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SECTION: STRATEGIC MANAGEMENT AND ENTREPRENEURSHIP

ASPECTS OF QUALITY MANAGEMENT IN THE ROMANIAN SECONDARY EDUCATION

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Abstract

Quality education represents a major concern in many societies around the world. In a highly competitive educational sector, the success of academic institutions depends on the quality of education. People in the field of education, policy makers, and researchers express their sincere interest in total quality management (TQM), being recognized as an effective management philosophy for continuous improvement, customer satisfaction and organizational excellence.

Since this concept was initially developed in the production sector, there is a great deal of suspicion if this philosophy is applicable in education. In this respect, the main objective of this article is to investigate the compatibility of TQM with education. At the same time, this article will try to identify the main challenges in implementing TQM in education. It is assumed that this article could draw a significant conclusion about the applicability of TQM in education and raise awareness of those challenges that could create obstacles to the implementation of TQM in education.

Key words:

total quality management (TQM), education, compatibility, education challenges, continuous improvement, quality culture.

1. Introduction

Total Quality Management (TQM) is recognized as an effective management philosophy, used as a strategy for business excellence. Although the concept of total quality management was supported by Dr. W. Edwards Deming in the late 1950s in the USA; however, Japan was the first state to embrace this concept in order to recover its economy after World War II.

The success of TQM in Japan has made this concept famous in many countries around the world. Initially, the concept was developed for production organizations; later, it gained popularity over other service institutions, including bank, insurance, non-profit organizations, healthcare and so on.[3] It is noted that TQM is also relevant for corporations, service organizations, universities, elementary and secondary schools. Now, TQM is recognized as a general management tool and applicable to any organization.

In this age of intense competition, quality education is a major concern. The pressure and demand for quality education are on the rise. All stakeholders in education are actively thinking about implementing TQM in education, as it is believed that quality education is one of the fundamental building blocks of economic development[4].

Regarding the applicability of TQM in education, there is a serious debate, because this concept was initially developed for the production organizations. It is essential to discuss some aspects of this issue. While conducting an initial investigation it was found that there are also critical challenges in implementing TQM in education. It is also imperative that we

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[4] Koslowski, A.F. (2006) Quality and Assessment in Context: A Brief Review. *Quality Assurance in Education,* pp. 277-288. https://doi.org/10.1108/09684880610678586.

explore the nature of these challenges, so that appropriate measures can be taken proactively while pursuing TQM in education.[1]

The main objective of this study is to evaluate the compatibility of TQM with education. At the same time, this study will try to identify the challenges that may impede the application of TQM in education. While achieving these goals, this study would place particular emphasis on the term TQM, so that the potential characteristics and benefits of adopting TQM can be seen by all. In this paper, education refers to primary, secondary and tertiary education, including vocational education, etc.

The qualitative methodology was chosen for this study. This exploratory approach would provide an opportunity to understand and clarify the main issue of this study. The data and information for this study are collected through extensive literature, interviewed experts and personal experience.

2. Total quality management: definition, characteristics and benefits.

Total quality management represents a management approach that was initiated in the 1950s and has gradually become popular since the early 1980s. The term quality is at the heart of this philosophy. While defining total quality management, scientists have had the opportunity to present their perceptions about this term in numerous ways; as a result, a large number of definitions appear before us with a number of different meanings. Quality management is a methodical way of ensuring that activities are organized in the way they are planned.

TQM is defined as a proactive approach, to confirm the quality of the product, to serve and design the process and then to continually improve it[2].

According to these definitions, TQM is a plan, a systematic approach to quality assurance and continuous improvement. TQM is a continuous cycle of progress in the production system that should turn into achieving better performance and quality standards for the product. TQM is the set of practices that focus on systematic improvement, meeting the needs of customers and lowering the cost. TQM is a system and set of practices that aim to improve uninterrupted quality and better business performance.

TQM is supposed to be one that represents a collection of interdependent processes. This (TQM) is a method by which management and employees are involved in the continuous improvement of the production of goods and services. TQM consists of relentless improvement activities, involving everyone in business in a fully integrated effort to improve performance at all levels.

TQM creates an environment in which all goods are used ingeniously and efficiently to provide quality services that the institution must adapt in this fast-paced world. According to some informants, TQM is the combination of terms, namely:

- *Total:* which means one is involved, including customers and suppliers;
- *Quality:* indicating that the clients' needs are exactly met; and management: indicates that executive directors are employed[3].

TQM is expressed as an approach that involves the entire organization to understand each activity of each individual in each management layer. TQM strives to integrate all organizational functions (marketing, finance, design, engineering and production, customer service, etc.) to focus on meeting customer needs and organizational goals[4].

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[1] Oakland, J. (2003) *Total Quality Management: Text with Cases*. Elsevier, Butterworth Hei- nemann, Oxford, pp. 198-201.
[2] Short, P.J. and Rahim, M.A. (1995) *Total Quality Management in Hospitals. Total Quality Management, 6,* pp. 255-263. https://doi.org/10.1080/09544129550035422.
[3] Witcher, B.J. (1990) *Total Marketing: Total Quality and Marketing Concept. The Quarterly Review of Marketing (Winter), 12, pp. 55-61.*
[4] *Oakland*, J. (2003) *Total Quality Management: Text with Cases*. Elsevier, Butterworth Hei- nemann, Oxford. , pp. 66-69.

According to some authors' vision, TQM is a strategic action that focuses on managing the entire organization to provide products or services that meet the needs of customers by using all resources. TQM is a holistic management approach that incorporates all organizational activities to meet customer needs and achieve global organizational goals.

TQM is defined as a pragmatic model that focuses on service to others. TQM respects the rules that organizations should listen to, constantly assess how well they respond to their needs, and initiate changes to meet or exceed customer desires. The message is clear that the business is improved by satisfied customers and that it is ruined by dissatisfied customers.

Customer satisfaction is largely related to service quality and is an important aspect for service organizations.

TQM is a management philosophy that creates a customer-based learning organization dedicated to total customer satisfaction by continuously improving the effectiveness and efficiency of the organization and its processes. In the TQM client it is an exclusive problem, and customer satisfaction is considered an important source of success in business.

TQM explicitly advocates for the development of people, because professional affiliation largely depends on the degree to which the employees of an organization are capable in their respective fields. TQM utilizes the capabilities of employees in all activities and processes and makes collaboration as feasible and real as understood by Schargel. This leads to the continuous improvement of the employees' capabilities.

TQM promotes a culture of quality because it can ensure improved quality of products and services. Gaither believes that TQM is the process of changing the basic culture of an organization and redirecting it to a higher quality of product or service. TQM helps to create a culture of trust, participation, teamwork, quality spirit, enthusiasm for continuous improvement, constant learning and, as a result, a work culture that contributes to the success and existence of a company. In a TQM effort, all members of an organization participate in improving the processes, products, services and culture in which they work.

The importance of total quality control is relevant to enhance organizational performance; in his view, quality initiatives should go beyond product and service; The entire organization is under the jurisdiction of TQM, which will lead to increased business performance.

As specified by the British Standard Institution, TQM is composed of a management doctrine and company models that intend to retain the human and material resources of an organization in the most efficient way to achieve the purpose of the organization.

Presenting the definitions of TQM allows the identification of the essential characteristics, as well as the significant offers of the TQM, such as: continuous improvement; integration of people, functions and resources; systematic and structured approach; quality control at all levels of the organization and at every step of the operating process; human and organizational capacity development; efficient use of resources; people's involvement; customer satisfaction; creating a quality culture and so on. To benefit from these benefits, academic institutions are inclined to adopt TQM in their process.

