

ANALYSIS ON THE POSSIBILITIES OF INCREASING THE COMPETITIVENESS OF CULTURAL ORGANIZATIONS THROUGH RESOURCE MANAGEMENT

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Abstract

In order to increase the competitiveness of artistic events organized by cultural entities in the Cluj area, we carried out an analysis on the managerial tools in relation to the resources used, with the intention of coordinating them. The literature reveals that the degree of performance can be related to the level of competitiveness of an organization; the present study seeks to highlight the causal relationships between the specific use of a managerial tool within artistic entities and their competitiveness potential.

The study, based on a survey, determined that managerial tools are not fully exploited in cultural organizations, whereas empirical data suggest that in the field of organizational resources the management of financial resources stands at the forefront. Therefore, we conclude that managers must focus on other priorities in resource management, the control and professionalization of financial management alone not generating increases in competitiveness (performance). The need for investments from the sponsors is directed towards technology, the management by the organizers as a whole of the resources, with emphasis on the professional development and the numerical growth of the involved staff being able to generate efficient performances, sources of increasing competitiveness.

Key words: *competitiveness; performance; resources; cultural events; managers*

JEL Classification: Z11, Z19

I. INTRODUCTION

In the current context, characterized by a fast pace of changes in the management of artistic events, strongly anchored in technical and technological transformations, cultural organizations are determined to identify appropriate ways to increase (or maintain) their level of competitiveness, adapting and anticipating changes in social life. Competitiveness is rendered through the level of performance of the actors involved in supporting an artistic act, which also implies the degree of fulfillment of some organizational parameters (Hernandes, 2020) by the organizational entities.

Performance is considered, in terms of organizational efficiency, as the stage in which the best result of a process is obtained, based on a result obtained by a person (team / organization) “in relation to the average value of performance” (MDA2, 2010). In organizational management, resource management is a basic component in obtaining the expected results, the tangible resources that can be evaluated being: human, material and financial resources. The organizational culture (Triguero-Sánchez, Peña-Vinces, and Guillén, 2018) of artistic organizations is based on a set of values (individual, collective and universal) that can greatly influence the performance of an artistic production.

In order to establish an evolution in the management of performing organizations (in the field of cultural institutions and entities) a survey was initiated which comparatively measures, in two successive years, the responses of some organizers of artistic events in Cluj-Napoca regarding the management system expected, an analysis that relates to the factors that can contribute to increasing competitiveness in the arts sector, with reference to issues arising from the management of organizational resources.

II. METHODOLOGY

The survey was conducted based on a Questionnaire on analysing the possibilities of increasing the competitiveness of cultural organizations by modernizing the managerial tools and refers to the answers provided by managers of festivals for the editions organized in 2018 (25 respondents) and 2019 (25 respondents). It is a descriptive, cross-sectional study that used a self-administered questionnaire, participation was voluntary and anonymous; steps have been taken to ensure confidentiality.

Section I of the questionnaire contains General information about the respondents and section II aims to capture the Particularities of the use of management systems, methods and techniques.

The statistical analysis was performed using Microsoft Excel. Data were presented as relative frequencies. The relationship between the analysed parameters was assessed with the Pearson correlation coefficient in the case of non-dispersion data and with the Spearman correlation coefficient in the case of dispersion data. A p

value of less than 0.05 was considered statistically significant. The year trend was analysed using a univariate linear regression. The statistical significance of the trend was calculated. Significant p was considered below 0.05.

III. INCREASING OF COMPETITIVENESS IN LITERATURE

The literature treats competitiveness as a core dimension of business performance. The evaluation of the level of competitiveness is considered a managerial tool that is required to be coordinated by decisions at the level of strategic and operational management (technical and economic), the analysis tool being non-unitary, generally adapted to the scope. In a systematization of strategic factors that can lead to increased competitiveness of an organization the following were identified (Ciochină and Manole, 2008): knowledge, skills, human resource management, innovation capacity of the organization (Galan, 2016), organizational culture, the management of the company.

The term competitiveness is related to an organization’s ability to “ensure a high yield of sustainable capitalization, as well as a higher income from capitalization of the labour force” (OECD, 1996).

