Building a Strong Organizational Culture
for Sustainable Development of Tourism Companies

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Abstract

Successful managers in tourism services exercise their special influence through managerial and organizational culture. At the same time, they help these cultures to shape and transform. In turn, organizational and managerial culture will shape the attitudes and behaviors of managers and employees in companies.

The purpose of this article is to show the importance and the fact that the role of a manager is a more complex one now, he will no longer act only as a person holding the "absolute truth", making decisions to impose upon others, but will have to act as a facilitator, as a mediator who will offer the possibility of manifesting the personality, the knowledge of the employees and, on this basis, he will adopt the best course of action.

The sustainable development of tourism companies depend to a large extent to the characteristics of organizational culture that is created and permanently reshaped, but also on the leadership practiced within.

Introduction

One of the major challenges faced by managers from the tourism companies is to create and maintain an organizational culture that is in line with the company's objectives and the nature of its activities. It is an issue of integrating individual and organizational expectations and capabilities so that they respond successfully to the business environment in which they operate and each of them is satisfied with the result.

Our society is going through a period of deep detours: traditional values are continually eroding and new ones are not yet clarified, the economy is struggling to get out of the depression in which there are several years, many companies in the field of tourism don't manage to show their competitiveness and have big problems, the employees feel ignored and without a set of values and norms to give them satisfaction at work.

It is a favorable period for the manifestation of leadership functions, for making major changes in the organizational and managerial culture of the companies offering tourist services. Employees, most of them, feel that traditional, conservative elements will create great problems in the future. Therefore, under the pressure of

external factors and internal factors, they are much more willing to change than under normality. We can say that it is a historical time, for the creative ones, with initiative and work capacity, there is a wide range of opportunities that can provide major satisfactions to managers, business people and entrepreneurs.

In order to practice competitive and responsible tourism in Romania and for sustainable development it is necessary to have dynamic management teams, open to organizational and technological changes, and also aware of the need to consider the members of the organization, a resource that they must take care of. Being a manager in tourism services is a situation that has a strong impact on those who are connected with it, both inside and outside the organization. Through their role as monitors and disseminators of information, managers can ensure rapid and qualitative information flow at different hierarchical levels, giving employees the opportunity to improve their knowledge.

In services offered to tourists there is a need for managers able to support the innovation and progress of tourism companies. Establishing and introducing new values is not an easy task for a tourism manager, but it has to be one of its main points of attention.

As tourism is an industry of inter-human activities, managers in this field will have to pursue and assess the needs of the workforce training, both numerically and in the necessary skills, to prepare the supply, Implementing and authorizing training programs for staff working in the industry for new employees. In such circumstances, the roles of managers grow in complexity and impact. They must be able to create a general climate that can be sustained both individually and by the organizations they belong to. Therefore, the role of organizational culture, which is developed in tourism companies, is of great impact on their sustainable development.

1. The interactions between organizational culture and leadership

Managers in the performing companies in the field of tourism are less inclined to say how to do certain things, but instead they create a stimulating, competitive environment in the firm, define what the expected performance, the evaluation standards and directly link the motivation for achieving these performance. Performance is particularly gained in organizations where managers also have leadership. In these circumstances, what the manager can do is to build, direct the management culture and provide a coherent and credible vision of where the company should go and what performance is required from its members (Edwards, Schedlitzki, Turnbull, 2015).

Managers must therefore ensure that they have created the appropriate organizational framework for company employees to show their skills and initiative, to capitalize on their knowledge at the highest levels without the need for an army of supervisors or to build rigid or sophisticated control systems. In a nutshell, it is the task of the managers to form a community, to give meaning and direction to

many individuals, in order to achieve common goals (Năstase, Predişcan, Roiban, 2013).

An organization develops when leaders succeed to pass on their values and they are accepted and appropriated by other employees as the right way to think and act. It is important to establish strong, trustful relationships between their managers and supporters based on a series of shared values (Adair, 2015).

The influence of managers, business planners in tourism is felt first of all on the managerial culture that takes over, preserves and conveys as a cultural heritage the set of values, attitudes and behaviors that are considered ethically correct. It is also important to mention that the tourism companies should encourage their employees to be very sensitive to cultural aspects.

The cultural issues become of greater importance for this sector of economy as by its definition it involves the high interactions among people living in different geographical areas, with different cultural backgrounds.

Such a diversity in values, symbols, ways of thinking a.s.o. gives the flavor of this industry, but also raises a wide range of challenges.

To cover these elements the leaders don't have to act only as well as performance generators, but also as cultural facilitators. In this sense, it is advisable for managers, business tourism founders to have a great empathy with their supporters, to understand support them to be opened to diversity.

Creating a vision of the desired future is one of the most popular methods for planning and implementing changes to the organization, including its culture.

Nanus (2007) considers that there is no greater force to lead a firm to excellence, to medium and long-term success than a vision of the future and which the author defines as "a mental construction that we have the power to transform it into reality."

