

The Intercultural Factor of the Organizational Performance Influence

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Abstract: *In the present context, multicultural organizations represent a real challenge for the Romanian society, especially as the strong interdependence of individual - culture - organization is highlighted. Thus, the question arises necessarily: Why would it be necessary to study the role of culture in organizational performance in Romanian organizations? Culture is a determining factor in an organization's performance, but in some situations it can be a difficult barrier. Very often, cultural incompatibilities hinder economic activity and is the reason for the failure of many mergers between companies. When such mergers occur between nationalities and, implicitly, different cultures, quite a few inconveniences can arise, especially problems related to the leadership of multicultural teams. In order to overcome these problems and succeed, it is necessary for the organizations that face them to make major efforts to overcome these barriers so that they can understand all the employees and thus meet all the demands both economic and human. The attempt to understand a certain organizational culture is particularly important and at the same time necessary, especially to be able to see and anticipate, how the employees are affected both by the multicultural society and especially by the multicultural management.*

Keywords: *intercultural management, organizational culture, organizational communication.*

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I. Introduction

Multicultural management must be seen from the perspective of the two categories of organizational actors - managers and employees:

- managers – who want to increase the efficiency and performance of the working teams;
- Employees – if we relate to the needs of individuals in multicultural organizations, we are talking about a professional repositioning, which consists in increasing motivation and satisfaction in the workplace, the need to optimize the relations at the workplace, in a multicultural context.¹

Research data and empirical data show that optimizing relationships through cultural acceptance, an appropriate organizational culture, and communication levels can lead to superior organizational performance by achieving the goals.

In Romania, with foreign firms entering the market, interculturality has gained a lot, even if it involves not only advantages, especially in situations where people do not know how to communicate and interact with those from another culture.

The work I have done addresses both management specialties and all those who want information on the relationship between culture and individuals and the impact of this relationship on organizational performance.

On the literature market in the field of multi- and trans-culturality have generally appeared books that emphasize only the bright side of things - cultural synergy, without the existence of any cultural conflict, but reality shows that this is a sectorial approach and somewhat false, since the cultural shock cannot be ignored.

Today, Romania's foreign direct investment policy is based on three fundamental directions:

- equal and equitable treatment for Romanian and foreign investors;
- free access to the market in all economic areas;
- minimal government intervention in economic sectors and activities.

The opportunities offered by the study I have mainly related to:

¹ G. Hofstede, *Softul mental. Culturi si organizatii* (Bucharest: Himanitas, 2012), 35.

- adapting multinationals to the intercultural dynamics of the market;
- optimizing organizational performance by defining intercultural factors;
- promoting a participatory management style in order to achieve superior performance in multicultural societies.

II. The content of the management study

1. Personal contributions and improvement proposals

Through the theoretical and applied study I have achieved, I wish to improve the model of an efficient manager in the current multicultural societies in Romania, in order to improve organizational performance.

The purpose of this research is to bring a contribution of theoretical and personal contributions to improve organizational performance.

The general objective of the doctoral management study is to identify the factors influencing the organizational culture in the multinational societies in the intercultural context that characterizes the modern society.²

2. The specific objectives are:

- identifying the cultural particularities of the studied organizations;
- highlighting the extent to which participatory management determines the optimization of relationships in multicultural groups;
- highlighting the extent to which participatory management determines efficiency gains to achieve common goals in the organization;
- highlighting the extent to which participatory management determines the performance of the organization with multicultural groups.

3. Operational objectives:

- highlighting the impact of culture (mono-multicultural) on organizational performance;
- evaluating the level of communication within multicultural organizations;
- evaluating the efficiency of participatory management;
- establishing the relationship between communication and performance in multicultural organizations;
- establishing the relationship between participatory style of management and performance in multicultural organizations;
- establishing the relationship between the participatory style of management and communication in multicultural organizations.

² R. Georgescu, *Interculturalitatea. Factor de influenta a performantei organizationale* (Targoviste, 2019), 126.

The *central hypothesis* from which we started is the following:³ it is supposed that within the multicultural organizations, the performances of the organization and the relationships within it depend on its multicultural specificity.

