Uncertainty Avoidance in Romanian Culture

Gabriela Marinescu* and Alexandra Marinescu **

Uncertainty is one of the key points of international affairs and it plays a critical role in business decisions (Hofstede, 2001). This study is part of the project named “Managerial Behavior in Romanian Organizations”, which is a wide explanatory research made by The Romanian Scientific Society of Management. We took into consideration various domains of economic activity and organizations from all over the country.

The main objective of our paper is to analyse Uncertainty Avoidance (UAI) as national cultural dimension. We tested UAI in Romanian organisations. The research covers the period 2008 –2012. The cultural dimension under this research emphasizes the preference for strict laws and regulations over ambiguity and risk. This hypothesis was validated in this study. The results, corroborated with others, will be used for international comparison, so as to elaborate the Romanian pattern of organizational culture and managerial behavior.

Key-words: Uncertainty Avoidance, Culture, Management

JEL Code M10, M14

1. Introduction

Research into intercultural communication has become a dynamic area of study over the last ten years, and is likely to become even more so as the process of globalization continues so fast into the future. Many specific areas have caught the attention of researchers but one of the most interesting is Uncertainty Avoidance (UA) and its effects on international business and modern organizations.

Uncertainty Avoidance is a cultural dimension of uttermost importance so as to differentiate nations by organizational cultures. The perception of uncertainty affects our thoughts about organizations. According to the Hofstede’s findings (www.geert-hofstede.com), Romania has a high risk-averse culture. People in our country have a low tolerance for uncertainty and ambiguity. Estimates of Hofstede’s model are relative; they are not the result of field research.

There are few previous studies of how values in the workplace are influenced by culture (Lungescu, 2005; Hofstede; Interact and Gallup Romania in 2005 and GLOBE in 2006). A global study regarding cultural dimensions and managerial behavior specific to the organizational practice from Romania has never been a preoccupation for theoreticians and specialists in the field. Romania is characterized as a country with a high score of uncertainty avoidance (www.geert-hofstede.com) or this cultural dimension seems to be moderately (Lungescu, 2005).

By this paper we propose to analyze uncertainty avoidance and its influence over managerial behavior and over organizational management on a representative sample for Braila County. This study, as part of the macroeconomic project entitled COMOR

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(Management Behavior in Romanian Organizations) aims to identify the matter and rate in which the dimensions of organizational culture defined by Geert Hofstede (www.geert-hofstede.com) and others are found and developed in the Romanian economy.

Using famous models (The Hofstede Model, GLOBE), we tried to better understand how national culture influence organizational management and performance. This paper demonstrates that cultural differences between nations are very important. The uncertainty avoidance dimension expresses the degree to which the members of an organization work uncomfortable with uncertainty and ambiguity. An important issue is how people are able to work with uncertainty and risk. UAI is a cultural dimension founded on the deepest level; i.e. on the level of values. And values are changing. If Romania has a high UAI, our country maintains codes of belief and behavior and it is intolerant in confronting with unorthodox ideas and values. Weak UAI societies maintain a more relaxed attitude in which practice counts more than principles. Nowadays, practices are more tangible than values and we are convinced that this research is very important to better understand cultural differences between countries. The research covers the period 2008 – 2012 and the sample investigated is made up of 132 respondents, managers and employees from 15 organizations from Braila County. The research method is the selective observation by stratified sampling. We also used the Hofstede Model to characterize the dimensions of the organizational culture, as well as the GLOBE Model to characterize the managerial behavior. The questionnaire has 26 questions. From the analysis of the answers, the relation UA is expressed by: Adoption of novelties and latest developments (4 questions); Attitude (5 questions); Assertiveness (1 question); Organization (3 questions); Plans (4 questions); Procedures, rules (4 questions); Problem solving (2 questions) and Strategies (3 questions). We have found that other models are measuring different components of the UAI construct and the results are normally different. In these circumstances, our research could help cross-cultural researchers develop more theories and more practical recommendations for organizations. The study is representative for our country, since no similar studies of such importance exist.