Competitiveness analyses are performed at distinct levels (Banwet, Momaya et al (2003): at the level of organization / company, sector / industry / branch and competitiveness at the country level; between these levels there are inter-conditioning relationships (Cerrato and Depperu, 2011). For the first level (organization / firm) the concept of competitiveness is easier to define and generally unanimously accepted, based mainly on the company’s ability to compete in the free market, to grow and to be profitable (Ștefan, Popa, et al, 2016).

To the three levels of manifestation of competitiveness presented above, two more can be added, namely: competitiveness at the product level (Nicolescu, Ceptureanu et al, 2007) and competitiveness at the regional level (Martin, 2003).

According to Popa and Vlăsceanu (2014) both globally and at European level, there are intense concerns about ways to stimulate competitiveness by increasing employment, gross domestic product (GDP) and ensuring a decent standard of living for the population. They identify a number of factors that are directly related to competitiveness, such as: economic development, infrastructure, existing legislation, access to technologies, labour market flexibility and the quality of the business environment, while Klaus Schwab (2014) identifies a set of factors that can be characterized as important for competitiveness and economic growth, including: state institutions, infrastructure, health and education system (Burciu and Kicsi, 2015) technological progress, macroeconomic stability, the degree of firm development, size and efficiency of markets (financial market, labour market and consumer goods market) and innovation.

IV. RESULTS

Human resources

The issues that were questioned are related to the following issues: whether the organization has the necessary human resources to meet the objectives set; human resources are planned, managed and developed in accordance with the organization’s strategy; the organization seeks to identify, develop and enhance the employees’ skills; employee involvement is encouraged, promoting dialogue and involvement. The following responses were collected (Figure 1):

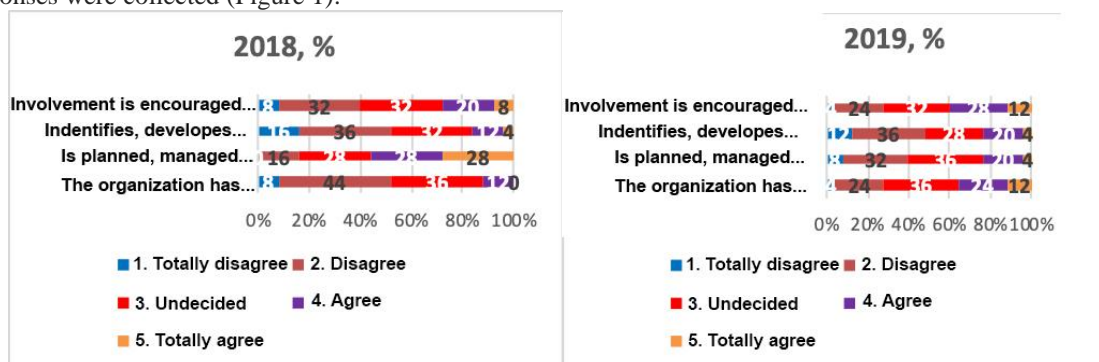


Figure 1 – Human resources

Comparatively (Figure 2), in 2019, compared to 2018, the number of those who totally disagree with the fact that “Employee involvement is encouraged, promoting dialogue and involvement,” is halved (4%, compared to 8%) and the number of those who agree, partially or totally with this statement, increased by 12%, (28% + 12%, compared to 20% + 8%). Also, in 2019, compared to 2018, the disagreement, total and partial, with the statement that the organization seeks to “identify, develop and enhance the skills of employees” decreased

slightly, by 4% (12% + 36%, compared to 16% + 36%), as also slightly decreased by 4% (28%, compared to 32%) the number of those who believe that the identification and development of employee skills remained the same, and the agreement, in part or in full with this statement, increased by 8% (20% + 4%, compared to 12% + 4%).