4. *Working hypotheses:*

1. It is assumed that there is a statistically significant correlation between the type of culture and performance in an organization, under the conditions of promoting a motivational work system.
2. It is assumed that participatory management, based on the direct or indirect involvement of employees, is considered to be effective by both the manager and the employees.
3. It is assumed that there is a statistically significant correlation between the type of culture and the level of communication in an organization, under the conditions of implementing a participatory management style.
4. It is assumed that there is a significant correlation between the level of communication and performance in an organization, providing a favourable working environment for participatory management.
5. It is assumed that there is a statistically significant correlation between participatory management style and resilience to change.

5. *The target group* for scientific research is represented by the manufacturing company car RO-FR in Romania.⁴

I considered relevant for the proposed research to analyse the types of organizational culture in multicultural institutions as they have a large share at national level and are found in all regions of the country.

To accomplish the scientific approach, we selected the most important multinational companies in Romania.

The conduct of the doctoral research process I was carried out in four stages:

1. The first stage, for the realization of the scientific research, involved the study of the specialized literature. The bibliographic and information sources consist of books and treatises published in the country and abroad, articles published in specialized journals, or indexed in international databases, etc.;
2. The second stage of the survey consisted of applying structured questionnaires to a sample of 600 subjects, members of the companies included in the research.
3. The third stage of the research was the processing and interpretation of the data obtained with the help of specialized software.
4. In the fourth step we identified a series of methods that can help improve the model of an efficient manager, in order to achieve organizational performance.

³ Ibidem, 127.

⁴ Ibidem, 128.

The questionnaires built and applied were:

- questionnaire for shaping the effective leadership profile in multicultural organizations;
- questionnaire on the impact of culture on organizational performance;
- questionnaire on the particularities of communication in multicultural organizations;
- questionnaire on the impact of participatory management on organizational performance.

The applied questionnaires intended to investigate:

- managers 'and employees' opinion on the influence of culture on organizational performance;
- the opinion of managers and executives on the effects of participatory management on the performance of the organization;
- the opinion of the persons with leadership and execution positions on the influence of communication in multicultural societies and its effects in achieving the performance of the organization.

III. The validation of the hypotheses

Following the corroboration of the data, I prepared the validation of the assumptions from which I started the research, aspects that I will detail in the subchapter on the presentation of the efficient leader model in the multicultural organizations in Romania.⁵

Regarding the confirmation or refutation of the hypotheses from which we started this study, the following can be stated:

Regarding the first hypothesis, where we assumed that there is a significant correlation between the type of culture and performance in an organization, while promoting a motivational work system, it was largely confirmed.

Regarding this, first of all, I must outline the main features of the cultural environment we have identified and their impact on organizational performance:

In terms of multiculturalism, some respondents believe that this leads to increased efficiency (especially managers), but many employees believe that an organization would function better in a mono-cultural organization;

However, most of the respondents consider that they work better in mixed teams, where each comes with their own contribution, so that innovation is promoted. Moreover, the Romanians in particular consider that foreign employees and managers are more serious and require a more professional regime for organizational activity, both in terms of program compliance and conduct.

Thus, it is clear from these aspects that the reservations to multiculturalism, which the Romanian respondents (the employees) have in particular, are related to

⁵ Ibidem, 197.

communication, for fear of transmitting or understanding certain tasks or indications, as well as of a higher degree of traditionalism.

Regarding the influence of organizational culture on employees, the majority of respondents stated that between the culture of an organization and employees there is a relationship of interdependence and double determination so that both culture influences the personality of the employees and their personality system influences, in turn, the culture in which it exists and functions. Similarly, it happens with the axiological system, individuals borrowing cultural elements from the organization, and when more individuals have the same system of values and / or attitudes, it also influences the organizational culture.

Therefore, it seems that management teams have to aim as an objective the employees' understanding of the role of mixed teams in multicultural organizations.

Regarding the second hypothesis, starting from the premise that "participatory management, based on the involvement of (direct or indirect employees) is considered effective by both the manager and the employees", and this has been confirmed. First of all, as we have previously stated, most of the subjects have included managers in the participative and democratic style, whose characteristics I have described above. These data, corroborated with those relating to organizational efficiency, have indicated that an involved manager, who delegates the tasks of the employees, creates teams to motivate them, involving employees in decision-making (at least at declarative level) lead to an increase in business efficiency.

For the third hypothesis, in which we assumed that there is a significant correlation between the type of culture and the level of communication in an organization with the implementation of a participatory management style, and this has been confirmed.