In some respects, TQM can be defined as a general management philosophy and a set of tools that allow an institution to follow a definition of quality and a means of achieving quality, the quality being a continuous improvement determined by the satisfaction of the customers with the services they have received[1].

This indicates the flexible aspect of the TQM, ie it is applicable to any organization and is subject to adaptation as the merit of the situation. With the help of TQM, an academic

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[1] Michael, R.K., Sower, V.E. and Motwani, J. (1997) *A Comprehensive Model for Imple- menting Total Quality Management in Higher Education. Benchmarking for Quality Management and Technology*, 4, pp. 104-120. https://doi.org/10.1108/14635779710174945.

institution could develop its own definition of quality, benchmarking and quality improvement practices according to customer requirements.

The results of the literature on the usefulness of TQM in education differ. There are some authors who are very convinced about the applicability of TQM in education. TQM values are just as appropriate in higher education. TQM principles are compatible with higher education. TQM is relevant to higher education, as it is a process-oriented process that is designed to increase productivity, reduce costs and improve quality.

A TQM approach is supported as it will help higher education institutions maintain their competitiveness, eliminate inefficiencies of the organization, focus on market needs, achieve high performance in all areas and respond to the needs of all stakeholders. Education can be improved through quality management.

TQM contributes to the improvement of educational organizations in several ways, such as improving the educational process, motivating the educational environment, improving the educational curriculum, increasing the speed of training services and reducing costs. TQM can be the way in which excellence in higher education can be achieved and maintained. Regardless of the determining reason, if quality management was implemented in education, it made a huge difference as we mentioned.

Even though TQM has developed in the production environment, the benefits are equally applicable to service organizations such as higher education institutions. Murad and Rajesh perceive that TQM is a general management philosophy and a mixture of various instruments that determine the educational institutions to follow a description of the quality and the means of its achievement.

Following some studies, TQM is to some extent applicable in education. TQM values are only somewhat useful in a dynamic and changing environment, which is a feature of modern higher education.

Although higher education institutions are not as companies, but some basic principles and tools are applicable, as they are instruments of service institutions and their governing and management boards, subordinated to the institution’s academic mission, goals and strategies.

In two different studies, it was found that TQM is a managerial tool for solving the problems associated with the services, as well as the tactics in the academic industry and can comply with the standard of the educational industry[1].

Continuous quality improvement; consistency of quality; participation of university staff, students and non-academic staff; customer satisfaction; and the existence of management procedures that enhance quality are a series of quality management programs that no one considers irrelevant in the context of higher education.

This quality can create an atmosphere where educators, parents, government officials, community representatives and business leaders work together to provide students with the resources they need to meet current and future academic, business and social needs.

A large number of researchers find that some TQM tools and techniques are convincing and appropriate in education. For example, Sirvancimentions shows that the use of the quality implementation function (QFD), used to incorporate the preference of customers and other stakeholders in the design of programs. Quinn et al. discuss the application of Six Sigma, Quality Quality (SERVQUAL), ISO9000 and TQM in higher education. It has the ability to offer practical solutions, positive results in academic and administrative functions.

From the above discussion, it is clear that TQM is credibly compatible with education. This implies that TQM tools and techniques are subject to fine tuning while being applied in education.

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[1] Venkatraman, S. (2007) A Framework for Implementing TQM in Higher Education Pro- grams. *Quality Assurance in Education*, 15, pp. 92-112. https://doi.org/10.1108/09684880710723052.

There is no doubt that TQM has the potential to serve education. It should not be considered that there are no challenges or barriers in implementing TQM in education. Some educators believe that the philosophy developed for business may not be suitable for service organizations such as educational institutions. Schools or other types of academic institutions are very different, with a different ethos and characteristics that have made it difficult or even impossible to implement a philosophy that has been derived from the industry. Terms such as product, customer, empowerment or even strategy, reengineering do not easily correspond to higher education institutions.

The biggest obstacle could be the commitment of the parties involved in the education system, in particular the management and the teachers. The lack of top management commitment affects negative TQM efforts, which is one of the main reasons for the failure of TQM efforts. Extreme resistance to improving the quality process comes from teachers who consider it just another business-oriented madness; a typical mentality may undermine the effectiveness of TQM is education.

The role of the individual, especially teachers, is often informative and less bureaucratic in the traditional educational system. Studies highlight the TQM approach that seems to be more administrative and bureaucratic; there is a tendency to produce tireless meetings, to generate huge amounts of steps, and to delay or escape critical decision-making[1].

There is a long debate about the definition of quality in education. Sarrico et al. states that quality can have multiple meanings in higher education and that this variety has considerable influence on the development of quality measurement methods and tools; and this variety can also create different stakeholders for higher education institutions. The way in which the definition of quality is given based on the needs and expectations of the clients in the business and industry environments is not absolutely suitable for education. Overall, this term (quality) can create a complex of situations for academic institutions.

Defining and identifying the client is a challenge in the field of education. A vague identification of customers also creates obstacles in implementing TQM.

The definition (the customer) prevails in the industry or in the business environment which, based on the idea of meeting the needs and expectations of the clients, is a problem in education. Education has many stakeholders. At elementary and high school level, it is relatively easy to define; parents are customers and students are consumers. Clients in higher education are much more diverse and not so easily defined.

This situation is complicated in the case of tertiary education. A student can be both the consumer and the clients, if he pays the tuition fees. In the labor market, employers' organizations are also clients. In the case of scholarship students, the sponsors are the clients. Overall, the state is also a customer. Without precise customer definition and customer focus, quality efforts can be easily diffused.

A wide range of reasons are recognized, these being: lost in the spotlight, meaning TQM tends to place more emphasis on non-academic activities (e.g. collecting invoices, writing checks, admissions requests, and physical inventory of plants) (e.g., curriculum development, teaching and learning style, tuition fees, student welfare, etc.)[2]; resistance from the faculty members (TQM) impedes their authority and freedom, violates confidentiality in relation to evaluation, promotion, salary and so on and the practice of teamwork in the education process, because they are not in accordance with the traditional teaching process; Defining clients and measuring results are two major difficulties in implementing TQM in education, as a large variety of clients (such as students, parents, researchers, graduates,

[1] Koch, J.V. and Fisher, J.L. (1998) *Higher Education and Total Quality Management. Total Quality Management,* 9, pp. 659-668. https://doi.org/10.1080/0954412988136.

[2] Koch, J.V. and Fisher, J.L. (1998) *Higher Education and Total Quality Management. Total Quality Management,* 9, pp. 659-668. https://doi.org/10.1080/0954412988136.

business firms, etc.) are involved in higher education, so it is very difficult who are the true clients of education, it is also difficult to evaluate the results of quality initiatives.

There are a number of barriers in implementing TQM in education: the absence of effective communication channels; the problem of measuring the results of the higher education institutions; coexistence of more goals and objectives for higher education institutions; the emphasis on individualism and the considerable degree of internal competition; the bureaucratic decision-making process; and the lack of a strong leadership, very dedicated to the ideas and principles that he wants to apply and able to involve all the members of the institution. Some critical obstacles are observed, such as: inefficient management; obstruction of change; contradictory policies; improper organizational structure; and mismanagement of the change process are other shortcomings in implementing TQM[1].

3. Conclusions

This study does not provide any framework or guidelines that will lead to a successful implementation of TQM in an organization; rather, it is involved in explaining what might motivate an academic institute to embrace TQM in its process; examining the extent to which TQM is relevant and appropriate to education; and what can prevent the successful application of TQM in education.

However, in general, it can be said that in order to make TQM successful it is essential to create a culture of quality, i.e. a change is required from the traditional management culture to a culture of total quality.

TQM is a management philosophy that requires a radical cultural change from the traditional management to the management style of continuous improvement in an organization.

