-being in the production process. So, regardless if we speak about a public institution, of a trading company or a foundation, organizational culture is one of the main factors that can determine the success or failure of that organization [2,7].

The interest of researchers, teachers, entrepreneurs and managers for the development of organizational culture has increased over the last period due to the reconsideration of the major role of the human resource in the evolution of organizations and as a result of pressures from inside or outside enterprises, pressures that require a better knowledge and an increase in the competitiveness of organizations for their development under the new existing conditions. Organizational culture is considered to be the invisible force behind the observable things from a holding, being the social energy that makes the human resource to act in order to achieve the goals proposed to be achieved in a certain period of time[3,5]. Organizational culture helps us understand the differences that occur between what is declared formal and what is actually happening in the

organization, the organizational culture oriented toward quality is a guarantee of the development and survival of the holding.

### **MATERIAL AND METHOD**

Due to the fact that organizational culture is an invisible force, behind the easily observable and tangible things from a holding, in our case specialized in animal breeding and exploitation, which determines the human resource to act in order to achieve the proposed goals, in this scientific approach, we approached the organizational culture oriented toward quality, because, once with the emergence of multinational companies, large producers of animal products, globalization of business, there is an increasing influence on organizational management. In order to have a strong holding to be competitive, top management, farm managers and the entire human resource involved in the production, processing and distribution process, need to know the production strategies and sales policies of the firm, so through the decisions and the actions taken, to direct the whole energy generated by the organizational culture towards achieving the established objectives.

### **RESULTS AND DISCUSSIONS**

The orientation of organizational culture towards quality represents, for the holding, a guarantee of continuous survival and development, because the organizational culture, dictates certain norms of human resource behavior, guides the way of perceiving the reality and reacting to the environmental changes. In terms of quality as a measure of satisfaction offered, an organizational culture oriented toward quality represents a way of approaching reality by an organization, of the economic and social environment, which constantly leads to satisfaction. The quality of the product is achieved through the production process, but it is found in the process of consuming, obtaining a satisfactory quality implies the performance of the spiral of quality activities, starting from the prospecting of the market and ending with the activity of analysis, testing, selling and service. Quality spiral is a conceptual model of interdependent activities that exert their influence on the quality of a product throughout the development of phases starting from identifying needs to assessing satisfaction.

Quality policy is given by organizational culture and represents the general guidelines and objectives of a firm in terms of quality. Quality management is an aspect of the overall leadership function that determines and implements quality policy. The quality system consists of a set of organizational structures, responsibilities, processes and resources oriented to the implementation of quality management. Quality control includes the techniques and operational activities used to meet the quality requirements. Activities designed to give confidence to a company's management if the proposed quality is attained are commonly called internal quality assurance. The activities which to give trust the beneficiary that the quality system of the supplier will lead to a product that will meet the quality requirements expressed by the buyer are called the internal quality assurance.

In organizational management, the concept of "quality" has undergone various changes, evolving from an attribute given to a product, to a competence rating given to the organization and, more recently, being crystallized as a distinct field of scientific management and quality management. Quality management manages the satisfaction of an organization, representing an organizational management approach, from the perspective of the quality of the products obtained. It influences the vast majority of the processes carried out in organization, has a direct influence on defining, documenting and applying the internal rules on the various organizational processes, greatly influences the way how staff apply these rules and, last but not least, guides how employees perceive and

represents reality. Quality management is based on a set of principles, which set out the main directions that an organization needs to follow in order to offer maximum satisfaction to those interested in its results. By promoting the principles of quality management are supported certain values that sustain quality, are established a set of behavioral norms and remodeling the way how employees perceive reality within and outside the organization. Promoting in the organization the principles of quality management influence the components of organizational culture.

Organizational culture is more like a configuration with powerful procedural elements, than a structure in the classical sense of this concept. The essence of organizational culture is not what is visible on the surface, but what is shared by groups of people in the organization, how they understand and interpret the world. Organizational culture is a combination of conscious and unconscious, rational and irrational, group and individual elements, interdependent, with a major impact on the functionality and performance of the organization. As a result of the occupational differences, there may be several subcultures in the same organization, establishing specific forms of manifestation of organizational culture at the level of the main organizational subdivisions of the organization and at the level of the groups. Regardless of the particular form of manifestation of organizational culture, there are common elements that give unity to the organization, the task of management being to foster the convergence and the development of the organizational culture. The development of an organizational culture oriented toward quality determines:

- a unitary approach to the organization's activity;
- a unitary approach in the relationship with the economic, social or political environment;

This homogeneous approach of the reality within and outside the organization is achieved through the values and rules of conduct imposed through the promotion of quality management principles throughout the organization. The most important role in the formation and (re)modeling of the organizational culture is the organizational management structure and, in particular, the superior management that promotes:

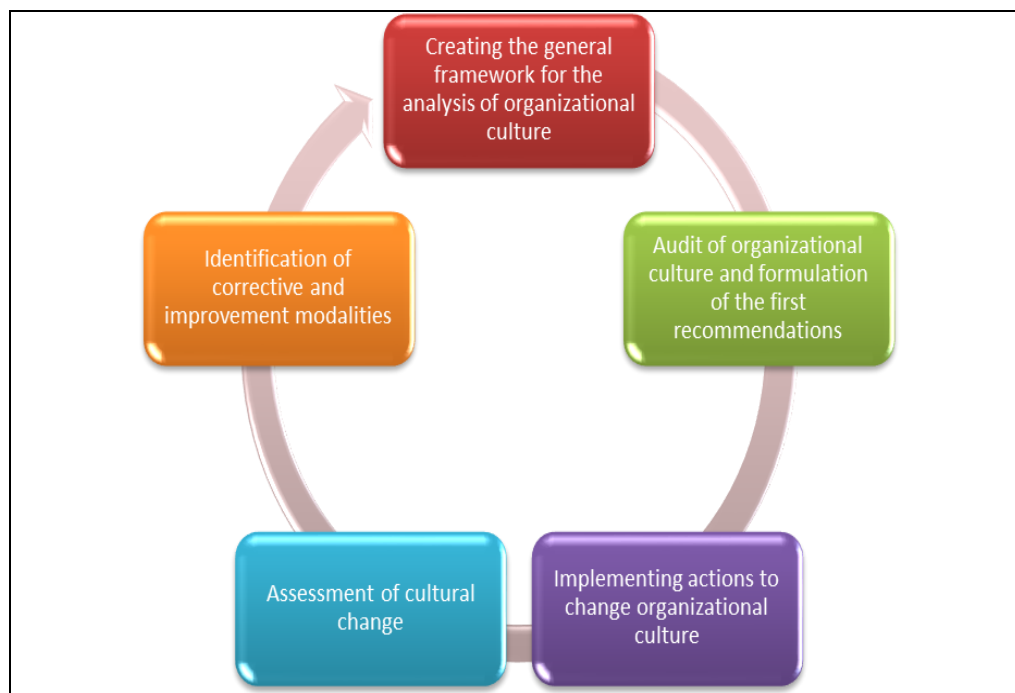
- certain values within the organization;
- establishes the main directions for approaching the processes in the organization;
- is the main model for employees in addressing diverse situations within the organization and in relation with the organization's external environment.



Figure 1. Directions pursued through remodeling organizational culture

In order to (re) model the organizational culture in the direction of quality, the senior management sets the general directions aimed at remodeling the culture: increasing orientation degree to the customer, developing team spirit, pragmatic approach of the activities, focusing on quality improvement through preventive actions.

In the next step, the objectives, expressed in quantifiable form, which is followed in the process of (re) modeling the organizational culture, are established the organizational structures that will participate directly in the project, the modalities of communication between the different groups involved and the forms of reporting of the results obtained. The main phases of (re) modeling organizational culture in the direction of quality are:



**Figure 2. The remodeling phases of organizational culture in the direction of quality**

The modeling of organizational culture in the direction of quality determines substantive changes to organizational management by remodeling managerial processes to achieve the quality level required by all stakeholders interested from the organization. In implementing actions to change organizational culture, organizational culture elements will be reshaped to meet the established goal. The activities necessary for the remodeling of the organizational culture regarding the quality of the agro-food products will follow:

- remodeling of formal rules, redevelopment of the sales area, introduction of social incentives for sales staff;
- drawing up a Gantt graph presenting the activities to be carried out;
- staff training on the cultural elements that determine their relationship with customers;
- analyzing the effectiveness of the actions taken.

Once all the activities have been completed, the results obtained by assessing cultural changes can be confirmed, assessing the extent to which the constituent elements of the organizational culture have been (re)modeled so as to achieve the established objective. (Re) modeling of organizational culture in the direction of quality needs to be supported by managers who possess the skills needed to support such a process. One of the most important abilities is the ability to set action directions and mobilize staff to go in the established direction because an organizational culture oriented toward quality implies:

- awareness of all personnel regarding the quality;

- applying the principles of quality management;
- promoting behavioral values that support quality;
- satisfying all those interested in the results of the organization.

## CONCLUSIONS

Organizational culture is one of the main factors that can determine the success or failure of an organization, due to the major role of the human resource in the evolution of the competitiveness of organizations under the new market conditions. Organizational culture is the invisible force behind things that are not tangible in a holding, being the social energy that makes the human resource act to achieve the goals in a certain period of time. The organization culture oriented toward quality is a guarantee of holding development and survival, quality management, being a strategy of organizational management, based on the idea that performance in achieving superior quality can only be achieved by persistently involving the entire organization in the processes of production, processing and distribution. The modeling of organizational culture towards quality produces essential changes to organizational management by remodeling managerial processes to achieve the higher quality required by the norms and standards of actors who come in contact with the organization. Remodeling the organizational culture towards the quality of processed products of animal origin distributed on the agro-food market is done by the higher management, the directions pursued through remodeling of the culture being, the increase of the degree of orientation through the customer, the development of the team spirit, the pragmatic approach of the activities, improving quality through preventive action.

## REFERENCES

- [1]. **ADAM K.L.**, 2004, Entertainment Farming and Agri-Tourism Business Management Guide
- [2]. **MARIN DIANA**, 2015, Study on the economic impact of tourism and of agrotourism on local communities, Research Journal of Agricultural Sciences, vol 47, Issue 4, pg.160-163, Timisoara
- [3]. **PETROMAN CORNELIA, MIREA AMELIA, LOZICI ANA, CONSTANTIN ELENA CLAUDIA, MARIN DIANA, MERCE IULIANA**, 2016, The rural Educational Tourism at the Farm. Procedia Economics and Finance 39. pg.83-87
- [4]. **PETROMAN I.**, 2007, Managementul sistemelor de creștere și exploatare a animalelor, Editura Eurostampa, Timișoara. Editura Universitaria Craiova
- [5]. **PETROMAN I.M. , CSOSZ I., PETROMAN CORNELIA, MARIN DIANA, DUMITRESCU A., SOUCA CORNELIA LAVINIA, STAN ANDREEA**, 2012, Notes on the role of farm agritourism in a vegetable and animal farm economics, Lucrari Stiintifice Management Agricol, Vol XIV (4), Seria I, pg. 275-280
- [6]. **ROȘCA C., ISTUDOR N.**, 2016, Cercetarea culturii organizaționale în România, Vol.1.,
- [7]. **RUEGG PAMELA**, 2005, Farm Visitor Biosafety. Keeping Animals and Visitors Healthy