Analysis of research data has shown that a participatory organizational environment fosters good communication between employees on all levels. Managers, adopting a participatory style, are concerned about communicating the most diverse information and feelings using as many ways and means of communication as possible, trying to customize them by type of employee, at a cultural, national and professional level, to adapt them to the particularities of each individual (as far as possible). In addition, the fact that these managers are concerned about listening to employees, responding to their requests.

The subjects' answers were, however, divided into so-called aspects. Thus, some respondents (especially foreign ones) consider that work efficiency is not necessarily linked to good communication that everyone, if they do their job at work, can lead to the organization's goals.

However, all investigated subjects agree that as much communication and communication channels as possible (e-mail, video conferencing, etc.) should be used to increase the efficiency of communication, especially in multicultural organizations. All this confirms the hypothesis from which we started that within the multicultural organizations, the performances of the organization and the relationships within it depend on its multicultural specificity. With regard to the fourth hypothesis formulated, the one in which "There is a significant correlation between the level of communication and performance in an organization in terms of ensuring a

favourable working environment for participatory management”, this hypothesis was confirmed in a great measure. The subjects’ responses have shown that these three components (participative management-communication-performance) are strongly interdependent. Significant correlations have shown that, indeed, an incentive environment in which employees are motivated to engage in both executive and decision-making leads to greater openness and greater availability for employee communication, in turn, a better transmission of information, with implications for achieving an optimal level of tasks. With regard to the latter hypothesis, in which we assumed that there is a statistically significant correlation between participatory management style and resilience to change, and this has been confirmed. The responses of the subjects showed that in an open organizational environment to employees, where subordinates are motivated, involved and engaged in teams that operate with a certain degree of active and decisional freedom, they have less resistance to change, they are in turn their more open, more compliant, more empathetic, with a greater degree of responsibility, more willing to accept new ideas. In this sense, the analysis of the answers revealed that one of the strongest relationships was found between direct involvement in activities and acceptance of change. In addition, the fact that managers take into account the views and ideas of employees seems to lead them to an increase in self-esteem, which in turn generates active involvement and acceptance of organizational change. So it seems that the participative management style is very productive because it involves all employees at all levels. Managers generally take into account the human factor and activate their personal and professional resources to achieve their goals.

It can also be concluded that participatory management contributes to good coordination of activity within organizations, all subjects consider that it contributes to a great extent to this aspect, so the extent to which employees are involved and their views are taken into account determines them motivating them to motivate them (or, on the contrary, inhibit them, if you do not have a participatory style) to achieve the highest level of tasks, to gain their trust and collaboration, to be able to coordinate them more effectively in order to achieve their goals organization.

As a result of these, I believe that many of the managerial characteristics identified by the answers of the subjects can be considered as a "model manager" and facilitate my approach to creating a desirable, functional manager, whose qualities meet all the economic requirements -social societies in a continual transformation. This model will be described in the next chapter.

IV. Preliminary conclusions

Following this study, some preliminary conclusions are required, which I will set out below.

First of all, I must point out that one of the main reasons for the research was to develop a viable, managerial performance model that works in the complex European and global socioeconomic environment. ⁶

⁶ Ibidem, 200.

In this regard, I must start from the analysis of the investigators' responses. I recall that of the 150 managers surveyed, 75 were Romanians and 75 French, all employed at Automobile Ro-Fr Automobile Company.

The main features described as being an efficient manager and leaders are:

- The closest approach between the two concepts, the manager and the leader, considering that a manager is not just a director, a boss who only directs, but a model worthy to follow, a leader who, together with his team, can do remarkable things;
- sufficient personal and professional experience is required to cope with all organizational situations, whether it is about increasing performance,
- employee satisfaction or solving problematic or crisis situations;
- be optimistic in order to instil this and the employees, stimulate them and motivate them to follow it in order to achieve the goals of the organization;
- be open to new, both from an informational point of view and in terms of accepting socio-professional contexts and new ideas of partners and / or employees;
- be clear in thinking and broad, as far as possible about the organization, opportunities and risks that may arise;
- a spirit of collaboration with both superiors and employees or other managers, regardless of their culture, religion, nationality or socio-professional level;
- Employee involvement in coordination, control and decision-making activities;
- Communication skills at all levels (horizontally and vertically) and with elements of all communication (verbal, nonverbal and para-verbal) communication so that they can transmit as accurately and efficiently all the information and feelings that can lead to increased performance satisfaction within the organization;
- Be able to know and motivate employees; provide them with those high ideals that enable them to be followed by organizational goals.