This construction is based on a set of values that underpin organizational culture. The vision thus preserves the future state of the organizational culture. In essence, managerial vision is a direct expression of managerial culture. From a perspective of symbolic interpretation, the vision could serve further to create the organizational culture necessary for the company's success in the future, and to facilitate the transformations needed to reach the droite result (Westover, 2010).

One of the major challenges of these periods is to create and maintain a stimulating work environment that provides adequate employee exposure conditions (Agboola, Salawu, 2011). That is why both the theorists and the practitioners consider the characteristics of the organizational culture increasingly in their studies, in the adopted and applied decisions. What's important is how the leaders / managers manage to convey their own vision to potential supporters. They interpret organizational events through a series of individual and group processes, and on that basis they decide what behavioral models they will adopt in the future.

We have been discussing for a long time the strong impact that management culture has on channeling the potential of human resources toward achieving the company's goals and achieving the expected performance in pursuing the sustainable development. In designing and implementing competitive strategies, business

management must consider as an important component the creation and / or development of a managerial and organizational culture to support their competitive advantage.

Creating a participative culture with a high employee involvement is an important way to improve the company's results, in such a climate the members of the organization feel more responsible for their actions and the degree of attachment to managers and organization is amplified.

According to Schein (2010), in order to change managerial or organizational culture, we need to change its constituent elements, the most difficult part being in the value of the company. Values are key elements for understanding a culture and introducing major changes. The phenomenon of changing and realigning values to managers' new requirements is closely related to the ability of managers / leaders to develop a strong and attractive organizational vision for the company's members (Erez, Lisak, 2013). The vision is thus a set of well individualized values that are to be adopted and applied in the life of the organization over a period of time and that reflects and is strongly reflected in the content of managerial culture.

There are a number of disputes - especially theoretically - and who should generate the new values so as to support the process of change. Opinions are divided, ranging from the responsibility of top managers to the responsibility of the community of employees.

It is argued that greater participation of employees in the decision-making processes affecting them will lead not only to greater staff satisfaction but also to an increase in productivity and performance. Under these circumstances, it is advisable for employees to participate in the analysis and redesign of company values, so that they regain their values and personal goals to a great extent in the organizational ones (Nen, Stoika, Radulescu, 2011).

Some specialists believe that the most important element in a community is the involvement and attachment of its members to a common vision of the future. Organizational culture is seen as a factor that can be an important asset for the firm or, on the contrary, a destructive factor.

In 1996, Kotter describes managerial vision as the most important element in the process of changing organizational culture. "If you can not present your vision within 3-5 minutes, then you are lost," said a large business manger. The vision expresses the hope, direction to be followed, and remarkable survival and development possibilities.

2. Building a strong organizational vision

The life is a continuous process of learning, adaptation, competition and selection. This is all the more visible in the economic field, where businesses, economic agents are fighting for survival and development. In the current context of globalization of markets and activities, rapid growth in competition at an unprecedented level (Crowne, 2008).

The organization's vision is the fundamental statement of its values, aspirations and objectives. It is a call to the rational and emotional parts of its members. It must indicate a remarkable understanding of the place that the company occupies today and what is the position where it should arrive in a certain period of time and what are the major ways to make that leap.

It is important for the members of any company in their struggle to get the sustainable development of their organizations to know the following:

- Mission - which is the philosophy of the firm, the place it occupies today and what it intends to become;
- The fundamental objectives - what are the "practical targets", the stages that the organization must undertake in order to achieve the desired future;
- Essential values - what beliefs, values are considered to be vital to the very existence of the organization.

These elements represent the essential "ingredients" of the vision, based on a set of well-defined values. A survey of 1,500 representative leaders from 20 countries and 870 of them as general managers revealed that the feature considered to be the most important for a top level manager in the 2000s is " Could articulate a strong vision of the organization "(Năstase, 2010). As far as the necessary skills and knowledge are concerned, the most important feature was "the ability to develop a strategy that would make the vision operational".

An important point is that power based on the leader's vision will have to be legitimized in time by its superior performance (Kotter, Heskett, 1992). This is a basic condition for the leader to continue enjoying authority and authority.

A strong managerial culture is considered to be an important source of outstanding company performance. But in order for this to happen, both management culture and organizational culture need to be in line with the company's strategy and policies, which, together, best respond to both external and business conditions, as well as Internal conditions of the organization.

Leaders in the process of developing the organization will have to adequately stimulate those who engage at a high level in the life of the organization (Albrecht, 2010). Therefore, as the company gets better results, it will also have to be reflected in employee motivation (Turp-Balazs, 2016). In addition to financial, material, individual or group rewards, they will also include a signal of trust, appreciation of their value, and what is good or bad for the organization.

When the organization has a clear meaning, a clear perception of the desired purpose, direction and situation, when this image is widely shared at different hierarchical levels, employees can more easily identify and fulfill their own organizational role (Schein 2010).