2. Literature Review

Our intention of the use of the UA dimension of national culture in Romanian organizations and managerial behavior brings out several interesting insights. First, Hofstede's UAI (Hofstede 2006, 2010) continues to be an important source of data for cross-cultural researchers. Thus, Hofstede (2001, 2008 and 2012) remains one of the most influential researchers in the field of national cultures. Hofstede's work has been expanded by a very large empirical study conducted by the GLOBE group (House, Hanges, Javidan, Dorfman, & Gupta, 2004). Second, using The GLOBE findings, we have analyzed UA organizational practices in present and values in the future (Overview of GLOBE Research Findings). Third, we have had the option to use both Hofstede and GLOBE models, but also others interesting studies (Hanges & Dickson, 2004, House et al. 2004, Javidan et al. 2006,Sully de Luque and Javidan 2004; Parker, 2009; Maseland & van Hoorn 2009; Venaik and Brewer, 2010). The studies of cultural dimensions are a phenomenon with many consequences on societies, including a better understands of cultural differences between countries. Uncertainty Avoidance has caught the attention of researchers of over the world (Shenkar, 2001; Parboteeh, Addae, &Cullen, 2005a; Scholtens & Dam, 2007; Tung 2008). Uncertainty Avoidance affects international affairs because of the tendency for high-UA societies to avoid the ambiguity and uncertainty that exist more in international business transactions than in domestic transactions (Hofstede, 2001; Shenkar, 2001). UA is an
important dimension of national culture that can help explain the extent to which Romania organizations have international business and therefore, at a macro level, the degrees to which countries are globalized (www.ssmar.ase.ro/ COMOR project).

In previous studies, Romania is characterized as a country with a high score of uncertainty avoidance (www.geert-hofstede.com) or this cultural dimension seems to be moderately (Lungescu, 2005). The research, part of COMOR project defined as targets the following: knowing the cultural dimensions and the managerial behavior in all types of economic organizations and in all cultural-geographic areas of the country; checking the extent in these cultural dimensions managerial behavior from the Hofstede model and GLOBE that are to be found in Romanian organizations; elaborating the Romanian model of organizational culture and managerial behavior; defining the leader typology in Romanian organizations. The project is ambitious and important for Romania. From the perspective of the present study, we intended to test Uncertainty Avoidance cultural dimension in the organizational culture, also following its impact on the organizational management. The study will be completed with others researches and they should be very useful in intercultural theories and practices.

3. The Methodology and Model

Aiming to comply with the needs of the economic environment through a most efficient and abiding managerial performance as well as to assure Romanian organizational culture an interregional comparability on a national and international level, the research has been orientated towards identifying a larger number of elements, sides and aspects that characterize the existing culture and subcultures from different geographic areas of the country as well as from the main fields of economic activity. The methodological guidelines of this study represent an adjustment of the Hofstede method regarding the dimensions of organizational culture and of the GLOBE (http://www.grovowell.com/pub-GLOBE-dimensions.html) method respecting managerial behavior to the Romanian socio-cultural context. For conclusions we have also pertained to some similar researches as well as to representative specialty literature.

For the collecting of data series, an ample research has been organized based on the statistic survey among economic organizations from all over the country. The data collected from the research sample required the definition of a database used with the aid of the SPSS informatics program, and the required information has been used for the calculation of econometric markers with the aid of a specific informatics program.

For an assured rigorous research a complex questionnaire has been elaborated, it has 80 questions regarding the dimensions of organizational culture and 75 questions that refer to the character and behavior profile of the efficient manager. For the UA analysis we used 26 questions The data collecting and processing have been made by students and master degree candidates coordinated by university teachers, members of S.S.M.A.R, while the analysis and the interpretation of the answers have been made by complex teams composed of economists, sociologists, and engineers – university teachers. From the analysis of the answers it turns out that the UA relation is expressed by:

- adoption of novelties and latest developments;
- attitude;
- assertiveness;
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- organization;
- plans;
- procedures, rules;
- problem solving;
- strategies.

In the study sequence we have acted methodically in target/objective establishment, defining the sample to be investigated, questionnaire planning, data collecting from the field and processing, result analysis. We have chosen a sample/testing group as representative as possible from various points of view, for the observing units (economic organizations), as well as for the survey units (respondents). This is why we have chosen a stratified sampling technique which required the successive observation of the iterations from table 1, beginning from the highest level – meaning that of the existing units from the official records at 12.31.2008.