A culture of quality is a system of shared values, beliefs and norms, which focuses on customer satisfaction and the continuous improvement of the quality of products and services. Culture culture can promote TQM principles, such as continuous improvement, open communication, problem-based problem solving and decision making.

In addition, academic institutions should adopt a more customer-oriented approach in their relationships with their students. The traditional relationship between teacher and student no longer adds value to anyone. It is necessary to spread professional management practices in educational institutions.

There is a wide range of tools and techniques available in TQM. Random choice of TQM tools, techniques and concepts should not yield significant benefits. Instead, it is wise to choose those tools and techniques that are compatible with an academic institution.

The process towards total quality is a slow and constant process; it takes time, this change can be achieved with patience, cooperation and assistance. Besides, each institution should be an organization of learning focused on the individual development of the teacher, as well as on the empowerment of the entire staff.

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APPROACH AT A REGIONAL LEVEL TO THE TOURISM SERVICES DEVELOPMENT

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Abstract:

Tourism is a sector of high importance, particularly considering its contribution to employment. The tourism industry is usually one of the most dynamic sectors of the economy, the services of this area involve several activities with contributions to other important economic segments. Tourism is an economic activity that has impacted the contemporary age, its spectacular dynamics representing a distinguishing feature, especially in the economic and social context of the last few decades. The purpose of this work highlights the assessment of tourism services development particularity in the Bukovina region, Suceava County. The research of the tourism services organization corresponds to a strong axis composed of the commercial policy and strategies developed by any enterprise. This research tends to mobilize many means and energies within tourism industry as the direct contact with the clientele, the services intangibility and customization are the major characteristics of this field.

Key words: *tourism services, management, strategy*

JEL Classification: Z3

1. Introduction

Over the years, tourism has known a continuous and thorough diversification thus becoming the branch of the economy that has gained the fastest economic growth around the world. Modern tourism is closely connected to a continuous development and comprises an increasing number of destinations. These dynamics have transformed tourism into a key-factor for the global socio-economic progress. The development and diversification of travel services are debated and supported by many specialists studying modern tourism, all the while being considered key elements for the capitalization of tourism potential. The need to develop and diversify travel services is also evident in the Bukovina area of Suceava County, the area selected for this study, primarily for the valuable tourist potential it has.

In agreement with a reputable specialist in the field, we believe that a country's economy consists of three major activity sectors: the primary sector, determined by agriculture and farming products production; the secondary sector, represented by industry with all its subcomponents and the tertiary sector, respectively services. Taken as a whole, the tourism activity eases meeting tourists' needs during their stay, and, in addition, travel services are designed to optimize the tourist potential of the chosen destination, thus becoming a catalyst for the tourism development (Jaba, 2007, p. 120).

The competitive development of travel products leads to the creation of new jobs, both directly - in the sphere of travel services creation and distribution - and indirectly, by the multiplier effect on related branches.

The launch of travel products will lead to special effects on the relations to be attained between hosts and tourists, relationships between the extent to which values are appreciated and standard of living between participants in the travel act, communication, exchanges of ideas, etc. The novelty within a competently designed travel product, the existing conditions, the culture of people and places, doubled by hospitality, interest, motivation and aspiration to a better future, will advocate the development of a truly sustainable tourism.

The localities where the subsequently created travel product will be unfolded will become spaces where all elements of the local sustainable development will be assembled. The interest to improve the infrastructure and support the spiritual life of the localities envisaged,

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will arise. This will generate the support for improving public services. We consider genuine the idea that the travel product exerts a complex influence on the general level of economic development of the localities considered (Stanciulescu, 2014, p. 56).

Therefore, the strategic objectives of ensuring and protecting the human factor, technical facilities and heritage conservation will be achieved and classified into three strands of action as follows:

- Stopping the migration of the population from certain disadvantaged environments (e.g. rural areas) and stimulating the return, at least partially, of the population to these zones.
- Ensuring the living and civilization conditions in those environments by stimulating the stability of the active population in these environments.
- Preserving and protecting the natural environment – element of attraction for the indigenous and foreign population.

By launching the travel product on the international market rural, mountain, ecological and cultural tourism will become a cultural-educational ambassador, a constant and inexpensive tool.

2. Study in specialty literature

In sustainable development, tourism plays an essential role in highly contributing to Romania's economic relaunching and revamping. The development and diversification of travel services are debated and supported by many specialists studying modern tourism, being considered key elements for the capitalization of tourism potential. A high-quality service is a way to ensure profitability as it endorses greater price stability under conditions of increasing competition, while a quality service is also a satisfaction as it constitutes the basis to build a culture in that firm (Minciu, 2014, p. 412). Another aspect to stress is that tourism, as phenomenon, but also as activity, is unique, precisely through that dependency that it manifests towards natural, social or cultural environment, but also towards transport. Due to this dependency, tourism has an undeniable interest in ensuring their sustainability.

For a long time the idea that the rail transport means the most exhaustive and best organized transportation system has been approved, yet through the explosive growth of the auto and air transport, things have been reconsidered without doubting the significance of the railways within the overall transport system. This significance imposes the present and future necessity to modernize the rail transport in order to handle the pressure of competition before the other transport means (Daneci-Patrau, 2013, p. 64).

From studying the positive economic effect of tourism on economic development at national, regional or local level we can infer that it leads to the idea that there are at least three important multiplier effects: the multiplier effect of tourism, the multiplier effect of travel investments and the multiplier effect of foreign trade (Cristureanu, 2018, p. 178).

Being a particular area of economic activities, travel services present a number of traits which, although characterize the tertiary sector in general, have specific peculiarities, mainly determined by the content of the offer and tourism demand, the forms in which materializes the meeting between the demand and offer. Thus, the consumption of travel services is characterized by a large gamut of peculiarities (specific traits) which separates it from the consumption of goods and defines its contents (Rezeanu, 2017, p. 153).

The research of the organization of tourism services corresponds to a strong axis of policy and commercial strategies developed by any enterprise. This research tends to mobilize many means and energies within tourism industry as the direct contact with the clientele, the services intangibility and customization are the major characteristics of this field. Of all the studies analyzed it results that Romania has considerable natural resources, with great potential for tourism development.

3. Analysis of the travel services specific to Bukovina region in Suceava County

Romania through the variety of natural elements, through multiple evidences of a millennial history and cultures, as well as the buildings acquired over the years, boasts a rich touristic potential capitalized to a certain extent. The exceptional touristic potential of Bukovina is marked by two essential components: the natural component, represented by spectacular landscapes, the diverse forms of relief, favorable climatic conditions, namely the anthropic component, embodied by the remnants of civilizations that prospered in this territory (Glavan, 2016, p. 217). Tourism is a sector with high potential to become a key factor in the future years which would considerably contribute to the socio-economic development of Bukovina, but also of all destinations with potential tourism in Romania. Bukovina is a region that was always shown interest by international tourists and within the country, thus being an important tourist destination in the list of travel destinations offered by Romania, being among the first 4 at national level. We will continue to present Bukovina's political, economic, social and technological environments, which support or prevent the provision and development of travel services in Suceava County.

The political environment within Romania brings to some extent an imbalance at economic level because the global economic crisis forces drastic reductions in various branches. This situation prevents attracting foreign investors in the tourism field. Suceava County is part of the north-eastern region of Romania and the most poorly developed region in Romania. Suceava County ranks third, after Iasi and Bacau counties as in number of SMEs, with 18.8% of the total number in the region.

The economic environment of Suceava County entirely reflects the specifics of the said area for the following activity sectors: extractive industry, glass industry is developed especially in the area of Suceava County, the metal manufacturing industry, plastics and chemicals industry, and others.

