

Organizational Culture and Effectiveness: Insights from Romanian Workplaces

Conveners: Catherine T. Kwantes, Iuliana M. Stan

Discussant: Cheryl A. Boglarsky

This symposium examines how organizational culture shapes perceptions of effectiveness and well-being. It replicates and extends previous work in culture–person fit and leadership impact using recent data from 137 Romanian organizations.

The first paper replicates and extends Kwantes & Boglarsky (2004) work with American employees by testing the extent to which diverse contemporary occupational groups in Romania share ideal organizational cultural profiles for effectiveness. Given the large changes in Romania, current leaders may be represented as the first generation of local (not expat) organizational leaders. The second paper explores how leaders' intended achievement versus conventional impact shape employees' perceptions of organizational effectiveness in Romania, and whether a constructive organizational culture moderates these effects, consistent with what is found in WEIRD literature. The third paper draws on current gender norms in Romania and assesses gender differences in how discrepancies between current and ideal organizational cultures relate to job satisfaction and stress.

Together, these projects offer an updated and multifaceted view of organizational culture, highlighting when cultural ideals converge, how leadership and culture interact, and for whom cultural fit matters most.

Paper One: Occupational Variation in Preferred Organizational Culture Norms

Soleimani, M., Kwantes, C.T., & Stan, I.

Organizational culture preferences vary systematically across occupational groups. This study replicates and extends a 2004 study using data from 340 Romanian employees who completed the Organizational Culture Inventory–Ideal (OCI-I). Four occupational categories (Engineering, Management, Information Systems Management, and Human Resources/Training) were compared across the OCI-I's three clusters: Constructive, Passive/Defensive, and Aggressive/Defensive.

Across all occupations, Constructive norms were most strongly preferred ($p < .001$). However, significant occupational differences emerged within each cluster. For the Constructive cluster, post hoc tests showed that MIS and HR/Training reported the lowest preference, whereas Engineering and Management reported significantly higher

preference. In the Passive/Defensive cluster, MIS and HR/Training showed the highest relative tolerance for Defensive norms, with Management showing the lowest and Engineering in between. In the Aggressive/Defensive cluster, MIS and HR/Training showed the lowest endorsement, Engineering occupied the middle range, and Management reported the highest relative endorsement.

Results mirror the 2004 pattern: all occupations favour Constructive cultures but differ in preferences for Defensive norms. These findings highlight the enduring influence of occupational subcultures on ideal organizational culture preferences.

Paper Two: Intended Leadership Impact, Organizational Culture, and Employee Outcomes

Azizi, N., Ankamah, P., Kwantes, C.T., & Stan, I.

This study examined how intended leadership impact influences employee motivation, satisfaction, and empowerment through leadership impact on organizational culture. Data were analysed from a Romanian dataset comprising 1,276 employees across 137 organisations.

Leaders completed the Leadership/Impact® to assess the intended impact of leader behaviours on employee outcomes. The Organizational Culture Inventory® was completed by organizational employees, and measured their perceptions of Constructive, Passive/Defensive, and Aggressive/Defensive organisational behavioural norms and expectations, along with employee satisfaction, motivation and empowerment.

Parallel multiple mediation models (PROCESS Model 4) were used to examine direct and indirect effects of Constructive and Aggressive/Defensive leadership on outcomes. No direct effects of intended leadership impact emerged. Constructive leadership intentions impacted outcomes indirectly by strengthening Constructive norms, while Aggressive/Defensive leadership intentions reduced all outcomes primarily by weakening norms and expectations. Passive/Defensive norms did not significantly mediate the relationship between leader intentions and any outcome. Findings highlight the importance of Constructive norms as the key mechanism linking intended leadership impact to positive employee outcomes.

Paper Three:

Gender-Specific Patterns in the Impact of Organisational Culture Gaps on Job Satisfaction and Stress

Ghadiri, S., Kwantes, C.T., & Stan, I.

Research has indicated that organizational culture is linked to job attitudes and outcomes. This study examined whether gaps between employees' current and ideal organizational culture would show distinct patterns in predicting job satisfaction and stress for men and women. Data collected from 120 employees from Romania who completed Organizational Culture Inventory, Organisational Culture Inventory - Ideal and Organizational Effectiveness Inventory were used. Gaps in Constructive, Passive/Defensive, and Aggressive/Defensive cultures were assessed. For female employees, the combination of three culture gaps significantly predicted both stress and satisfaction, but none of the individual gaps was a significant predictor in the model. Among male employees, the combination of culture gaps did not significantly predict stress, although the Constructive gap predicted job satisfaction and explained a substantial proportion of variance in the model. These results suggest that employees from different gender groups might respond to culture gaps differently. Organizational culture can affect women through their perception of the overall culture and lead to different levels of satisfaction and stress, whereas, for men, discrepancies in the Constructive culture type appear to be more important. These results emphasize the need for gender-specific practices to support employee wellbeing.