### Table 1: Stratified Sampling

<table>
<thead>
<tr>
<th>Iterations</th>
<th>Defining the level</th>
<th>Sampling technique</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stage I</strong> Sample of observation units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Starting base (Level 0)</td>
<td>Economic units from Romania that figure in the evidence of the Trade Register at 12.31.2008</td>
<td></td>
</tr>
<tr>
<td>Level 1</td>
<td>Observation units (only units with at least 50 employees)</td>
<td>Uni Criteria selection</td>
</tr>
<tr>
<td>Level 2</td>
<td>Number of observation units in the county</td>
<td>Algorithm</td>
</tr>
<tr>
<td>Level 3</td>
<td>Observation units from representative activity ranges for the economy of the county, according to the CAEN code and number of employees</td>
<td>Two Criteria random selection</td>
</tr>
<tr>
<td><strong>Stage II</strong> Sample of survey units (respondents)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level 4</td>
<td>The number of respondents from the observation units of level 3</td>
<td>Multi Criteria algorithms according to 4.1.- 4.5.</td>
</tr>
<tr>
<td>Sublevel 4.1.</td>
<td>The number of respondents according to the types of activity in the organization (administration, production, trading, finances-accounting etc.)</td>
<td>Random</td>
</tr>
<tr>
<td>Sublevel 4.2.</td>
<td>The number of respondents on hierarchical levels: managers (top, middle and lower), non-managers</td>
<td>Random</td>
</tr>
<tr>
<td>Sublevel 4.3.</td>
<td>The number of respondents according to gender: males, females</td>
<td>Random</td>
</tr>
<tr>
<td>Sublevel 4.4.</td>
<td>The number of respondents according to age groups</td>
<td>Random</td>
</tr>
<tr>
<td>Sublevel 4.5.</td>
<td>The number of respondents according to the level of education</td>
<td>Random</td>
</tr>
<tr>
<td><strong>Stage III</strong> Naming respondents from level 4 according to the criteria defined in sublevels 4.1.- 4.5.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The modality of data collecting – the questionnaire – has been structured so as to allow:
a) identifying the observation unit: name, address, CAEN code, year of establishment, type of organization according to its legal form, the membership of corporate funds, main economic indicators (turnover, net profit, number of employees), questionnaire structure;

b) identifying the survey unit: the position held in the organization’s hierarchy, gender, age, marital status, general and professional education, type of activity it carries on within the organization;

c) expressing value judgments and/or opinions regarding:
   - dimensions of organizational culture (35 items);
   - practices of managerial behavior (45 items);

d) defining the character profile of the efficient leader (37 items);

e) defining behavioral profile of the efficient leader (38 items);

f) defining character and behavioral profiles of the excellence leader (10 items each);

The questions (from the questionnaire) reflect a wide typological specter according to:

a) the type of questions: closed questions (gender, age, studies etc.) and open questions (opinions);

b) the abstracting degree: factual questions (gender, age, studies etc.) and abstract questions regarding judgment values;

c) logics: at first questions to assess the current situation and then questions regarding the assessment of the (future) desired situation;

d) the evaluation scale: the value judgments comprise the entire spectrum of opinions: from highly positive to highly negative, with intermediary degrees: total consent, partial consent, indecision, partial dissent, total dissent, respectively from total acceptance (Yes) to total abnegation (No);

The questionnaire is characterized by the following features:

- it ensures the anonymity of the participation and the confidentiality of the answers;
- it accepts the voluntary nature to the survey participation and the answer to all questions;
- it contains methodological information for guiding respondents regarding the content of the questionnaire, the manner of filling it in and other orientation information;
- before its finalization, both its content and its graphic form were tested in an economic and academic environment.

For data collecting we have selected a flexible procedure according to the capacity of the respondents to complete the questionnaire with/without the assistance of the survey administrator, and also according to the organizational availability of the survey unit to interrupt some activities during the necessary time for assisted filling in the answers. In the case of unassisted filling in the answers, (usually for people with higher education or managers from the hierarchy of the organization), the questionnaires have been collected some days after the dissemination. For the rest of the respondents, filling in the answers took place within focus groups of 5-10 people, usually assisted by the questionnaire administrators (project member teams – university lecturers and professors). During the stage of processing the field data gathered using the questionnaire, we have referred to using two specific informatics programs, which allowed us to:
a) create the primary database by processing in an informatics manner the data from the questionnaires;
b) calculate the system of econometric indicators\(^1\) used in the analysis and the interpretation of results of the study, a system composed of:

- position indicators (percentages), with the help of which we characterize the representativeness of the sample as well as the reliability degree of the value judgments for each item that expresses the dimensions of organizational culture and managerial features;
- central tendency indicators (average, median, module, asymmetry coefficient) that help us highlight the essential tendencies of the variability of the answers given to the questions from the questionnaire;
- variation indicators (amplitude of variation, individual deviations from the calculated average values, standard deviation and the variation coefficient), which allow us to characterize the degree of homogeneity or dispersal of the expressed opinions;
- correlation indicators (correlation table and regression coefficient), for appreciating the intensity of the causal bonds between factorial variables (behavior, character features etc.) and the resulting variable (the dimension of organizational culture).

4. Findings

4.1. Representativeness

In our research the questionnaire was applied on a representative sample made up of 132 persons, employees of 15 companies that activate in the processing industry.

The representativeness of the observation units is reflected in the structure of the company samples taken into consideration, depending on: the field of activity, the type of organization and its dimension according to the number of employees.

<table>
<thead>
<tr>
<th>Field of activity</th>
<th>Percentage - %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Agriculture-forestry</td>
<td>13,33</td>
</tr>
<tr>
<td>2  Processing industry</td>
<td>46,67</td>
</tr>
<tr>
<td>3  Energetics</td>
<td>6,67</td>
</tr>
<tr>
<td>4  Trade</td>
<td>13,33</td>
</tr>
<tr>
<td>5  Transport</td>
<td>6,67</td>
</tr>
<tr>
<td>6  Services: publishing houses, telecommunications, informatics</td>
<td>6,67</td>
</tr>
<tr>
<td>7  Other</td>
<td>6,67</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100,00</td>
</tr>
</tbody>
</table>

\(^1\) The calculation of each indicator required a conversion process of value judgements into numeric expressions on a 5 level Lickert type scale: total consent, value 5; partial consent, value 4; indecision, value 3; partial dissent, value 2; total dissent, value 1;
Table 3: Representativeness Markers of the 16 Companies According to the Type of Organization

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Percentage - %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Joint stock company – S.A.</td>
<td>20,00</td>
</tr>
<tr>
<td>2 Limited liability company – S.R.L.</td>
<td>80,00</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100,00</td>
</tr>
</tbody>
</table>

Table 4: Representativeness Markers of the 16 Companies According to the Size of the Organization

<table>
<thead>
<tr>
<th>Size of organization</th>
<th>Percentage - %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 50 – 200 employees</td>
<td>91,67</td>
</tr>
<tr>
<td>2 201 – 500 employees</td>
<td>6,67</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100,00</td>
</tr>
</tbody>
</table>

Figure 1: The Graphic Representation of the Observation Units

The representativeness of the survey units (respondents) expresses their structure according to gender, age, educational level, hierarchy and managerial background as follows:

- according to gender: 75 males (56,82%) and 57 females (43,18%);
- according to age: 29 young people under 30 years old (21,97%), 63 people aged between 30 and 44 years old (47,73%), 39 people aged between 45 and 60 years old (29,55%) and one person over 60 years old (0,76%);
- according to educational level: one person (0,76%) with elementary education, 17 people with middle education (12,88%) and 114 people with higher education (86,36%);
- according to hierarchy: 65 managers from all the organizational levels: 9 top managers (6,82%), 21 medium managers (15,91%), 35 base/low managers (26,52%) and 67 performers/doers (50,76%);
- according to managerial background:
4.2. Uncertainty Avoidance intensity - Findings

UA was identified through these forms: adoption, attitude, assertiveness, organization, plans, procedures / rules, problem solving, strategies.

1. Adoption of novelties and latest developments
   - new management styles (Q1);
   - personal training (Q2);
   - cultural organizational changing (Q3);
   - new organizational structures (Q4).

2. Attitude
   - encouraging proactive behavior (Q6);
   - forming future leaders (Q7);
   - forming and maintaining a stable work environment, quiet, reliable and collaborative (Q8);
   - effective use of time dedicated to a consensus on issues (Q9).

3. Assertiveness (Q10)

4. Organization
   - work tasks in specific job (Q11);
   - detailed instructions for job tasks (Q12);
   - teamwork (Q13).