Table no.1. Employees in the three sectors of the economy in Suceava County

	2017	2018											
	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Total county	**92208**	**93765**	**94058**	**94617**	**95021**	**95512**	**95690**	**95822**	**95851**	**95902**	**95901**	**95914**	**95712**
Agriculture, hunting and associated services, forestry and fishing	2685	2776	2784	2801	2813	2828	2833	2837	2838	2839	2839	2839	2833
Industry and constructions	27665	30114	30208	30387	30517	30675	30732	30774	30783	30800	30800	30804	30739
Services	61858	60875	61066	61429	61691	62009	62125	62211	62230	62263	62262	62271	62140

Source: http://www.insse.ro/cms/rw/pages/arhivabuljud.ro.do

If we analyze this table, we can mention that most employees operate in the sphere of services, therefore we can conclude that tourism in this region holds a particularly important role. The social environment influences the travel services offered at the county level. Thus, a significant share of the young population, but also of the older more experienced people, can help create new strategies to develop this sector.

The technological environment influences quite a lot the travel services delivery as the current consumers' requirements require proper endowment with all technical equipment to satisfy their needs and desires. The lands of Bukovina encompass pages of history, ancient traditions and customs, unique monuments and specific crafts. The area is sprinkled all over its vastness with churches and monasteries renowned for exterior and interior paintings, unique edifices in the world (they received in 1975 the "Golden Apple" award offered by the International Union of Travel Journalists and Writers).

In this region with major tourist potential there are many forms of tourism that can be practiced due to the monuments it owns: cultural, religious, balneal, hunting and fishing tourism, etc. Villages sprung from ancient times have preserved and still boast traditional aspects and manifestations, ancient data and customs, valuable ethnic and folk elements, etc., in which activities specific to rural tourism and ecological tourism are carried out. Calendar rich in traditional fairs and folk manifestations throughout the year. Between 10th and 12th August, at the Suceava Citadel ("Cetatea de Scaun a Sucevei"), the "Stefan cel Mare" festival of medieval art is organized; preservation of old elements of rural civilization and their transposition into everyday life.

Table no. 2. Overnight stayings in the main tourist structures with accommodation functionality

Types of travel accommodations	2017	2018											
	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Total county	**48345**	**25831**	**22593**	**25389**	**33227**	**54446**	**62109**	**78056**	**83569**	**58088**	**51955**	**43127**	**43865**
Out of which:													
Hotels	27061	13366	15331	16177	18242	35551	38729	44131	48687	38113	37725	28774	22356
Motels	475	346	287	438	407	1378	1363	1381	488	379	253	310	305
Touristic villas	1924	1068	774	670	915	1391	1396	1444	2108	1429	1038	1157	1884
Log cabins	981	570	129	309	401	872	1083	1539	1396	889	349	341	618
Bed and breakfast	5512	3875	2788	3809	5088	4760	5659	7660	8563	6120	4884	4367	6294
Farmhouses	10765	4801	2485	2981	6294	6991	9462	15910	18868	8644	6454	7136	10686

Source: http://www.insse.ro/cms/rw/pages/arhivabuljud.ro.do

Due to this data we can indicate that most tourists who visited Suceava County opted to stay in hotels, which is proof that the services they provide are at the level of consumer expectations and present an advantage compared to other accommodation structures.

Table no. 3. Indices of net accommodation use (%)

	2017	2018											
	Dec.	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Total county	20.9	13.2	13.7	14.5	16.8	25.0	26.6	30.1	32.4	25.3	24.2	22.3	18.5

Source: http://www.insse.ro/cms/rw/pages/arhivabuljud.ro.do

If we analyze these indices, we can mention that the highest accommodation occupancy is recorded during the year 2018 in August, when many people enjoy holidays or short vacations, thus opting to get some rest in Suceava, and towards the end of the year we notice a continuous decline along with the cold period of the year. By concluding, we can confidently state that the travel units do provide good quality services to their customers and thus they opt for a holiday in Romania, as they observe a continuous increase in terms of quality and services delivery by qualified personnel.

The material basis is one component of the travel product, yet at the same time the specific material travel basis is not the only one to contribute to tourism circulation insurance, being endorsed by the general technical infrastructure of Bukovina. In this area tourism can be developed satisfactorily only under the assumption that there are enough possibilities for the accommodation, nutrition and recreation of visitors, yet within the material basis of tourism, accommodation (accommodation capacity) is the main element for the quality services rendering. In the practice of modern tourism, the accommodation service is the product of the hotel industry, which encompasses all the activities carried out within the accommodation space, those services offered to the tourists during and in connection with their stay in hotels.

In recent decades, the international hotel activity has increasingly approached the characteristics of a genuine industry.

The hotel industry envisaging the Suceava County brings together in a coherent system all the processes carried out within the accommodation units caused by the traveler's greeting, stay and departure. For this reason, there is a complex and in-depth interdependence relationship between the travel services of this area and travel activity. On the one hand, the development of tourism is determined by the existence of accommodation spaces, their degree of equipment, the variety and quality of the services offered, and on the other hand, the hospitality industry develops quantitatively-qualitatively as a result of travel movement. Thus, the hospitality industry allows superior exploitation of tourist heritage, by attracting in the touristic circuit of Bukovina; It creates the conditions for an increasing number of the population to benefit from the possibilities of enjoying time in such a tourist destination.

The level of hotel services development is also the measure of satisfying the need for tourism of the population visiting Bukovina. Instead, monetary income increase, urbanization, free-time growth caused mutations in consumer behavior, in the sense of intensifying their travel demand.

The increase in the number of tourists and their requirements for services provided in this area lead to increased accommodation capacity and modernization under the emergence of complex hotel units and diversification of the range of services offered. The modernized hotel services in the Bukovina area are characterized by the existence of a tendency to integrate the accommodation and food services rendering. At the same time, in many accommodation structures of Suceava county cultural-artistic and recreational activities, information services, intermediation and commercial services are organized for tourists.

If we analyze the services specific to Bukovina region, but more precisely those in the Suceava county we realize that in time we have witnessed a considerable development of tourist services, for example:

- *Cultural-artistic and recreational services* involving adequate facilities (swimming pools, saunas, gyms, sports fields, conditions for the organization of folklore festivals, meetings, performances, exhibitions, etc.) and a specific staff to ensure the training and/or supervision of tourists.
- *Information services* that facilitate the information on the travel offer, the possibilities to fully enjoy vacations.
- *Intermediation services* have in view facilitating the communication between tourists and specialized service providers: rental of personal items for leisure, reservation of seats in the means of transport or other accommodation units, etc.
- *Commercial services* are represented by the sale of necessary products during the stay.

Addressed in the light of its position as travel product component, namely of the basic services, the public food that exists in the said county determines the quality of the travel services as a whole, influencing the content and attractiveness of the travel offer with major implications over the size and orientation of tourist flows.

In this respect, the public catering services that exist on the territory of Suceava county have the following specific traits:

- Are present at all key times of tourism consumption.
- There is an entertainment of this type of services.
- The public food service is customized.
- Corresponds equally to the requirements of indigenous and foreign tourists.

Entrepreneurs in the field of public catering services of this region are constantly preoccupied about the quantitative-qualitative development of the services offered in order to meet the food needs of both resident population and tourists. From a quantitative perspective, emphasis is placed on the significant increase in the volume of activity and from a qualitative angle it focuses on constantly adapting to demand requirements by modernizing and perfecting production, improving and diversification of marketing and serving forms.

The food services or gastronomic offer is of importance and characterizes the Bukovina area to a large extent, through its cuisine of a particular specific that has the role of attracting many customers.

