

RATIONALITY AND IRRATIONALITY IN THE ORGANIZATIONS OF THE MINISTRY OF INTERNAL AFFAIRS

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Abstract: The scientific paper aims to present theoretical concepts related to what is present in organizations, from the management's perspective. The study of management validates the hypothesis that the use of positive intelligence and the avoidance of brutal errors offer the chance of forming resonant leaders who balance the tension between obeying too many rules and the risk of following none. Theories and models are important because they present role models for those who respect the past, live in the present, and anticipate the future. In society, rationality and standard economic theory appear to be insufficient to explain, understand and prescribe managerial processes and behaviors in organizations. Theoretical models regarding organizational governance provide useful knowledge to those who want to know their managers or intend to take up leadership positions.

Keywords: management, organizational culture, leadership, organization.

1 INTRODUCTION

Rational economics claims that the state and the organizations operate according to the laws of reason, and the arbitrage of markets eliminates the errors of individuals.

Authorities, competition, and the market were sufficient to make rational decisions by which the society would operate. But traditional authorities and organizations no longer assume responsibility for anyone.

Uncertainty, the freedom to choose for yourself are challenging, but also dangerous. Rationality provides logical, but not necessarily good decisions. It is not enough to just be good cognitively.

You have to pay attention, attract and notice what are the real opportunities for you. You must constantly study, develop, respect yourself and be a role model for others. Respect, attraction, inspiration are no longer part of the rational intelligence. They are found in the

sphere of the emotionally intelligent people. Emotions, pride, power decide the laws by which society goes.

If science is relatively accurate, it results that educated people can formulate relatively rational theories and laws as viable options for the governance and for the organizations. In many organizational environments, in the 21st century, it is recognized that the world is influenced more by money, information and emotions and less by reason.

Positive emotions, imagination, inventiveness, creativity delimit the progress areas. Standard rationality-based economics claimed that those who formulated norms were rational. Rationality is a means that provides a logical or ethically acceptable justification in a certain time frame and in a certain conjuncture.

Emotions, education, culture, the environment in which the decision-makers lived, all of them influenced their so-called rational decisions.

There are two important elements in an organization: who holds the decision-making power and what rules or procedures must be followed to achieve the organization's goals.

The answer to the first question is influenced by the cultural norms of the distance from the power, the answer to the second question is influenced by the cultural norms about uncertainty avoidance. (Hofstede, Minkov, 2010)

Decision-making power is determined by the type of organization, and its culture. The way it influences the socialization process at the level of the organization is closely related to the way individuals interact, and less to the assumed values of the organization.

2 ORGANIZATIONAL CULTURE IN THE INSTITUTION OF THE MINISTRY OF INTERNAL AFFAIRS

Organizational culture can be seen as everything related to the common standards of

thinking, attitudes, values, conceptions, habits, traditions existing within an organization. At the moment, organizational culture represents a particularly complex phenomenon, being considered, in the opinion of some specialists, as an important competitive advantage of an institution/company/organization, in the situation where the practical values undoubtedly lead to performance enhancement.

The structure and processes within the organization influence the organizational behavior and ultimately its culture. The organizational structure is the formal way in which jobs and people are grouped. The structure is usually materialized by an organizational chart. Processes being represented by those activities that give life to the organizational chart. Decision making, communication, and organizational development are examples of organizational processes. (Gibon, Ivancevich, Donnelly, 2010)

Organizational culture is a phenomenon composed from the collective interactions and shaped by leadership, to a greater or smaller extent, which is why it can be stated that it is dynamically shaped. A well-positioned manager has the opportunity to impose his own values or beliefs, having the ability to step outside the borders of a previously created culture, in a much more rigorous, overly traditional way, causing employees to understand that it is in their best interests to accept other limits, other perspectives, other conditions of adjustment to internal or external changes in the organization. (Necula, 2020)

According to Cameron and Quinn, regarding the types of organizational culture, there are four types of organizational culture, namely hierarchical culture (controlling), market culture (competitive), clan culture (collaborative) and adhocracy (creative) culture.

Hierarchical culture is characterized by the formalization and structure of the workplace, the tasks and actions being determined by the instructions imposed by the management of the organization.