We note that, in 2019, compared to 2018, there appeared a number of 8% of respondents who considered that they fully disagree with the statement that “Human resources are planned, managed and developed in accordance with the organization’s strategy,” and the number of those who partially disagree with this statement has doubled (32%, compared to 16%). The number of those who believe that the planning, management and development of human resources has remained the same has increased by 8 percentage points (36%, compared to 28%) and the number of those who agree, totally or partially, with this statement has been reduced to more than half from the previous one (20% + 4%, compared to 28% + 28%). The number of those who strongly disagree with the fact that, in 2019, compared to 2018, “The organization has the necessary human resources to meet the set objectives” has been reduced to half of the previous one (4%, compared to 8%), the number of those who partially disagree with this statement has been reduced to almost half of the previous one (24%, compared to 44%). The number of those who believe that the organization has the same necessary human resources remained the same (36%), there doubled the number of those who partially agree with this statement (24%, compared to 12%). To be noted the entry, in 2019, of a number of 12 percentage points of people who strongly agree with the mentioned statement.

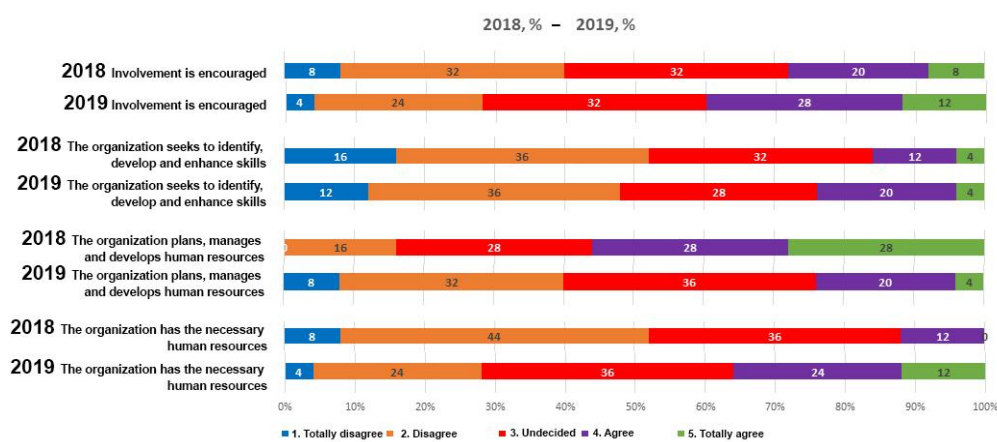


Figure 2 - Comparative statistical analysis on the years 2018-2019

The financial resources are a benchmark in assessing an event, therefore in this regard the following issues were addressed: whether the organization has the necessary financial resources to meet the set objectives; financial resources management is correlated with strategic objectives; an efficient management of financial resources is ensured; the costs of the services provided are constantly monitored; investment decisions are made on the basis of cost-benefit analysis. The following results were obtained for the two years:

In 2018 (Figure 3) there was a statistically significant decreasing trend ($p = 0.007$) of the agreement compared to the fact that “The organization has the necessary financial resources to meet the set objectives” and an almost overlapping but statistically insignificant decreasing trend ($p = 0.376$, respectively $p = 0.450$) for the agreement on both statements according to which “Financial resource management is correlated with strategic objectives” and “Investment decisions are made based on cost-benefit analysis.” For both statements according to which “Efficient management of financial resources is ensured” and “The costs of the services provided are constantly monitored,” the same trend of increasing the agreement was registered in 2018, statistically significant, perfectly superimposed (the same value for both, $p = 0.011$).