In the balneal resorts, in the proximity of the accommodation, treatment complexes were developed. For example, Vatra Dornei, is a year-round resort in Suceava County that provides consumers with different treatment services for various diseases, and accommodation can be done in various establishments such as: hotels, bed and breakfast, log-cabins etc.

In the region we used as a reference to carry out the study on the tourism services development is characterized both by the development of the means of accommodation and treatment at the level required by the balneal tourism market, as well as the diversification of the travel services in each balneal resort, while also improving the recreation and relaxation possibilities. A scientifically substantiated strategy for diversifying travel services in balneal resorts takes into account the different clientele categories that favor the market segments to which these services are addressed.

The tourist transport service of the region also has a very important role in what concerns travel services rendering, as it eases the access to the Suceava county. If we refer to the types of transport available within the area, transport takes place by means of buses and van-taxis, which are quite well developed both in terms of travel conditions, tariffs and timeframe.

The accommodation service is a complex activity arising from the exploitation of accommodation capacities and constitutes a group of benefits offered to the tourist during his stay in the accommodation units. We can mention that in the Bukovina region the quality of tourist services is in line with the technical-material accommodation basis and the appropriate facilities. Accommodation structures: hotels, bed and breakfast, chalets, etc. have a qualified staff who can organize their work at the highest level in their respective units.

SWOT analysis for the travel services in Bucovina is presented in table 4.

Table no.4. SWOT analysis for travel services in Bukovina

Strengths	**Weaknesses**
• Image of the area concerned in terms of tourism has improved both externally and internally • The number of foreign tourists visiting Bucovina has grown quite a lot • Nature, climate, relief are of importance to develop an environmentally friendly tourism • Special natural framework • Rich cultural potential • Accommodation services are increasingly pleasing to tourists • Affordable prices in accordance with the quality of services rendered • Service providers are very kind and generous • The potential of Bukovina is highly appreciated nationally and internationally • Cultural offer is diversified • Staff in the accommodation units present in the Suceava's tourism are characterized by kindness and high professional training • Romanian gastronomy often exceeds consumers' expectations • The quality of the food and drink is high, which are usually bio • The activity of the tour operators is appreciated	• Infrastructure • Not all the components proposed in the tourist offer are found at the destination • The quality-price ratio is not always fair • Lack of shops that would attract tourists • Tourist signaling is weak • Low number of tourist information points • Lack of events to highlight the traditions and customs of the area • Landscaping should be improved • Not all hotels respect the standards displayed • There are few 3-star hotels • Accommodation occupancy rates are reduced (approx. 30%) • Time to service tourists often exceeds the time limits • Romanian wines are not very well known • Transport and public services are often poor except those provided by travel agencies • Lack of signs and appropriate signaling • Insufficient materials to promote travel services • Price instability

Opportunities	Threats
• Opportunities to finance tourism through public funds • Planning of the authorities in terms of tourism development • Implementation of local authorities' projects for the area infrastructure • Suceava is perceived as a safe destination • Foreign tour operators want to include in their tourist packages offers for Bucovina as well.	• Number of travel offers proposed by other countries (Bulgaria) • Skepticism of international tourists regarding Romania • Continuation of the migration process of qualified travel personnel • Depopulation of localities • Many people choose to adapt to the urban life.

Source: Author

4. Proposed strategies to increase the quality of travel services

For the travel services development strategy in Suceava county, the concept of sustainable tourism development should be implemented in order for this region to manifest an economic balance. The reconstruction of the natural framework would be a stage in the development of the county, it would capitalize on the consumers' requirements meeting, but also ensure harmonious development.

Travel agencies must pay special attention to professionally presenting and launching offers that are attractive and well received by foreign tourists. These services will be transposed into practice and will certainly have the effect of increasing the number of visitors, especially foreigners, interested in getting to know this reserve and the potential of Romanian wines. The region of Bukovina must be promoted in fairs and exhibitions, where brochures and informative materials will be presented. Also, within these exhibits the national travel agencies and companies will actively promote Romanian wines abroad, organizing activities that are appreciated by foreign tourists.

The "Rural holidays" programme is considering the development of rural tourism in order to attract visitors from the country, in particular, but also from abroad. The programmes that have envisaged services in the rural area have diversified, with particular attention to youth programmes. As a result of this programme, the percentage of rural or agro-industrial tourism in the last three years has known an increased dynamic. Travel services in these areas and within this programme have benefited from advantageous prices and guides that have presented a number of aspects specific to the Romanian rural area.

As a result of this study, we propose a series of measures to increase the quality of tourism services and the economic and social impact of traveling:

- Increasing the level of training of staff working in tourism, especially of seasonal staff by organizing intensive courses, either at tourist establishments or the headquarters of county councils.
- Arranging in spaces intended for tourist movement recreation and camping facilities (parking lots, dining places, waste storage, smoking areas, etc.) with the purpose of preserving clean green spaces.
- For a clearer view of the tourism effects, faster communication of data and information on indicators reflecting tourism activity the creation of a national database encompassing all the indicators required to achieve Tourism satellite account is proposed, both in the CMR-OMT version and in the WTTC/OE version. In this respect it is necessary to establish the institution certified for the collection of data, as well as the information sources.
- Reducing taxation and bureaucracy in the tourism field and travel industry, as well as providing tax facilities in areas with unexploited tourism potential. Lower taxation will help increase private investment in tourism, increase the number of accommodations such as farm establishments, and increase revenues from travel activity.

5. Conclusions

Analyzing the travel services in the Bukovina region in Suceava County we notice a tendency for transport services development, better conditions and accommodation supply; the cultural services that are proposed to foreign tourists improved, quality workforce involved in tourism is growing. The travel services in Bukovina area have a great competitive advantage over other areas, thus Bukovina becomes one of the most visited areas in Romania and consumers remain satisfied because of services and staff qualification.

Further to documentation and personal interpretations and research, we have identified and analyzed the tourism activity indicators in general and the travel services quality indicators in particular. Considering the consumers' increasingly complex requirements, providers in the tourism industry have the task of fulfilling them with travel products satisfying their needs and expectations.

Several conclusions have been drawn from the analysis of tourism-specific characteristics:

- Quality characteristics can make the travel product more or less attractive, increasing or decreasing the tourist's degree of satisfaction.
- Tangible elements find applicability terrain in the travel and tourism industry, where the decision to accept a service or a travel product, consisting of a package of services, will be sensitive to the image that the potential purchaser forms over the quality, diversity and attractiveness of intangible components embedded in the suppliers' offer.
- Travel services imply increased consumption of resources, which increases costs and implicitly tariffs.
- Travel companies need to adapt to survive in the competitive fight, exercising their competitiveness with priority in the field of quality (i.e. preserving markets through quality).

The use of methodological treatments contained in this work, as well as methodological recommendations and practical proposals ensure the possibility to obtain complete, objective and reliable information about the real situation of the tourism in Romania, which allows timely monitoring of its potential. The use of the results obtained in this work will allow managers and specialists within the Romanian travel organizations to properly set an organization development strategy, organize an efficient tourism organizations' adapting process.

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STRATEGIC DECISIONS FOR THE DEVELOPMENT OF ROMANIAN FRUIT GROWING AND VITICULTURE IN THE TWENTIETH AND EARLY TWENTY-FIRST CENTURIES

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Abstract

In the current territory of our country, the cultivation of fruit trees and vines has a very old tradition. After the unification of the Principalities (1859) and especially after the First World War, the culture of fruit trees and vines expanded as a surface, more performant varieties were introduced in terms of productivity and quality and culture technologies were upgraded.

In the years 1960-1990, the culture of fruit trees and vines has accelerated development. Many new fruit plantations were set up in the intensive and superintensiv system, the assortment of varieties diversified and increased the share of valuable fruit species, in particular, apple, apricot and peach tree. New plantations with valuable varieties for red and white wines and table grapes were established in viticulture.