The market culture is characterized by the fact that it is oriented towards results, and the leaders are completely interested in the production process, as a competition exists between them, they put pressure on the employees, the emphasis in the organization being on obtaining profit.

The clan culture is characterized by the fact that it represents a pleasant workplace where the members of the organization behave in a friendly manner, the organization being similar to a family, where managers are considered mentors or parental figures, and there is a strong sense of loyalty to the organization and its customs.

The adhocracy culture, a name derived from the term *ad hoc*, is characterized by a dynamic, entrepreneurial and creative environment, where employees take risks and leaders are visionary and innovative people, experimentation and innovation being the bond that holds together the members of the organization in accomplishing goals. (Cameron, Quinn, 2011, pp.38-48).

Some authors also mention the fact that the phenomenon of organizational culture represents the very personality of an organization, which is why the manager's task of making changes to the pre-existing culture represents a real challenge, which is given special attention within the discipline of innovative management.

"The current economic, technologic, social, and cultural changes in the global world influence the importance of the innovation management development. In the conditions of the increasing competition on the global as well as national markets, every company that strives to survive and stay competitive tries to avoid stagnating and preserving "status quo" in its business." (Bilas, Adeeb, 2017, p.51)

The culture of an organization forms its "personality" and how it operates. Every organization has its own expectations from its members, regardless of whether they are simple

employees or people having management positions. The organizations in the Ministry of Internal Affairs have developed a special organizational culture as a result of the interactions with society and its people. (Voicu, Prună, 2007)

Scientists have come to the conclusion that the most effective results are obtained in teams due to the joint effort of their members, and in groups, only one person is usually credited with success.(Bilas, Adeeb, 2017, p.57)

Innovative management can make its mark at the organizational level if the organizational culture allows it. Innovational pressure can negatively affect the human resource and the organizational culture, if the managerial coordination is not appropriate.(Necula, 2020)

In this context, the managers are the key-factors, the specialized literature even mentions the need for the existence of a management of ideas that represents a way of leadership in organizations, the cultural routine being categorically affected.

One of the important goals of any manager is to determine the factors that can influence organizational culture. So far, the subject of variables that have a direct impact on organizational culture has not been sufficiently debated.

In the following figure, the variables that have an impact on the organizational culture are represented, a representation that is based on a theoretical research by some reputable Romanian and foreign specialists.

The characteristics of the variables, in terms of identification, lead to solving certain problems related to both the organizational culture and the other major elements of the company, and it is only achieved through professional management.

Organizational culture has a limited logic imposed by the boundaries of human rationality, each one having its own culture by which is being governed, each organizational culture having behind it a history based, in fact, on its own development.



Figure 1. Variables that influence the organizational culture of a firm (Nicolescu Ovidiu, 1999)

2.1 Rationality and irrationality in organizations

Management is defined as the process that leads to the achievement of the objectives of an institutionalized group, regardless of size, purpose, form of ownership, place and time.

From the leadership in antiquity to the management in the third millennium, the race between concepts, theories, mindsets, models and paradigms confirms, once again, the assertion that change is the only constant. Competitive human logic compels managers to adapt to change and even generate it, in order to obtain temporary competitive advantages. Order, certainty, and balance are illusions even in the most solid institutions or organizations. The 21st century favors innovative, flexible and courageous professionals.

Management is a process of skillful, intuitive, professional influencing of people, of flexible combination of scarce or abundant resources, of the rational with the emotional in decisions laden with risk and uncertainty. It represents a process of conscious attention and information management.

This process requires vision and flair, skills and competencies, coherence in disorder. It requires rational and emotional education, courage, creativity.

The quintessence of management is the uniqueness of the relationships and processes in an organization that lead to the achievement of objectives.