5. Plans
   - perception of future (Q14);
   - experimental changes before implementation(Q15);
   - compliance plans (Q16, Q17).

6. Procedures and rules
   - accurate work tasks (Q18, Q19);
   - detailed instructions and work procedures (Q20);
   - motivation depend on individual performances motivation (Q21).

7. Problem solving
   - by established procedures (Q22, Q23).

8. Strategies
   - marketing strategies(Q24), communication (Q25), human resources (Q26)
Table 5: Synthesis Indicators of the “Uncertainty Avoidance” – UA Cultural Dimension

<table>
<thead>
<tr>
<th>No. crit.</th>
<th>Form of expression of the cultural dimension; practice of reference (Pa, Pd)</th>
<th>Econometric indicators/markers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Average score</td>
</tr>
<tr>
<td></td>
<td></td>
<td>$\bar{x}$</td>
</tr>
<tr>
<td>0</td>
<td>0.1 0.2</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>Adoption of novelties and latest developments</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>2</td>
<td>Attitude</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>3</td>
<td>Assertiveness</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>4</td>
<td>Organization</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>5</td>
<td>Plans</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>6</td>
<td>Procedures, rules</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>7</td>
<td>Problem solving</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>8</td>
<td>Strategies</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
<tr>
<td>9</td>
<td>TOTAL</td>
<td>Pa</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pd</td>
</tr>
</tbody>
</table>

The indicators have been calculated for each form of expression of the “uncertainty avoidance” cultural dimension.

For example, the graphic representation of the average score calculated for the eight forms of expression of the “uncertainty avoidance” cultural dimension for current practice highlights differences compared to the total n for the “assertiveness” form of expression, a score that is lower by 1,02 (2.50 - 3.52) being represented as follows:
The graphic representation of the average score calculated for the eight forms of expression of the “uncertainty avoidance” cultural dimension for future projection highlights differences compared to the total \( n \) for the “assertiveness” form of expression, a score that is lower by 0.80 (3.55 – 4.35) being represented as follows:

![Graph showing average scores for different forms of expression](image)

**Fig. 3: The Average Score for Forms That Characterize UA in the Future**

Also, the difference of the average score of the total \( n \) between current practice and the desired situation is of 0.83 (3.52 - 4.35%).

The score of 3,39 of the “form adoption of novelties and latest developments” of expression in the current situation signifies the fact that in the company new organizing structures are being adopted, including the change of the legal status of the organization which should lead to the increase of competitiveness, signifies that the management frequently adapts its style and methods of management to organizational dynamics, signifies that the management operates for creating a “learning” culture, and also signifies that changes are adopted in the content of organizational culture components in order to satisfy the requests of European integration and not only, but a greater opening towards “adoption of novelties and latest developments” is needed if one takes into consideration the obtained score of 4.26 for the desired situation.

Regarding the “attitude” we can estimate that employees of the organizations in general and especially young people are encouraged to fight for the improvement of professional performance, that managers are constantly preoccupied with forming future leaders from the next generation that should assure greater success for the organization and act for conflict solving by speaking to the ones involved in tension or conflict, as well as the efficient use of time dedicated to a consensus in controversial problems, leading to the idea that attitude is emphasized in the organization taking into consideration the score of 3.54 for the current situation, while for the desired situation a higher score of 4.53 is obtained, leading to the conclusion that people want attitude to have an important part in management of the organization.

“Assertiveness” obtains a score of 2.50 for present, meaning that in the organization inferiors/juniors are asked – but not enough – to comment upon the decisions of their superiors if they don’t agree with them. The score of 3.55 obtained for the desired situation
highlights the fact that respondents consider that inferiors/juniors should be asked to comment upon the decisions of their superior if they disagree with them.

“Organization” obtains a score of 3.54 for the current situation, meaning that in the company tasks are well mentioned in the job description, that detailed instructions are assured regarding the manner in which established targets can be reached as well as the fact that there is concern for team creating and/or leading, leading to the idea that there is a good organization in the company. Comparing with the obtained score for the desired situation of 4.48 one may notice that employees want an amelioration of the organization.