Organizational and managerial culture can be perceived as extensive socio-psychological structures. In order to lead such a structure, managers must be involved both intellectually and emotionally. Successful managers have an initiative, show great confidence in them and are creative (Bakker, 2009). Their supporters also want to see features such as independence, loyalty and trust.

Managers, in communicating their vision and persuading supporters to follow, appeal to both rational and emotional arguments (Peterson, 2004). Sometimes there may be conflicting situations, which adds extra stress to the drivers.

Vision is an important expression of managerial culture. If we have a strong managerial culture, then the messages conveyed by the managerial vision will be convincing and with a high probability of obtaining the support of those concerned, both rationally and emotionally (Foster, 2010).

The manager is, for the most part, a person with well-defined objectives whose implementation closely follows and calls for a great commitment from everyone.

In companies, there is a growing need to change, to change some of the elements of managerial culture, to infuse certain beliefs, values, symbols, new norms that trigger the gaining of meanings, emotions and professional implications, a motivation high.

The company's strategy is a powerful tool for sustainable development and guiding the company's long-term business activities and its quality supports finally the sustainable development of the tourism companies. The beliefs, values, and norms that are part of the mission as part of the strategy shape the behavior of both the short and long term of the employees.

There are some organizations that can be said to be in a process of "alienation" due to the massive erosion of beliefs, values, symbols and norms at both individual and group level (Smith, 2011). The organizational and managerial culture fails to respond adequately to the needs of the company, to develop effective actions, but to become blocking factors, emphasizing the function of protecting employees, both vis-à-vis the external environment and the internal factors trying to change their status .

The organization may face a number of malfunctions, with divisions in certain interest groups trying to take control, in a more formal or informal manner.

We must not forget that by resorting to material motivations, managers / leaders who fail to actually involve their employees, do nothing but create an army of "mercenaries" (Fillion, 1997). They will engage in company activities only on the basis of rational elements, accurate calculations and will remain within it as long as their material claims are met and they do not have a better offer. In general, their maximum performance is the minimum to ensure that they are paid the contractual clauses. Even if there is potential for much more, it would only be used in the case of additional rewards (Smollan, 2011).

In companies where there is an authoritarian, autocratic manager, things work as long as he is in a position of strength (Eisenberg, Lee, Brück, 2013). When he leaves the organization or his influence decreases, the employees are in a confused, uncomfortable position because they do not have a system of values that has undergone a selection process, they have not been able to manifest their creativity, initiative, -was allowed to take responsibilities.

Their role was a mechanical one, in which they executed only a series of orders; these leaders often leave behind a weaker rather than consolidated

organization. That is why it is necessary for the manager and supporters to have an open communication, a reward for the supporters' efforts and performances, and to provide the environment for the initiative to take responsibility and take responsibility.

Building a team in tourism companies requires its members to answer a series of personal and organizationa questions in order to get the best from the organization's members, having in mind the numberless issues that they have to solve.

Increasingly, employees in tourism industry want to have jobs that tell them something. Beyond the material aspects, the obligations they know to support a family, they seek to find themselves in what they do, be proud of the activities they are engaging in (Farrell, 2011). It is good to keep in mind that in many cases, professional life is predominant in the active life of an adult. With 8-12 hours of work per day, individuals expect a greater recognition of their contribution to showing some respect for what they represent for the company.

Individuals are accustomed to having values, symbols, rules of behavior, they want to have a set of elements to guide their interaction with others. Ever since he realizes his existence, man is involved in such a system: in the family, in the local community, in the church, etc. (Earley, Ang., 2003). As he grows, he begins to develop this system and shape it according to his own vision. The same thing happens in a company.

Conclusions

Successful, sustainable and responsible development of tourism services depends not only on facilities offered, but also on the attractiveness of tourist areas, but on the professionalism, organization and education of the human resource involved in tourist services, where the role of managers becomes more and more important. They are the ones who have to create, develop and implement a successful vision, which through the strategies and policies developed to lead to the development of the companies they represent.

Managers, through their innate and acquired qualities, can create true links between the members of the organization, between the individual and overall objectives of the company, helping to harmonize the interests of various stakeholder categories and to satisfy the needs and interests to a high degree them.

This is an essential condition for sustainable and responsible development of tourism services. For responsible tourism, managers involved in tourism services must have a managerial vision that involves both a good knowledge of the past and the present, as well as the ability to make attractive and realistic projections for the future.

The tourism manager plays a crucial role in reviving the organizational culture of a tourism company. For this, he can carry out various actions, such as setting values, symbols, credible rules that employees can see applied to both those around them and especially the leader; building self-confidence through positive

feedback and offering numerous ways to recognize and appreciate the effort and performance of employees.

The manager of a tourism business who provides a clear vision is both coherent and credible and those who lead after a strong set of values have a fundamental source of power. His power will be streghten if he knows how to take advantage of the organizational culture, but also to make it sensitive to other cultures in order to get a synery effect. In order to achieve the goal of sustainable development he must promote and translate into practice the core values of the organization

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