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# CSI and BDO – recruitment of employees and organizational culture

Vikings on the land of Dracula

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## Innholdsfortegnelse

Introduction.....	3
Hofstede's cultural dimensions theory.....	3
The Competing Values Framework.....	4
Discussion.....	4
Conclusion.....	6
Sources.....	6

## Introduction

CSI Romania and BDO Romania are two companies located in Cluj-Napoca. The palletizing company, CSI, was founded in the Netherlands over 45 years ago. The company expanded to Cluj in 2005, but they split the production later in 2014. Now Cluj is responsible for the assembly, while Reghin takes care of the production. On the other hand, BDO was founded 25 years ago. Nevertheless, the audit and consultancy firm established themselves in Cluj in 2018. The relatively new company has experienced complications with employment of new people in Cluj, and so has CSI. Therefore, we want to look deeper into the issue in this report and connect it with organizational culture. As a result, we want to research on **“How does the organizational culture in CSI and BDO affect the recruitment of employees?”**

## Hofstede’s cultural dimensions theory

“Culture is the collective programming of the mind which distinguishes the members of one group or society from those of another” (Hofstede, 1984, s 82). To separate national cultures, Geert Hofstede has identified several cultural dimensions.

*The level of individualism* is one of them. An individual approach means that the individuals are independent and take care of themselves, while a collective focus regards a tightly knit social framework.

*The power distance* is another of Hofstede’s dimensions, because it is crucial in how a society takes care of inequalities among people when they happen.

In addition, to sustain a relaxed work environment where deviance is tolerated, *the uncertainty avoidance* is relevant. A strong uncertainty avoidance does not facilitate innovation, because the employees have to follow a rigid set of code.

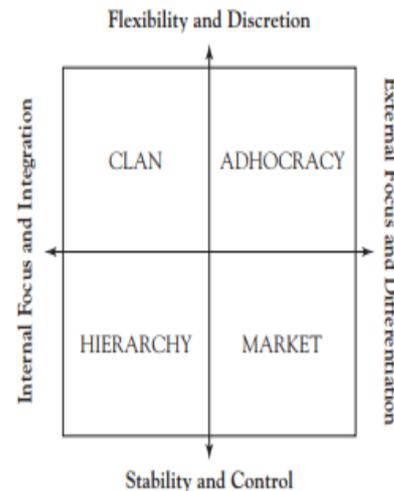
The last dimension in Hofstede’s cultural dimensions theory is *the level of masculinity*. Regarding masculinity, a low level means a preference for caring and relationships.

These four dimensions are a small, but essential part to understand the difference between national cultures.

## The Competing Values Framework

Through their research, Cameron and Quinn analysed a list of indicators that affects effectiveness, and they established two major dimensions. The first dimension differentiates an internal focus compared to an external approach. When dealing with integration and unity, the company has an internal focus. On the other hand, external approaches are more suitable for differentiation since you pay your attention to conditions outside of the company. The other major dimension is the scale from control to flexibility. A company characterized by control, has clear guidelines on tasks, and the results are more predictable. However, with a flexible structure, they are better at innovation, in addition to their increased adaptability. By combining these two dimensions, it occurs four different quadrants. For example, external focus and a flexible structure makes a quadrant called adhocracy culture. It can be described like “a tent rather than palace” (Cameron & Quinn, 2006, s 43). That, meaning they can make rapid changes when new situations occur.

Figure 3.1 The Competing Values Framework



## Discussion

Linking up to the companies we saw their organizational structure. We observed that both of them bring a very interesting system on power distance, inspired by Hofstede’s cultural dimensions statistics for Dutch employees. The relationship between the employees and the head of the departments are strong and informal. This system used by the Dutch company (CSI) came in a country where power distance (the relation between the top and the base of hierarchy) is very high, meaning that in Romanian employees have to go through many intermediaries until they finally can talk to the head of the department.

The company has some problems in the field of individuality, the autonomy that should be given to the employee, because the statements present the Romanian employee being very dependent and on a high level of uncertainty avoidance, influencing the fact that they will be less likely to do or to take responsibility for their work. The number of qualified workers that knows what to do without supervision is low compared to the unqualified. An option for the problem with the employees could be to search for the right candidate, but because the situation is dire their improvise on giving different internships on high school students or unemployed persons.

Talking about masculinity in Romania we see that men are more likely to be promoted in key positions and not always according to their competences. In Dutch culture, employees are more appreciated for their competences and not for their gender.

From the point of view of “Competing Values Framework” theory, both companies are externally focused, because they pay attention what is important for outside world, the clients, and the market. CSI develops only products that can fulfil the requirements of their customers, so the customers are those who decide what features the machines will have. In the same direction, BDO is taking the relations with their customers on a personal level. BDO’s manager spoke about one of his experiences when he won a customer by creating a friendship with him. He invited his potential customer for a breakfast, and during the meal they didn’t talk at all about business, only about their passions, interests, families.

Another thing we noticed, is that CSI has a adhocracy culture, because in this organisation innovation is the key. They develop the best products with the latest features and thus they remain visible in the market.

On the other hand, BDO has a market culture. To stay ahead of the competition, they compete to maintain customer retention by doing things fast. In this line, recruiting people that would fit to companies that hire them, Darius (manager on HR department at BDO) goes by the rule: less interviews, better people. This approach saves time for customer (company recruiting employees) and candidates for job vacancies.

## Conclusion

In this report we have looked deeper into how the organizational culture in CSI and BDO can affect the recruitment of employees.

CSI should use other methods to recruit employees that are qualified for the job. According to Hofstede's cultural dimensions theory, they should do it in a different way, not as they did it in the Netherlands. In addition, both CSI and BDO have an external approach. Therefore, they will have a close relation to the environment, which they must use in the coming years to deal with the problems regarding recruitment of employees.

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