Regarding the “plans” section that obtains a score of 3.62 we may notice that in general the main concern of people from the organization is for future plans, experimentation and innovation appeal to in order to obtain changes (in technology, organization, strategy, management, culture etc.), the stages of activity and problem solving within the organization are made based on already-established plans and work meetings are planned in advance (1-2 weeks earlier). The score of 4.38 for the situation desired by the employees highlights the fact that planning should have a more important part in management of the organization. As for “procedures, rules” we can observe that the score of 3.66 is obtained for the current situation, meaning that in general, in the organization work tasks are well enough mentioned in job description, that the exact mentioning of the work tasks stimulates the stages of employee activity, that instructions and work procedures are well enough detailed and precisely expressed, as well as personnel motivation that is mainly based on standards and performance markers and not on charisma. Regarding the procedures and rules in the desired situation, the 4.39 score highlights the fact that procedures and rules of organizations should be improved.

We can see that “problem solving” obtains a score of 3.95 meaning that the success of people in the organization that depend on problem solving is made according to an already established priority and less according to the order in which these appear, however the score of 4.06 for the desired situation highlights the fact that the success of people depending on an improvement of problem solving is wanted.

Regarding the “strategies” section, the obtained score of 3.41 indicates the fact that in the organization there are adopted new marketing strategies that are meant to promote new products/services or to enter new markets, new communication and negotiation strategies as well as new human resource strategies and politics, and the score of 4.46 from the desired practice highlights the fact that strategies should have a more important part in the management of the organization.
Table 6: Average Score in Present and in the Future

<table>
<thead>
<tr>
<th>No. crit.</th>
<th>The form of expression of the cultural dimension</th>
<th>Pa</th>
<th>Pd</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Averag e score ( \bar{X} )</td>
<td>No. of respondent s ( f_i )</td>
<td>( x_i \cdot f_i )</td>
</tr>
<tr>
<td>1</td>
<td>Adoption of novelties and latest developments</td>
<td>3.39</td>
<td>511</td>
</tr>
<tr>
<td>2</td>
<td>Attitude</td>
<td>3.54</td>
<td>496</td>
</tr>
<tr>
<td>3</td>
<td>Assertiveness</td>
<td>2.50</td>
<td>126</td>
</tr>
<tr>
<td>4</td>
<td>Organization</td>
<td>3.54</td>
<td>382</td>
</tr>
<tr>
<td>5</td>
<td>Plans</td>
<td>3.62</td>
<td>499</td>
</tr>
<tr>
<td>6</td>
<td>Procedures, rules</td>
<td>3.66</td>
<td>509</td>
</tr>
<tr>
<td>7</td>
<td>Problem solving</td>
<td>3.95</td>
<td>241</td>
</tr>
<tr>
<td>8</td>
<td>Strategies</td>
<td>3.41</td>
<td>381</td>
</tr>
<tr>
<td>9</td>
<td>Total n</td>
<td>3.52</td>
<td>3.145</td>
</tr>
</tbody>
</table>

\[
\bar{X} = \frac{\sum x_i \cdot f_i}{\sum f_i} = \frac{11.081}{3.145} = 3.52 \text{ for current practice}
\]
\[
\bar{X} = \frac{\sum x_i \cdot f_i}{\sum f_i} = \frac{13.489}{3.099} = 4.35 \text{ for the desired projection}
\]

From the graphic representation we see that between the score obtained for current practice and the one obtained for the desired projection there is a difference of 0.83 (3.52 - 4.35) that highlights the fact that respondents want that: adoption of novelties and latest developments; attitude; criticizing leadership; organization; plans; procedures, rules; problem solving and strategies to have a more important part in management of the organization.

![Fig. 3: The average score “now” and “should be” for UA](image)
In order to highlight what form of expression had the most concluding signification for characterizing UA cultural dimension, we have calculated the median (Me). The most concluding signification is held by “attitude” and “organization” as forms of expression regarding the current situation (Me = 3,54), as for the desired perspective “procedures, rules” (Me = 4,39) has the most concluding signification. The analysis of other indicators revealed a high degree of homogeneity of responses as a high symmetry, both now and in the future.

5. Summary and Conclusions

The results of our analysis partially confirm Hofstede’s studies and other scientific findings. Given that UA is a complex concept, and that the Hofstede, GLOBE and other studies measure specific aspects of UA, it is necessary that the interpretation of UA is quite relatively.

Hofstede and GLOBE are highly valuable models on cross-cultural management. There are supported by powerful arguments as to their validity, and there is no consensus in the research community on which model should be preferred.