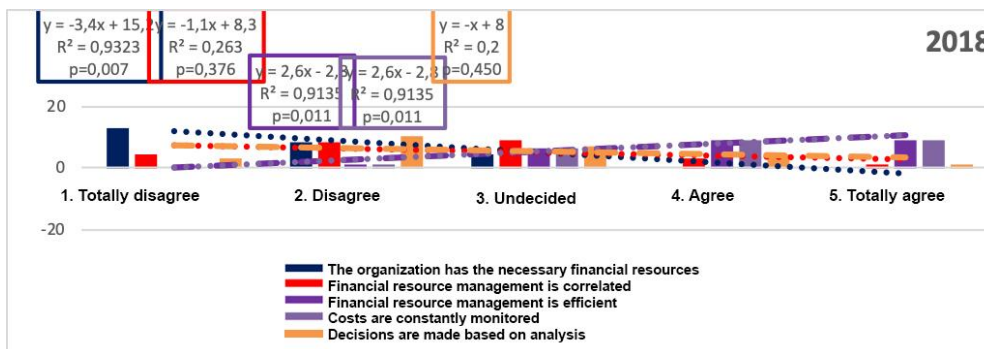


Figure 3- Summary statistical analysis on 2018

In 2019 (Figure 4) there were, as in 2018, decreasing trends, but all with statistically insignificant values of the agreement compared to the same three statements, according to which “The organization has the necessary financial resources to meeting the set objectives” ($p = 0.129$), “Financial resources management is correlated with the strategic objectives” ($p = 0.111$) and “Investment decisions are made based on cost-benefit analysis” ($p = 0.188$). For both statements according to which “Efficient management of financial resources is ensured” and “The costs of the services provided are constantly monitored” the same greater tendency to agree with the statements was registered in 2019, as in 2018, but both with statistically insignificant values = 0.092 and $p = 0.218$, respectively).

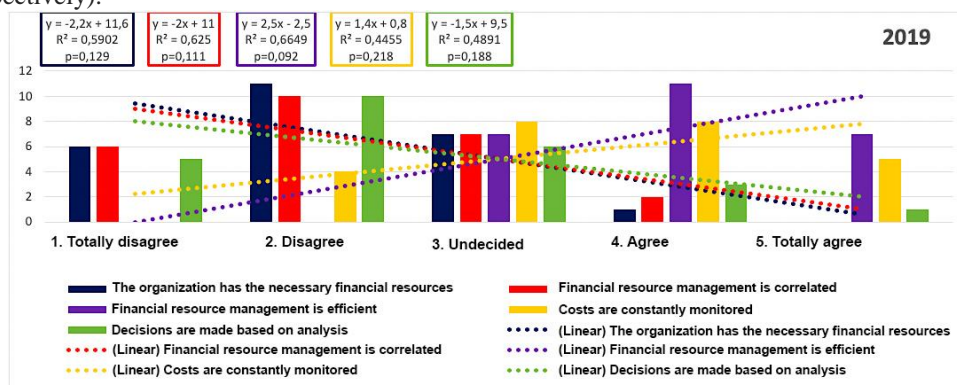


Figure 4 – Summary statistical analysis on 2019

In the comparative statistical analysis (Fig.16) for 2019, compared to 2018, there is an 8% increase in the number of those who strongly disagree with the statement “Investment decisions are made based on cost-benefit analysis” (20% compared to 12%), the same number of people partially disagree with the statement (40%), a slight decrease by 4% in the number of people who believe that decisions are made in the same way (24% compared to 28%) and the number of persons who partially agree with that statement (12% compared to 16%); the number of people who strongly agree with the statement “Investment decisions are made based on cost-benefit analysis” remained unchanged (4%).

In both 2019 and 2018, there were no responses in full disagreement with the statement “The costs of services provided are constantly monitored,” but in 2019, compared to 2018, there is a 4-fold increase in the number of persons in partial disagreement compared to the above statement (16%, compared to 4%), there increased by 8% the number of people who believe that monitoring is done in the same way (32% compared to 24%) and the number of people agreeing, strongly or partially, compared to that statement, it was reduced by one fifth of the total number of people (32% + 20%, compared to 36% + 36%). In 2019, compared to 2018, there is a lack of disagreement with the statement “Efficient management of financial resources is ensured” and a slight increase (+4%) in the number of people who believe that management is just as effective (28% compared to 24%). The number of people who partially agreed increased by 8% (44% compared to 36%), and the number of people who fully agreed with the mentioned statement decreased by 8% (28% compared to 36%).

Compared to 2018, in 2019 there is a 16% increase in people in total and partial disagreement (24% + 40%, compared to 16% + 32%) compared to the statement “Financial resources management is correlated with strategic objectives.” The number of those who believe that the same correlation of management with the strategic objectives is maintained decreased by 8% (28% compared to 36%) and the number of people who agree was reduced by half, partially and totally, compared to the mentioned statement (8% + 0%, compared to 12% + 4%). Between the two years there is a reduction to more than half of the number of those who strongly disagree (for 2019) with the statement “The organization has the necessary financial resources to meet the set objectives” (24% compared to 52%), a 12% increase in the number of people who partially disagree with the statement (44% compared to 32%), and an 8% increase in the number of people who believe that the necessary financial resources available are the same (28% compared to 16%). Notice the appearance of a 4 percentage points of persons who partially agree with the mentioned statement, who were not present in 2018.