V. Presentation of the efficient manager model in multicultural societies in Romania

In order to shape the profile of an efficient manager in a multicultural society, we started this approach starting from the key concepts I have described throughout this study.

I would like to point out that Europe in general and the European Union in particular are a particular partner in international trade, being the first to export, import and investment abroad in European countries, especially to increase competitiveness on the market for Japanese and American products.⁷

This will lead to an attempt to create a new environment for European companies that will have managers with a trans-European vision going beyond all the barriers

⁷ Ibidem, 202.

that borders and a certain type of culture impose. Thus, more and more often, there is a need for a European management model, as an alternative to Japanese and American management.

The model I propose comes from Cameron and Quinn's model of competing values, which I will describe below in the following. (Fig. 1)

S. Cameron and R.E. Quinn (1998) start from the idea that an organization can be characterized by two dimensions / cultural features. The first of these refers to focusing on the organization's internal problems (people or processes). External (related to the organization's relations with the external environment); the second dimension is to position the organization on an axis that has one end, flexibility (giving as much freedom as possible to employees), and on the other, control (trying to regulate employees' behaviour as strictly as possible).⁸

Starting from these aspects, I set out to develop my own efficient model manager within a multicultural organization on the automotive market. I believe that the main directions for each type of management that should be followed by a leader / manager, depending on the needs and particularities of the automotive market, are the following:

Mentoring type leadership style, centred on flexibility and concern for human resources, I think it should apply as in the situations presented in Table 1.⁹

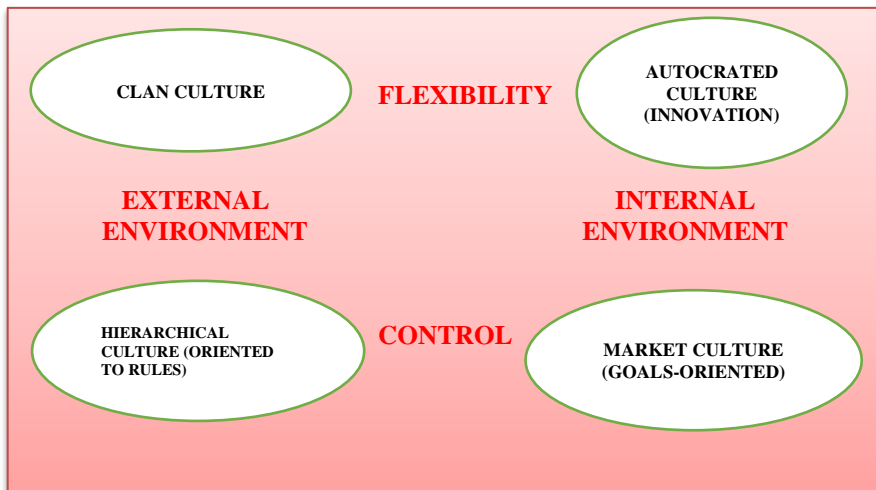


Fig. 1. Model Cameron and Quinn. Source: the author

⁸ Vanderlinden B., *Cultures, Mananagement et performance*, Ed. Bibliotheca, Targoviste, 2009

⁹ R. Georgescu, *Interculturalitatea. Factor de influenta a performantei organizationale.*, Targoviste 2019, p.210