Based on the study of UA the following conclusions are to be drawn:

Our study examines the main effects of UA at the organizational level. We have tested many variables like: Adoption of novelties and latest developments; Attitude; Assertiveness; Organization; Plans; Procedures and rules; Problem solving; Strategies. Each form of UA dimension was positioned in terms of both its cultural practices (“current practice”) and its cultural values (“desired projection”). Results of the analysis show that in analyzed organizations, people want avoiding uncertainty. Most respondents agree to have highly structured jobs with few unexpected events. Management requirements and instructions are spelled out in detail, so people know what they are expected to do. The organization has rules or procedures to cover work situations. Respondents want job stability and they don’t like to be surprised by unknown situations. Members of this sample seek orderliness, stability, to cover situations in their daily lives. With a medium level of uncertainty avoidance in cultural practices and high on in the cultural values, the study confirms the GLOBE model. In the same time, our results support Hofstede findings and UAI for Romania: most respondents are seeking certainty and they desire detailed instructions, rules and procedures, stable work. We cannot fully compare the results, because Romania was not included in Hofstede’s and Globe’s dataset and there are many differences in operationalization of the UA dimension. In our research we used Hofstede map and GLOBE model only on considered assumptions’ wear. The analysis of UA in the study conducted on the organizations from Romania also allows other conclusions regarding the national and international context.

In Romania, the studied organizations are hierarchical and bureaucratic. They are defined by stability and control as well as internal focus and integration. Managers are political appointees and they want a well-defined structure for authority and decision making. Formal leaders coordinates, organizes, monitors and influences people and process by strict rules and procedures. It is difficult to introduce new ideas and concepts. Our results shows that the respondents of our sample easily accept the novelties. The practice is quite different: we don’t expect new methods or ideas to be readily embraced. Managers reject uncertainty proposals and everything will be examined in fine detail. In the sample, we found a highly structured and formal place to work. Rules and procedures govern behavior.
Stability, performance, and efficient operations are the long-term goals. Management wants security and predictability. The people need statistics more than facts. These are some of the common traits found in countries with a high UAI. Our research confirms them.

At a global level, Romania is an East European country with a long history. The population is not multicultural, and we are living for many years by rejecting of uncertainty and risk. Uncertainty avoidance can be also explained in terms of political reforms in Romania. The statistics registered during the study are material evidence of the stress and alienation that have enveloped the population as a consequence of the abusive and politically dominant behavior of the leaders. The analysis draws attention to these aspects without generalizations. A high UAI has a big impact on the young people disoriented and less courageous. In the same time, we saw that the respondents want to be more involved in their organizational culture. The research is helpful in that it provide a foundation upon which space planners can begin to structure their solutions and thus account for the important role that culture plays. Each of the different country has different cultural attributes and preferred methods and concerns for work. The means of assessing UA dimension culture were relatively simple and they give a new perception for a comprehensive investigation. From the statistical analysis of this topic one may conclude that the forms of UA analyzed, places our organizations between countries with a high score. The study confirms the results of Hofstede, but also of the other specialists. The research is highly important in influencing managerial practices, in using advantages provided by the specificity of each cultural dimension in management, communication, marketing, inter- and intra-organizational relations. This study has many, limitations:

- the size of the sample it’s not sufficient to conclude about the UA cultural dimension;
- research could be enlarged on the deepest UA characteristics: UA - stress, UA-practices; UA- values; UA and work motivation etc.
- our study was focused on the individual level (attitude, adoption of novelties, rules, procedures). We haven’t an objective to analyze the main effects of UA on organization-level decisions and on national culture characteristics.

The study is to be completed with the analysis of the other cultural forms and dimensions, providing a significant theoretical and practical background to courageous organizations, which are aware of the influence of culture upon performance, credibility and viability. UA research is becoming more widespread and this is important for a good understanding of what organizational and national culture actually is and how it can be operationalized. We believe that research could be a reference for researchers and practitioners preoccupied by uncertainty avoidance. We intend to continue the research on cultural dimensions, because to progress here is a need for more clarity, precision and congruence across studies in operationalization and measurement of UA. We are responsible for errors and omissions in the research. We are grateful for any constructive comments and suggestions, which help us in improving of this analyze.

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