In the period 1990-2010, following the restitution of land to the former owners, including those areas occupied with vineyards and orchards, part of the plantations were abandoned and then deforested and the production of fruit and grapes decreased.

After the year 2010, two programmes were implemented to restore the fruit and wine heritage at the national level, first in viticulture and then also in the fruit growing. Currently, most of the new vine plantations began to produce and contribute to the achievement of important quantities of high-quality wine. In fruit trees, the new plantations that have been established or are being set up will increase the share in culture of new, pretable species to green culture technologies: seabuckthorn, hazelnut, walnut,blueberry, black and red currant and Aronia.

Keywords: *strategic decisions, fruit growing, viticulture, new plantations.*

JEL Classification:O 33;O 52; Q 28

Introduction

Fruit growing and viticulture are very old occupations in the lands inhabited by Romanians. Numerous historical springs show us the permanence of the cultivation of the trees and vines and the appreciation enjoyed by the harvested fruits and wine obtained from the Romanian vineyards. Since the mid-nineteenth century, fruit growing and viticulture have enjoyed greater attention and in the twentieth century they have become economic branches with an important weight in the value balance of agricultural production.

The origin of the culture of fruitful trees in the Romanian provinces cannot be specified in time. Many of the varieties cultivated in our county are originate from wild species. For a long time, until the 16-th century, the trees cultivated only around the village households. The first gardens with trees, wider as the surface and varied as species, belonged to the state leaders, the boyars and especially the monasteries. Data on the culture of trees in Moldova we learn from the work *Descriptio Moldavie* of the leader and scholar Dimitrie Cantemir.

After the unification of the Principalities (1859), greater attention was paid to the decommissioning of the fruit growing, especially because of the great efforts of patriotic scholars such as Petre S. Aurelian, Ion Ionescu de la Brad and others. After the year 1880, a series of nursery trees were established which produced grafted young plants from a diversified assortment, including valuable foreign varieties. Then a series of varieties were introduced in the assortment, some of which are still maintained today: Ionathan, Parmen d-Or, Cure, Wiliams, Anna Spath, Agen, etc.

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For viticulture, it is known that in the old Dacia there were produced particularly good wines. The historical remains certify that in the V-IV centuries, b. C. are practicing winemaking in many settlements, including in the area of Moldova in centres like Cotnari, Panciu, Odobeşti, Orhei, or in the West in Miniş, Radna and others. Even though in the time of Burebista was decreed the deforestation of the vineyards in order to stop the exaggerated consumption of wine, it is doubtful that only a small part of the vineyards were cut, and after the Roman conquest, the vine growing flourished again on these lands. Moreover, historians say that Burebista would have ordered the deforestation of vineyards only around the border, especially with the aim of protecting the state from the foray of eastern barbarians attracted by the riches of the Dacians, including wine products.

The vine growing and the production of quality wines are perpetuated in the Middle Ages as we learn from the writings of Pietro Molmenti, a Venetian traveler who traveled to the inhabited areas of Romanians in the XII century or from Paul de Alep's accounts, from half XVII-th century. In fact, viticulture remained a longtime a profession that was given from father to son and wine obtained from certain vineyards such as Cotnari, Panciu, Odobeşti, Drăgăşani, Jidvei, Miniş and others was famous in our country and in neighbouring countries. Each vineyard had an assortment of varieties of noble vine, adapted to the area and wines preserved the character of each area. In the last quarter of the 19th century, in our country it penetrated and quickly spread an extremely dangerous pest, the *phylloxera of the vine,* which, only in a few years, largely destroyed the indigenous vineyards. Immediately after the discovery of the *Philoxera* invasion, the government appointed a Commission for the protection of healthy vineyards, and in the year 1885 the Law on combating Philoxera was voted, whereby the state committed itself to distribute the necessary grafted young plants for free in order to rebuild the destroyed plantations. Destroying the vines by the Philoxera had a very fast rhythm. Thus, after reporting the first attacks in the Dealu-Mare area, Prahova (1884), in 1887, about 6,500 ha of destroyed vine were recorded; In 1888 statistics reported approx. 25,000 ha, and in 1898 approx. 52,000 ha. In the year 1902 they were still in the culture 142.720 ha of vine, but the surface continued to fall to about 82,960 ha in 1907. The restoration of vineyards was done by two methods: on the one hand, the method of grafting the noble, European vines on American rootstocks, resistant to the attack of *Philoxera* and on the other hand, were imported hybrid direct producers.

They come from the crossing of American vines, resistant to *Philoxera* with noble European vines and resist the attack of the *Philoxera*, but the production is weaker quality. Grafted vines were brought into a first stage from import, which led to a great number of varieties and increasing the share of foreign varieties to the detriment of indigenous varieties. Gradually, several nursery were established in traditional wine-growing areas.

2. The situation of fruit growing and viticulture in Romania in the period 1900-1945

2.1. Fruit growing

In the Statistical Yearbook of 1908 (table no.1), the situation of friut growing in the Kingdom of Romania (Moldova-up to Prut, Muntenia and Oltenia) is presented by species, number of trees and area in year 1905. The total number of trees amounted to 48.3 million pieces and an area of 130,600 hectares.

Plum and sour cherry hold the largest number of trees-42.5 million trees in the case of plum, respectively 87.9% of the total, and the sour cherry 1.4 million trees. These species held precedence because their multiplication was vegetative. The apple and walnut followed by over 1 million trees each, respectively 2.1% of the total number of trees. The cherries and pear accounted for about 4% of the total number of trees. The same source shows that the production of fruit credited on average at 8.8 kg/tree it was appreciated as modest. The trees were most often like single tree, but we can calculate that the density of the trees was 370 trees/hectare, i.e. the trees was planted at about 5.5 m between rows and 5 m between the trees on the same row. It is also possible to calculate the total production of fruit that rises to about 425 thousand tonnes. From the total production of plums, counted on the same data at about 370 thousand tonnes, more than 60% was used for the production of a beverage named „tzuica”with a content of 25-28% alcohol.

Table no. 1. Situation of fruit tree growing by species, number and area in 1905 (Romanian Statistical Yearbook, 1908)

Species	No. trees	%	Area, ha	%
Plum	42.522,045	87.9	10,295	81.3
Sour cherry	1,462,082	3.0	3,677	2.8
Apple	1,037,046	2.1	3,723	2.8
Walnut	1,009,046	2.1	10,090	7.7
Sweet Cherry	907,060	2.0	3,260	2.5
Pear	628,202	1.3	2,249	1.7
Quince	298,942	0.6	467	0.6
Peach	204,759	0.4	368	0.3
Apricot, wild apricot	20,.452	0.4	316	0.2
Other species	98,089	0.2	188	0.1
Total	**48,369,644**	**100.0**	**130,633**	**100.0**

After World War I, the cultivated area and the number of fruit trees grew, on the one hand, due to the growth of the country's surface with the new provinces, (Transylvania, Banat, Bessarabia and Bucovina), and on the other hand, the establishment of new plantations. Thus, a statistic from the year 1924, show in the country were 80,746,500 fruit-producing trees, from which plum trees 63,319,200 and 80% of the total. Four counties: Muscel, Argeş, Prahova and Dâmboviţa owned over 5 million plum trees each. Three other counties held 2.5 million plum trees. The production of the 63 million plums, estimated at about 10 kg/tree, amounts to about 640 thousand tonnes, of which almost the entire quantity is transformed into a *tzuica*. Some of the country's specialists like Dumitru I. Ştefănescu, have campaigned to reduce the number of plum trees and increase the share of other species and to introduce methods of higher valorization of fruits (compotes, dried plums, marmalade, *magiun*, etc.). With all the efforts of the Ministry of Agriculture and State Agricultural Areas, to multiply the maloideae species (apple and pear) and to make an improvement in the structure of the assortment, the culture of plum dominated decades in Romania's fruit growing.