Table 1. Types of leadership style. Source: the author

MENTOR AND ANIMATOR (flexibility and orientation towards the internal environment)	INNOVATOR AND INTERMEDIATE (flexibility and orientation towards the external environment)	MANUFACTURER AND DIRECTOR (control and orientation towards the external environment)	CONTROLLER AND COORDINATOR (control and orientation towards the internal environment)
Skills:			
<ul style="list-style-type: none"> •the ability to understand oneself and others, empathy. •Automotive and management knowledge in order to share them with others; •knowledge of all factors motivating employees, depending on the particularities of the employees; • motivating all staff, depending on these particularities and expectations; • Making decisions by virtue of the democratic spirit, I request the opinion of a large number of employees, • preoccupation with the permanent training of employees in 	<ul style="list-style-type: none"> • High adaptability to changes in the automotive market and the overall economic market; • Promoting reactive thinking among employees; • the ability to manage changes in the automotive market; • negotiation with employees of their responsibilities and expectations, active involvement of the members of the organization (at the level of departments and working teams) in such trials. • Stimulating employees to produce new ideas, innovations. 	<ul style="list-style-type: none"> • focus on productivity and achievement of established goals; • Permanent concern to motivate employees, but without neglecting productivity; • capability for adequate time and stress management at work; • Delegating tasks within departments and work teams • choosing the best employees as an interface between management and members of the organization and their delegate: • connection to the new automotive technologies, their import; • Establishing relationships with other automotive companies with market demand centres, etc. 	<ul style="list-style-type: none"> • Capacity to plan, organize, and control activity • Ensuring the firm's stability as a constant but keeping flexibility and adaptability to change, especially on the automotive market and as a way of adapting cars to new technologies, innovations and customer requirements (flex-control) • Concern for integrating members into the company, believing that, in this way, the organization can integrate into the automotive market. •Maintaining competitiveness and high standards in the automotive market and enhancing relations with other companies (externally) but without affecting the socio-technical (domestic) system

<p>decision-making, as well as other organizational and managerial aspects specific to the automotive industry;</p> <ul style="list-style-type: none"> • Increasing interpersonal relationships, especially when French employees or collaborators come to Romania (or vice versa); • Properly managing the conflicts of work or intercultural encounters within the company. 			
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Fig. 2. Values, Structure, Expectations, Motivation, Change of Organization vs. organizational stability. Source: the author

1. The qualities that an intercultural manager should have in general are:

- knowing the minimum elements related to the culture of partners and employees (Romanian, French, other cultures with which managers come in contact);
- high degree of flexibility and adaptability to Romanian, French and other cultures from which employees and managers come from;
- trust in your own forces and those of your partners and employees;
- optimal physical and psychological qualities in order to be able to successfully exercise managerial responsibilities;
- educational and instructional level sufficient to perform its duties;
- high-level morality;
- desire and motivation to accept and fulfil managerial functions;
- systemic thinking, which consists of the combination of intuition and analysis, good conceptualization capacity, setting of general directions of action within the company, customer orientation, responsibility and social intelligence;
- intercultural competences, such as: understanding the history and culture of individuals with whom they collaborate, knowing at least one foreign language, empathy and intellectual sensitivity;
- availability for in-service training and retraining, both personally and professionally, opening up to new and social communication capacity;
- high standards in terms of value system and behaviour;
- leadership skills

2. Characteristics, skills and attitudes of an efficient manager in a multicultural context

Within this section, I will tackle the theme from several perspectives:

- from the perspective of the Romanian manager relationship - French manager;
- French managers in relation to Romanian employees;
- Romanian managers in relation to French employees;

a) Within the relationship between Romanian and French managers, the coordinates are the following:

- minimal knowledge of Romanian culture by French and French by Romanian managers;
- flexibility and empathy;
- accepting the ideas of other managers, ideas from both cultures;
- taking decisions together, taking into account the particularities of each type of culture and the interests of employees in both countries;
- respect and mutual consideration;
- knowledge by Romanian managers of French and French languages of Romanian language elements;
- high tolerance for new and unforeseen;
- avoid negative and categorical expressions;
- increasing the level of inter-managerial cooperation;
- stress tolerance and good ability to self-control;
- accepting cultural diversity (regardless of its nature: ethnic, national, sexual, etc.);

- honesty and openness in communicating with other managers;
- availability and patience in communication so that the partner can understand his or her point of view without distortion or gaps;
- recognizing that, in certain situations, concerns and readiness to request additional information;

b) French manager relationship - Romanian employees. Within this relationship, the most important coordinates to be followed by the French manager are:

- knowing a minimum of words and expressions in Romanian (elementary conversation);
- friendly attitude towards employees;
- the concern about the peculiarities and characteristics of Romanian auto companies and employees of a particular company;
- Even if it is done through translators, explaining as accurately as possible the tasks to be carried out so that, at all levels of the organization, each employee, regardless of his position, understands what he has to do;
- availability to answer all questions and concerns of employees;
- honesty and openness to employees;
- Want to prepare employees for the future, to help them develop personally and professionally - through round tables, exchange of experience between Romania and France, work-shops, setting up of mixed teams, etc.;
- to encourage them to adhere to its system of values, to remove their resistance to change and ideas from another culture, if they are productive;
- politeness and firmness in dealing with employees;
- the ability to motivate employees, depending on the particularities and needs of each;
- Stimulating employee creativity and taking into account all of their ideas and solutions to certain issues;
- organization of regular meetings with all employees and managers, Romanian and French, and involvement of all members in various aspects regarding the organization;
- use of new ideas - brainstorming, Panel discussions, etc.;
- persuasion capacity;
- attraction to Romania, especially by Romanian managers, of Romanian employees working in France, with a view to relocation (temporary or permanent) to Romanian companies, gaining the labour force, which is a real problem in Romania;
- delegating responsibilities to as many employees as possible, depending on the skills they have, so that they can train as many employees as possible;
- Involvement of employees in the decision-making process, at the level of the working teams, which will generate employees' self-esteem, sense of personal value and therefore engagement in the tasks to be accomplished;
- Especially in the case of French managers, it is particularly important for them to explain to Romanian employees why certain innovations must be made and what they involve, especially if they involve new tasks; this can also be done by delegating department or team heads to streamline the transfer of information;

- developing the communication capability and stimulating communication on all levels;
- the use of all verbal, nonverbal, para-verbal, written, audio-video, internet resources in the communication process;
- Regular interviewing of all employees on the performance of the organization and the satisfaction of its members, thus ensuring a permanent feedback from employees;
- organization of extra-job events in which informal relations between employees and managers and employees intensify;

c) All this is valid in the relationship between Romanian managers - French employees. In addition, in the case of this type of relationship, especially if French employees are operating in companies on Romanian territory. In this case, it is necessary for Romanian managers and heads of departments to be concerned about:

- the cultural and individual peculiarities of the newcomers;
- their integration into the community;
- to present the particularities of the Romanian organizational culture and its values;
- Being kind and non-discriminatory;
- to present the teams they will work in order to be easier to integrate;
- Enhanced communication (in all its forms) at the organization level.

Finally, I developed a good practice guide on the behaviour of managers in multicultural companies. These practices relate to the following:

- accept people as they are, not based on subjective perceptions;
- to respect every individual person, regardless of their position within the organization;
- strive to be as objective and impartial as possible;
- avoid preaching and focus on personal example;
- be assertive, not aggressive in relation to others;
- Communicate and apply possible sanctions with much tact;
- maintain at a high level the efforts, energies and enthusiasm of the employees so that they want to meet the objectives proposed by the organization;
- teach employees that the change and frustration that they can generate have positive connotations;
- Instil confidence in employees and their pride that they belong to a particular firm and can contribute to their promotion on the market;
- Enhance the spirit of collaboration within the organization so that it can create a climate based on mutual trust;
 - to persuade people to adhere to the values of the organization and to engage in plenary activities in its activities;
 - Helping employees to capitalize on their individual potentials and capabilities and put them at the service of achieving organizational performance.

VI. Personal contributions

Scientific research is defined by the personal approach of participatory management in multicultural organizations, taking into account the opinion of individuals questioned in relation to their managers.

1. Contributions with a synthesis character:

- the interculturality approach has been achieved through a research of the specialized literature, going from genesis to contemporary, and the extension of the research has been done by reporting the culture at a modal level and making it more specific to the multinational organizations;
- the new paradigm of participatory management and organizational performance was achieved by defining the concepts underlying research;
- empirical results were based on the analysis and synthesis of the research.

2. Theoretical contributions:

- studying the relationship between culture and organizational performance;
- studying the relation between the organizational culture and the behaviour of individuals, with consequences in the organization's performance;
- studying the relationship between participatory management and its impact on organizational performance;
- studying participatory management and resilience to change, with consequences of organizational performance;
- creating the ideal manager model to work in multicultural organizations.

3. Scientific contributions:

- developing and teaching the three-year study reports;
- achievement of doctoral management study

VII. The utility of this scientific approach

This management study is useful for management specialists, managers from multicultural organizations and all those who want to be informed about the relationship between culture-individual-organization-performance, and research can be considered a methodological guide and best practices.