Specialists have established some traits that distinguish leaders from non-leaders after analyzing, in a comparative way, a number of people. These are:

- ✓ Availability: Leaders have a high desire for achievement, they are energetic and have a high capacity for effort; Desire: Leaders have a great desire to influence and lead others;
- ✓ Honesty and integrity: Leaders are concerned with developing relationships between themselves and their followers, based on trust, fairness, trying to do what they stand for;
- ✓ They are trustworthy;
- ✓ Intelligence: Leaders need to be intelligent enough to gather, synthesize, and interpret a large volume of well-documented information and understand the possible implications of those decisions. (Kabir, Islam, 2013)

Consideration is valued as the extent to which the manager is approachable and shows respect and attention to subordinates.

The person who shows consideration for subordinates is perceived as friendly, impartial and interested in the good of the group. Consideration towards others becomes a measure of the degree to which the leader is willing to accept other points of view, different from his own.

Depending on the intensity of manifestation of managers' consideration towards subordinates, the following leadership styles were identified, as shown in the Figure 3.



Figure 2. Influential people in organizations tend to have the following traits



Figure 3. The leadership styles were identified

There is no right leadership model, no sure ways to plan or predict the future of the organization, but thoughtful leaders can anticipate and establish the difference that will attract value.

The future will surprise many people and the leadership within organizations is changing at the speed of the Internet.

The reorganization is exhausting, people have to orient themselves towards the new

economy. Successful and valuable leaders that lead different organizations leave after they have done their job.

A leader remains effective, attractive and attentive for a certain period of time. After this period of time, some start to believe that they are irreplaceable, cling to power, and do not leave the manager office nicely, with their reputation intact.

Organizations are complex and dynamic. Some are also special because they serve humanity's most valuable good, they protect people's lives. Organizations in the Ministry of Internal Affairs were established for a mission that exceeds the possibility of one person or a few people. These organizations need leaders, but also managers, in order to coordinate and supervise employees.(Davis, Scott, 2016)

Managers and leaders can leverage, not only the human resources of the organizations they lead, but also those of the communities.

For the manager, knowing the elements that make up the personality system is necessary from two perspectives:

- in the first situation, the manager can form an opinion about his own personality, establish the strengths and weaknesses of his own reactions;
- in the second situation, he develops skills in knowing others, in order to anticipate their behavior in a certain conjuncture, motivating him to act as he wishes.

The manager understands best what we have to communicate because to some extent he is forced to fulfill objectives through others, the manager must have a control over people. In this sense, psychology can help him a lot. One of the most important activities in the manager's sphere is that of getting to know the subordinates and their annual appreciation. Knowledge of psychology and pedagogy is required to make a correct assessment. (Nicolescu, Verboncu, 2008)

The manager is the main pawn in an organization. The smooth running of the organization depends on his professional and managerial skills. A manager's most common activity is communication, he spends most of his day sending and receiving messages.

About 75% of his activity represents communicating with those around him, be they subordinates, superiors or colleagues. The competent manager does not communicate randomly and on his own will, but according to a strategy regarding the act of communication itself at the unit level, he adopts certain communication strategies. (Voicu, Prună, 2007)

3 CONCLUSIONS

Organizational credibility increases when employees feel that the organization supports their needs. Moreover, the respect for a credible organization amplifies the moral obligation of the employees to return commitment and attachment to the entity.

The human resource within the organizations of the Ministry of Internal Affairs represents a particular professional resource, different in terms of the object of activity, schedule, neuropsychic demand, work responsibility, which implies an increased effort in relation to other professions

The dustbin method, the lean management, the step-by-step method, are tools that allow the elimination of negative psychic accumulations and the separation of important problems from false problems or from purely formal and not necessarily essential things.

Professionally, patiently, with tolerance, managers and employees can create a favorable climate for individual and organizational development. People are more responsible in organizations where mutual respect and accountability prevail. Credible groups make organizations strong, unique and prestigious.

It has been shown that when organizational culture is given an important position, the organization records higher performance.

Organizational performance and the related competitiveness are visibly influenced, in a more or less personal way, by organizational culture.

Organizational culture uses surface symbols and depth symbols. The difference between them is like the difference between the shiny face of advertising and the reality on the field.

The organizational culture is seen differently by the people inside the organization and by the people outside it.

The hidden, imperceptible aspects of organizational culture act on organizational members independently of their will, determining their personality and relational behavior.

Mainly, organizational culture is about how work is done and how people are treated.

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