For a good knowledge of the country's fruit heritage, in its most extensive boundaries, we present the number of trees per species and their fruit productions in the period 1927-1938 (tables 2 and 3). It is noted that in the year 1927 statistics present a number of trees of about 74 million, about 15% less than the approx 80 million trees reported in 1924. It is possible to be an error due to the difficulties of inventories of surfaces sometimes spread to places difficult to reach at some periods of the year. The analysis of these data results in a number of interesting things:

1. The number of trees has risen in 10 years (1927-1938) from 74 million to 106 million, with an average growth rate of 2.6 million trees/year.

2. The most spectacular growth held the plum that had a growth rate of 1.4 million trees/year, but most of the plum trees was obtained from theroot suckers.

3. Other species in which numerical increases were recorded were the apple with a growth increase of 430 thousand trees per year and the apricot and wild apricot by about 240 thousand.

4. Total fruit production in the year 1927 was 1,146,800 tonnes, and in 1937 it increased to 1,484,000 tonnes. Obviously, during this period there were also years less favourable when fruit production decreased.

5. The average fruit production in kg/tree has been oscillating from one year to the next, but the following values can be appreciated on average: at the apple approx. 25 kg/tree; at the pear approx. 15 kg/tree; at quince approx. 10 kg/tree; at the plum approx. 8 kg/tree; at walnut approx. 17 kg/tree.

The state has had some valuable initiatives to support the fruit growing. In the programme entitled *The Fruit growing Initiative*, some measures were included to encourage and support the villagers to plant grafting trees of valuable species and varieties to carry out work for new technologies and to combat diseases and pests, overgrafts of trees, control of fruit nurseries as well as better valorization of fruit crops. With all these efforts, as seen from the data presented, Romania's fruit growing was much lagging behind the advanced countries. The specialists appreciated that only 10% of the total trees that existed at the time were of productive and valuable varieties and the 350,000 ha with orchards did not give enough fruit for domestic consumption in some years, and in the favorable years, the production of fruit cannot be sold at a good price.

Table no. 2. Number of fruit trees (thousand pieces) in Romania between the years 1927-1938

Year	Apple	Pear	Quince	Plum	Sweet + sour cherry	Apricot Wild apricot	Peach	Walnut	Total
1927	7,814	3,412	1, 069	48,286	7,976	994	916	3,625	74,092
1930	8,579	3,529	1,030	51,459	6,760	1,504	1,032	4,469	78,362
1935	10,805	3,946	1,303	58,851	7,062	2,747	1,618	5,925	92,357
1938	13,050	4,405	1,750	65,370	8,335	3,880	2,340	6,870	106,000

Table no.3 Fruit production (thousand tonnes) in Romania between the years 1927-1938

Year	Apple	Pear	Quince	Plum	Sweet and sour cherry	Apricot Wild apricot	Peach	Walnut	Total
1927	210	62	14	551	215	16	12	61	1,146
1930	172	49	12	305	184	25	10	75	834
1935	326	62	13	377	183	34	19	106	1,148
1938	161	36	13	511	139	57	18	130	1,044

Part of the fruit production, especially in the favorable years, took the path of export. For example, in the year 1936, Romania exported 39,000 tonnes of fruit, the share being to apples and plums.

2.2. Viticulture

It is appreciated that at the level of the year 1915, Romanian viticulture was remade after the Philoxeric disaster. With the aid of the state, farmers have succeeded in giving a new appearance to the vineyards of the country, by using grafting vines on american rootstocks, but in the assortment of vineyards have penetrated a multitude of foreign varieties including direct hybrids producers, more in plain areas. The surface of the bearing vineyards was contained, in the interwar period between 210,034 ha in 1924 and 277,100 ha in the year 1938. Romania's wine production was comprised between 5,046 million hectolitres (1926) and 10,614 million hectolitres (1937). Viticulture represented in the interwar period a weighting of 1.50-2.64% from the agricultural area of the country. As a proprietary structure, the largest share had a wine-growing area of less than 0.5 hectares, so that viticulture represented a complementary occupation for most living owners. During this period, the hybrids direct producers were rapidly expanded. In the year 1938, they owned an area of 128,000 ha, representing almost 46.5% of the total area of the vineyards. The exaggerated expansion of hybrids, especially in the plain area, has made it difficult to trade quality wine, creating a heavy obstacle in the ensemble of Romanian viticulture.

În order o restrict the number of varieties in culture, promoting only those corresponding to each wine-growing region, the Ministry has drawn up în 1929, the first list of varieties admitted to propagation. 43 varieties belonging to the species Vitis vinifera are included in this list.

In the year 1938, Romania produced about 8 million hectolitres of wine and exported to several countries of the world wines with a total value of 401,345 lei. In the same year, the wine production corresponded to the following categories (table no. 4):

Table no. 4. Wine production, by category and value, in the year 1938

Wine Category	**Quantity-thousand Hl**	**Value-thousand lei/Hl**	**Total value-mil. lei**
Extra	50	12,0	600
Superior for table	1000	7,5	7,500
Table wine	3000	5,0	15,000
For industry	3950	2,5	8,690
TOTAL	8000	-	31,790

3. Romanian fruit growing and viticulture in the period 1945-1990 .

3.*1. General considerations on the period*

In the year 1945, at the end of World War II, the national economy as the whole financial system was deeply disorganized. Inflation disorganized the market and production and messed up the normal life of society, overwhelmed by the aftermath of the war.

The agrarian reform of 1945 was well received by farmers, but it resulted in the spraying of large agricultural holdings, which still existed after previous agrarian reforms. The number of small, subsistence households, less than 10 hectares, increases in the year 1945 to 75%, compared with 1930, and those between 10 and 100 ha have decreased by half.

As a result of these events, to which added also dire drought of the years 1945-1947, it resulted in a significant decline in national income, which resulted in a very low level of living. The collectivization process, started in 1949, continued until the spring of 1962 and comprised an agricultural area of about 9 mil. ha (61.8%). During the same period, state farms have transformed and expanded under the names of state agricultural households that end up holding 1,926.4 thousand hectares of agricultural land in the year 1963 (13.1% of the total). Private property on land is restricted to about 15%. However, especially in tree growing, there remained small holdings in the non-cooperative areas and on individual batches attributed to cooperative members.

Since the establishment of the first collective agricultural households and state-farm households, work teams are organised in all sectors of activity, including in the cultivation of trees and vines. Since 1967, these substructures have been organized into plant farms (for cereals, viticultural, fruit tree growing, vegetable growing) and husbandry. With advantages offered by the agricultural holding on large surfaces, with plans for the organization of the territory, irrigation with evolved means, complex mechanization, but also the use of the surplus of manual workforce existing in the rural area, many socialist agricultural units have established strong fruit and vine farms, obtaining large and quality productions for sale through state trade, domestic or export, but also for canning factories or wine complexes. The organization of production and its takeover was based on contracts concluded between the parties at each start of the year.

Gradually, were established the modern new modern farms, many of them with irrigation arrangements. The development of the national industry started from 1949 the production of agricultural tractors and machinery, as well as the organisation of units for machinery and tractors (SMT) to support agricultural households in the execution of the main agricultural works. Chemical fertiliser and plant protection products factories have been constructed, which have contributed to the growth of horticultural production. In 1970, the growth of agricultural and horticultural production was superior to market demand, prices had a downward trend and the standard of living of the population has improved.