Empirical research has demonstrated that both men and women, without age, can both be highly performing managers and want multicultural organizations. Thus, I think that they need to be adequately trained and that they have a strong focus on the work of those who have a leadership position that can prove to be a very good leader.

I believe that this management study has brought clarifications in the field of multicultural management and helps to better understand the intercultural phenomenon in order to achieve the highest level of performance.

VIII. The up-to-date status of this approach

- Scientific research highlights the cultural and managerial differences faced by the multicultural organizations in the field of automobiles in Romania during 2015-2019;
- The scientific approach made it possible to highlight the management practices used and to improve them.

IX. The limits of the approach

Because of the difficulty of expanding research, the present scientific approach is limited in terms of generalizing the results and interpretation of the results obtained, although the selection of the questioned individuals has been a great success, with a high percentage of answers.

In order to obtain a sincere opinion of the individuals questioned, we have kept the confidentiality of the companies where the empirical research has been carried out.

Because some respondents subjectively responded to certain questions, the scientific approach may be considered limited due to the subjectivity of responses, and some of them may not have been properly informed to give an informed response, and others did not attach importance to certain questions.

X. Future research directions

Following the scientific approach, I have the following recommendations:

- develop a national study in multicultural organizations in all areas of activity;
- make a comparative study with other countries in Europe and beyond; to conduct a study of the educational level of future managers in terms of multicultural tangency;
- to focus on the speed with which individuals move from one country to another and on their integration from a social and organizational point of view;
- develop a good practice guide in the engineering industry at management level.

XI. Conclusions

The issue of Romanian leadership is a little studied yet. As we have shown along this management study, there are still no exhaustive studies and explanations about the relationship between interculturality and leadership, especially in the case of Romanian companies.

Based on the study we have realized, one of the most significant cultural differences between Romania and other countries (in this case, France) is that Romanians tend to put interpersonal relationships above the organization's goals, and this is all the more disconcerting, as there is a very fragile and quite ambiguous delimitation between the concept of public person and private person in Romanians.

Complex leadership approaches urge interconnection of members as a way to govern the change.

This management study examines the issue of multicultural management in Romania, starting from factors such as globalization, EU integration and new performance requirements of the economy.

Under these circumstances, there is a dilemma specific to the Romanian business culture: avoiding abusive management practices in the communist era and avoiding the adoption of foreign models and hence the need to identify the basic concepts of management.

In short, these areas refer to the systematic development of the knowledge and skills base, knowledge transfer, culture change strategies, and recommendations for indispensable national policies for the successful application of good leadership principles in business practice in Romania.

Culture is a real "way of life" for the members of an organization, and they often consider it self-evident. Culture is only aware when it is compared to that of other organizations or when it is undergoing a process of change.

Since culture involves hypotheses, beliefs and basic values, it has a fairly high degree of stability over time. Moreover, once stabilized, it can be maintained despite disturbances, such as crises, staff fluctuations, which ensure the social continuity of the organization.

Organizational culture has a particular impact on both performance in the organization and on the level of satisfaction of its members.

In fact, culture is nothing but an attempt to adapt companies, adapting them by creating individual characteristics, diversifying and affirming their own identity in economic and social terms.

In this context, the leader's role is to provide a vision and a strategy that is capable of delivering positive results. This is because it is obvious that any company, if it does not produce positive results (if it does not have a profit), cannot be long on the market. And in order to produce these results, the organization must achieve the goals it has set itself, of which some of the most important are: innovation, productivity, employee retention, cost reduction, efficiency gain, customer satisfaction, market, etc. To achieve all these goals, all organizations must have a model of organization and operation to follow, so that they can convert the vision and management mission in the direction that the company wants.

The European Union operates on the basis of the normative paradigm that it is necessary to create institutions meant to protect the identity and rights of all cultural, religious, sexual minorities, etc. the concept of "unity in diversity" thus appears as an edifier for the vision of the European Union and the direction in which it acts. Therefore, at European level, there is a need for an emergence of identity that is European, with all the features and values it implies.

Innovation is an essential concept in the new competitive environment. Knowledge activity is based on innovative processes where all members of an organization have to be trained.