Technical resources

The parameters studied were: the organization has the necessary technical resources to meet the established objectives, to promote the use of new technologies in the artistic field; the organization has adequate maintenance policies; the management of material resources is done efficiently, taking into account the needs.

For the years 2018-2019, the following comparative situation was highlighted (Figure 5), in 2019, compared to 2018, there is a 3-fold increase in the number of those who partially disagree with the statement “Management of material resources is done efficiently, taking into account the needs” (12% compared to 4%),

an 8% increase in the number of people who believe that the management of material resources is done in the same way (36% compared to 28%), a 4% decrease in the number of people partially agreeing with that statement (36% vs. 40%) and an 8% decrease in the number of people fully agreeing with that statement (16% vs. 28%). There were no responses that totally disagreed with the statement mentioned in either of the two years. In 2019, compared to 2018, there is a 4-fold decrease in the number of those who strongly disagree with the statement “The organization has adequate maintenance policies” (16% compared to 4%), a 12% decrease in the number of partially disagree with this statement (24% vs. 36%), a 4% increase in the number of people who believe that maintenance policies are equally appropriate (40% vs. 36%), a doubling of the number of people partially agreeing with the mentioned statement (24% compared to 12%), and in addition, in 2019 there were people who strongly agreed with the mentioned statement (8%).

In 2019, there was a total and partial disagreement (4% + 12%) with the fact that “The use of new technologies in the artistic field is promoted,” a disagreement that did not exist in 2018. The number of people who believe that the promotion and use of new technologies is the same and there increased by 12% the number of people partially agree with the statement (40% compared to 28%), but decreased to more than half of the previous number, 5 people who fully agreed with that statement (20% vs. 48%). A possible conclusion = in 2019 there was a growing disagreement with the promotion and use of new technologies (seen from the trendline $p_{2019} = 0.188$, insignificant compared to $p_{2018} = 0.009$).

Compared to 2018, in 2019 there is a decrease of two times the number of those who totally disagree with the statement “The organization has the necessary technical resources to meet the set objectives” (4% compared to 8%), a decrease of 4% of the number of people who totally disagree with the statement (12% compared to 16%), a decrease of 12% of the number of people who believe that the necessary technical resources have the same availability, and an overall increase of 20% of the number of persons who agree, partially and totally, with the mentioned statement (40% + 20%, compared to 32% + 8%). Growth of agreement = stronger in 2019 (lower p).

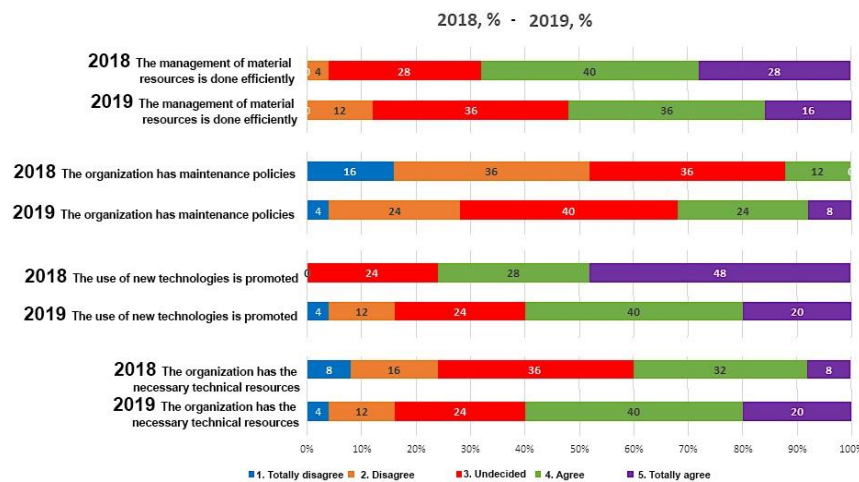


Figure 5 – Comparative statistical analysis on the years 2018-2019

The **information resources and infrastructure** available to organizations were analysed from the perspective of management, efficiency and in relation to existing needs. For the years 2018-2019 (Figure 6) the following situations were reported:

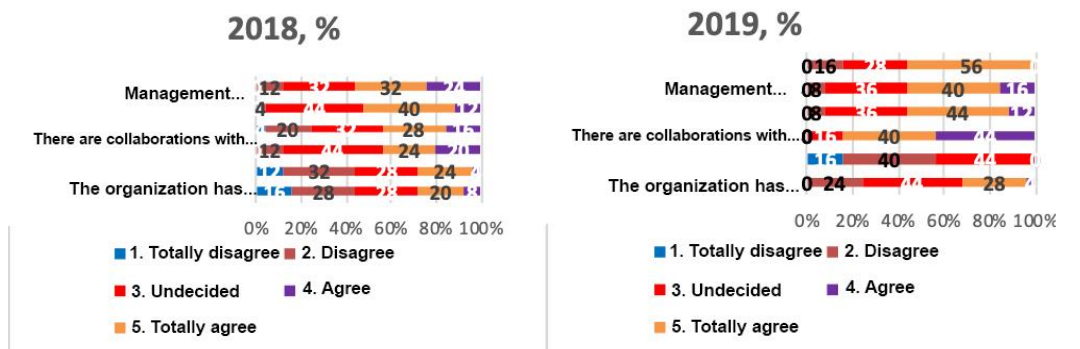


Figure 6– Information resources and infrastructure

In 2019, compared to 2018, there is an increase (Figure 7) of a 4% in the partial disagreement with the statement “Infrastructure development is done efficiently, taking into account the needs” (16%, compared to

12%) and a decrease of the same 4% in the number of people who believe that infrastructure development is equally efficient (28%, compared to 32%). Note that in 2019 there are no more responses in complete agreement with the statement, all respondents agree only partially (56%), compared to the same 56% general agreement in 2018, when 32% partially agreed and 24% strongly agreed. In comparison, for 2019 there is a doubling of the number of those who partially disagree with the statement “Infrastructure management is done taking into account the strategy and action plan” (8%, compared to 4%) and there decreased by 8% the number of people who believe that infrastructure management is carried out in the same way. The number of people who partially agreed with the statement remained the same (40%) and the number of people who fully agreed with the statement increased slightly by 4% (16%, compared to 12%).

In 2019, compared to 2018, there were no respondents who strongly disagreed with the statement “The organization has the necessary infrastructure to meet the set objectives” (0%, compared to 4%), there was a decrease of 2.5 times the number of those who partially disagree with the above statement (8%, compared to 20%), a slight increase of 4% in the number of people who believe that the organization has the same necessary infrastructure (36%, compared to 32%), an increase of 16% % of the number of people partially agree with the statement (44%, compared to 28%) and a decrease of the same 4% of the number of people who fully agree with the statement (12%, compared to 16%). In 2019, compared to 2018, we notice that there were no respondents who disagreed with the statement “There are collaborations with similar institutions to exchange managerial information,” almost 3 times fewer people thought that collaborations with similar institutions take place in the same way (16%, compared to 44%), and the number of those who agreed with the said statement, partially and totally, almost doubled (40% partially agreed and 44% strongly agreed, compared to 28% who partially agreed and 16% strongly agreed) . Subsequently, for 2019, we notice the absence of the persons who agreed, partially and totally, with the statement “The information is managed in accordance with the strategy and the needs of its stakeholders” (24 + 4%, compared to 0%), the other degrees of agreement being higher (+4%) for strong disagreement (16%, compared to 12%), 8% for partial disagreement (40%, compared to 32%) and 16% for the ones who neither agree nor disagree (44%, compared to 28%). = there increased the disagreement with information management.

In 2019, compared to 2018, we notice the absence of respondents in strong disagreement with the statement “The organization has the necessary information resources to meet the objectives” (16% in 2018), a decrease of 4% in the number of people in partial disagreement with this statement (24%, compared to 28%), an increase of 16% in the number of people who believe that the organization has the same information resources (44%, compared to 28%), and a slight increase of 4% of those who agree with that statement, in part and in full (28% in part and 4% in full, compared to 20% in part and 8% in full).

