ABSTRACT

The thesis examines organizational culture in public, private, and hybrid organizations in Romania and proposes an interpretation of public–private differences that goes beyond the simple opposition between bureaucracy and flexibility. The findings show that the organizations analyzed do not express pure cultural types, but rather hybrid configurations resulting from combinations of rules, performance, autonomy, control, and adaptation to the external environment.

The qualitative analysis identified four dominant cultural mechanisms: standardized experience in the chain hotel, documented legality in the public institution, performance as a new source of legitimacy in the privatized company, and compliant delivery in the hybrid organization managing projects funded through European resources. These mechanisms made it possible to distinguish four forms of cultural hybridization: functional, adaptive, residual, and structural.

The quantitative analysis confirmed significant differences between types of organizations for the Clan, Adhocracy, and Market dimensions, while the Hierarchy dimension did not significantly differentiate the groups. The results show that national public organizations score lower on dimensions associated with involvement, innovation, and market orientation, but are not differentiated by a stronger hierarchical profile. In addition, the thesis proposes and validates a scale of organizational hybridization structured around two dimensions: bureaucratic hybridization and flexible hybridization.

The main conclusion is that cultural hybridization should not be understood as a deviation from a "pure" organizational model, but as a structural feature of contemporary organizations. In the Romanian context, the differences between public, private, and hybrid organizations are produced through specific combinations of rules, accountability, performance, market orientation, funding, compliance, and institutional pressures.

Keywords: organizational culture; public organizations; private organizations; organizational hybridization; Competing Values Framework; TESELS; person-organization fit; Organizational Hybridization Scale; leadership; management of organizational culture.