Therefore, at an organizational level, innovation management brings to the forefront a new orientation towards flexible structures and the creation of a creative oriented atmosphere, with many manoeuvre spaces necessary for the development and promotion of new ideas by employees, and this context is not can only achieve

through communication between them. The implementation of an innovation strategy often hits the resistance to change of management. These barriers can be removed by promoting an innovative organizational culture even as “corporate venturing”.

At the organizational level, interculturality is being promoted at this time, and one of the axioms behind companies is in statements such as: A system works because it is successful and successful because it works! However, in order to function at the best possible parameters, it is necessary to have theoretical references, models that specify the indicators and the performance criteria. The model I have proposed in this sentence is exactly what she proposes. To address management in terms of the ability of the manager to be, at the same time, depending on the situation and the objectives to be met, mentor and animator, innovative and intermediary, producer and director, controller and coordinator.

In European multicultural companies, a leader's mission is to permanently validate the structure of the organization he / she is leading in relation to the proposed objectives and the degree of maturity the organization has reached. Often, an organization does not work because it is badly designed.

Thus, an effective way to achieve top-level results is to build an organizational culture that is capable, through the principles and values it promotes, to shape a climate that is capable of generating performance and satisfaction.

From the point of view of communication, it is the sensitive point of the functioning and development of multicultural organizations. Insufficient communication leads to imminent imbalance, and most often, the collapse of the organization's functioning. Therefore, managers of multicultural organizations need to pay more attention to this element of the organization's performance. Where communication problems arise from cultural causes, it is advisable to undertake courses in learning a common language, and if the communication is deficient due to reasons of personality incompatibility or personal causes, between employees working in common, reconciliations and discussions are recommended, in order to understand the workplace, the achievement of common goals, is the main interest.

Attending meetings with superiors and communicating with multicultural teams increases employee self-confidence and stimulates their desire to work, thus achieving organizational performance.

To strengthen relationships between employees and managers, the easier the relationships in enterprises will be, with a good understanding of mechanisms and intra-organizational relationships, both productivity and employee relations can be optimized.

In order to conclude this aspect of the importance of communication in multicultural organizations, I argue that a common language, an increased interest of managers to better understand the organization's goals and to place individuals on a higher scale of importance are key elements in achieving performance organizational.

Participatory style, based on the involvement of all employees, facilitates the assimilation of organizational culture, identifying employees with the organization, with positive implications on performance.

Through the participation of all employees and the increase of the innovations and the number of new ideas within the organization, in a participatory climate, the members of an enterprise are stimulated to be creative and to generate new ideas, valuable for the work of the team in which they are employed.

Employee participation and the effective use of brainstorming make it easier to take into account the views of others (a feature of participatory management), which is extremely favourable for the emergence of superior performance. The more meetings take place at regular intervals and the views and ideas of the employees are taken into account, the more the organizational culture is strengthened and the efficiency increases.

In multicultural teams, a larger number of meetings is needed to understand all aspects of performance improvement; and for this, both participatory management and organizational culture have an extremely important role.

In conclusion, participatory management contributes to good coordination of activity within the organization.

The influence of organizational culture on members and the increased level of coordination of activities within organizations in which a participative type of management style is adopted in a common culture, the activities are better coordinated, because the tasks and the importance of their realization are better understood and adopted, especially in a participatory context, in which everyone realizes their own role and contribution to the achievement of organizational goals.

Employees have an active character, promoters of values that influence organizational culture and increase efficiency within multicultural organizations. Therefore, they need to know the values of the organization in which they work and to participate in their transmission, newcomers.

If the subject of organizational performance is addressed in terms of organizational culture change, one can say that in the contemporary environment of the existence of organizations, change is an element that dominates the social-economic system. Here, managers have the role of managing the organizational culture so that it is permanently adapted to the changes that take place.

Change is an important and successful factor in multicultural organizations when managed by competent and optimal managers.

A strong culture in multicultural organizations provides high protection against changes in the external environment that may affect the functioning of organizations and also ensure their long-term survival. These organizations can adapt quickly to changes in the external environment because their values are walls that give the force to resist over time. More and more managers are aware of the importance of organizational culture, which is a strategic tool for guiding and mobilizing individuals from multicultural organizations to common goals, the culture of the organization being a binder that opens the organization to the new or, on the contrary, a new unfavourable guard, representing the “key” of organizational excellence.

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