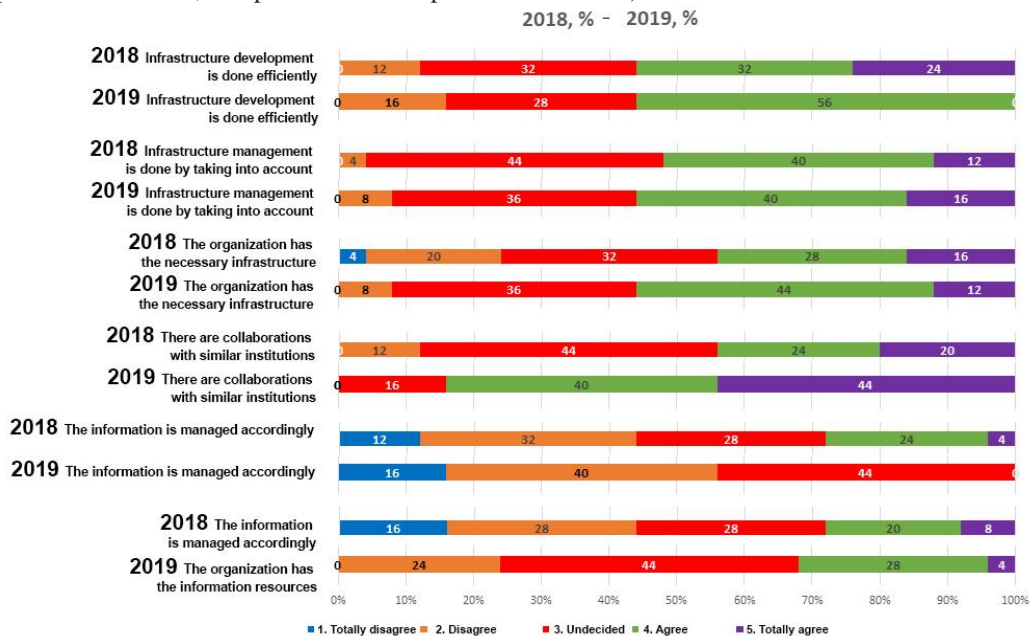


Figure 7 – Comparative statistical analysis on the years 2018-2019

V. CONCLUSION

Although the competitiveness analysed at industry level generated the creation of models with distinct measurement parameters, for example competitiveness in relation to the degree of adequacy between price, quality, innovation, based on employee needs and existing material resources (Momaya, 1998), the potential for

profitable growth of investments in the organization of an event generated obvious inequalities in the approach of the mentioned directions.

In the present case, the comparative analysis revealed the following situation:

As regards human resources, in 2019 there was a growing trend (by 12%) in support of the opinion that it is necessary to develop employee skills, to encourage their involvement in organizing events. The number of those who believe that the planning, management and development of human resources remained the same increased by 8%, therefore the number of those who consider that human resources are poorly managed increased by 8% (36%, compared to 28%). The respondents considered that the number of human resources involved in event organization actions is slightly low in 2019 compared to 2018, being necessary a correct sizing on the coordinate of the numerical staff.

Financial resources: in 2018 there is a statistically significant low level, related to the need for financial resources needed to organize events ($p = 0.007$), compared to 2019, the management of financial resources being to a lesser extent correlated with strategic objectives. To a greater extent, managers pay attention to financial management, in 2019, institutions monitor the costs of services provided; investment decisions are made based on cost-benefit analysis, there is a decrease in the number of people who in 2019 agree with the reduction of risk caused by financial management (28% compared to 36%).

Technical resources: in 2019 only 16% (compared to 28% in 2018) consider that the technical resources are properly managed, although the organization has adequate maintenance policies (24% compared to 12% in 2018). In this way, many respondents point out that organizations have to a small extent the technical resources needed to meet the set objectives.

The information resources and infrastructure available to organizations were analysed from the perspective of management, efficiency and in relation to existing needs; on all these levels there are, in 2019, disagreements regarding an increased investment in technology and props.

However, it is statistically significant the evolution of the opinions according to which "Information is managed in accordance with the strategy and needs of its stakeholders" (24 + 4%, compared to 0% in 2018), thus emphasizing the investment attitude in the technological quality of the performance.

We consider that by pointing out the existing weaknesses in the human resources management, within the same organizational structures with cultural profile, ways of intervention have been identified that can lead to an increase of the level of performance, and implicitly of the competitiveness of those institutions.

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