Trade in vegetables and fruits was reorganised and established two specialised research-development institutes for fruit growing and grape production technologies, as well as a number of research stations. Large-capacity canning factories have been established, especially in large area cultivated with vegetable and fruit trees, to ensure preserved products in different forms, both for the domestic market and for export. Horticultural faculties, established after 1948, prepared numerous highly skilled specialists that contributed to the organization and technologization of horticultural production.

3.2. Fruit growing

The fruit growing has had a steady development of progress, in line with the evolution and objectives of the national economy. By 1950 the state of orchards was generally precarious and the young ones had many trees missing. The area cultivated with fruitful trees, including single trees, in the period 1945-1950 was estimated at 344,100 ha. In 1950 the number of trees was estimated at about 56,808,000, decreasing from the pre-war period. Most of the fruit trees grow in the hilt area, one side, especially the peach, among the vineyards and the rest to the plain where the apricot and the wild apricot trees prevail. The fruit production evaluated as an annual average was about 816 thousand tonnes, of which plum 404 thousand tonnes and apples 291 thousand tonnes. The largest amount of plums were used for the production of *tsuica* (57%), a litle part for fresh consumtion (29%) and other part (14%) were used for the production of dried plums, marmalade and *magiun.* Of the total fruit production, fresh only 457 thousand tonnes was consumed,which accounted for 28-29 kg per inhabitant and per year. After 1950 the rebuilding of the fruit growing on a modern basis was passed. It began with the problem of producing propagating material, then improving the technology, by mechanizing as many works as possible. In 1957, the Institute of Horticultural Research was established with a network of 20 experimental stations in the main areas of hortiviticultural production. The Institute and its stations have developed new technologies to establish intensive and superintensive orchards, which have expanded into many production units. In 1967, the Research Institute for the Fruit Growing was established which contributed, together with the network of the stations, to obtain new varieties from the main species of fruit trees, the development of crop technologies, the production of valuable propagating material and spreading knowledge in their field of activity.

The decades 1961-1980 were noted by increasing the areas of orchards and yield of fruits, both quantitatively and qualitatively. The main objective was to ensure 55-60 Kg of fruit/inhabitant/year respectively a production of 1 million tonnes fresh fruits, 700-800 thousand tonnes for industrial processing and at least 100 thousand tonnes for export. In the year 1960 the total number of trees reached 60,145,000 (247 thousand ha) and total production at 1,170,000 tonnes. During 1971-1980 the total area with orchards was 330,000 ha and the share of species changed in favour of more valuable species (table 5). Fruit productions have grown steadily from 1,142 thousand tonnes in 1970 to 1,379.4 thousand tonnes in 1980 with a production peak in 1979 of 1,806 thousand tonnes. Fruit production also increased in the decade 1980-1990 reaching 1,539 thousand tonnes in 1990. The species structure of fruit production has changed (table no. 6).

Table no. 5. Evolution of the share of the main species of fruit trees in the period 1955-1980 (%)

Species	Share in the year	
	1955	1980
Plum	65.0	43.0
Apple	15.0	30.0
Cherry-sour cherry	5.0	7.0
Apricot	2.0	5.0
Peach	1.0	5.0
Pear	4.0	5.0
Other species	8.0	5.0

Table no. 6. Fruit production at the main species of fruit trees in the years 1980-1990

	1980	**1990**	**+_**
TOTAL, thousand tons	1,379.4	1,539.0	+159.6
|Apples	414.0	664.0	+250.0
Pears	82.2	94,2	+12.0
Plums	621.0	461.0	-160.0
Peaches	58.1	92.0	+33.9
Apricots	35.3	46.0	+10.7
Cherries+sour cherries	72.2	74.0	+1.8
Nuts	33.6	34.8	+1.2
Strawberries	63.0	73.0	+10.0

3.3. Viticulture and winemaking

Viticulture and winemaking have encountered the same shortcomings after the war as the other horticultural branches: vineyards ageing, lack of material base for propagating material, rudimentary domestic winemaking, etc. With the help of the Institute for Viticulture and winemaking from Valea Călugărească and the 9 viticulture research stations, plans to develop and modernise vine plantations and increase productive potential in old vineyards have been elaborated. Thus, vineyards were made in massively, some with high forms of leadership, on the area of maximum favorability. As a result, the peak year of Romanian viticulture was 1982, when a production of 2,450 million tonnes of grapes was obtained, with an average per country of 8145 kg/ha.

In parallel with the increase in production, the capacities of grape processing and the conditioning and bottling of wines have been developed and modernised. Romania's wine heritage registered in the 1979 vineyards census was 318,264 ha, consisting of: 282,667 ha cultivated with vines, 4250 ha rootstock plantations, 31,341 ha land for new plantations. In turn, the surface of 282,667 ha consisted of 186,014 ha (65.5%) noble vines grafed and indigenous and 96,653 ha (34.5%) vines hybrids direct producers. In the socialist agricultural units predominated vine graftural and indigenous plantations (98%). Plantations with grape varieties for table occupied 35,214 ha (19.3%). Table no.7 observes the evolution of bearing vineyards area and grapes production in the period 1950-1990.

Table no. 7 The evolution of bearing vineyards area and grapes production in Romania between 1950 and 1990

Period	Area of the vineyards		Grapes production		Average yield	
	Ha	%	Total (t)	%	t/ha	%
1950-1955	220,480	100.0	793,080	100.0	3.59	100.0
1956-1960	243,980	110.6	895,320	112.9	3.67	102.2
1961-1965	257,400	116.7	907,820	114.4	3.53	98.3
1966-1970	275,240	124.8	996,140	125.6	3.62	100.8
1971-1975	298,140	135.2	1,202,360	151.6	4.03	112.2
1976-1980-	278,840	126.4	1,42,.840	179.4	5.10	142.0
1981-1985	253,780	115.1	1,664.800	209.9	6.56	182.7
1986-1990	230,120	104.3	1,829,880	230.7	7.95	221.4

4. Romanian fruit growing and viticulture in the period 1991-2018

The period after 1990 is distinguished by two contradictory characteristics. The first one is positive, which was manifested by the returning, after more than 50 years, to the private property and to market economy-and the second one-negative, which was manifested by a long transition to the market economy and the decline in total productions in most agricultural crops. The export of agricultural products has diminished and Romania has become a net importer of many fresh or processed food products. Only in the year 2013, the export of agricultural products exceeded the value of imports, and gradually agricultural productions approached the level of those before the year 1990. In the period 1991-2010, fruit growing and viticulture were declining, both by lowering surfaces, but mostly by lowering the average yield/ha of fruit and grapes. The main cause was related to the abolition of state farms and cooperatives and the restitution of agricultural land to former owners. A significant number of heirs, especially wich living the cities, had no knowledge or financial power to apply the technologies needed to obtain economic productions and some of the plantations were deforested. During 1991-2004 the area of orchards was reduced by about 38,000 ha and total fruit production decreased by 40%. During the same period, the surface of the bearing grafted vines decreased drastically by about 45,000 ha, but the total area with vineyards had decreased only by 32,000 ha because it increased the vineyard hybrid area by 60 thousand ha. Total grape production oscillated between 848 thousand tonnes in 1991 and 1,430 thousand tonnes in 1996, and in the period 2009-2012 stabilized around 1,100 thousand tonnes. After Romania's accession to the European Union, the prerequisites for the recovery of the Romanian horticultural sector were created, primarily through the reconversion programme of viticulture and, more recently, the programme for reconversion of the orchards. As a result of this measure, in the period 2007-2012, 26,840 ha were established with vineyards of varieties producing grapes from which high quality wines can be obtained. Progress has been made in the last 15 years both in increasing the production of grapes and on the endowation with modern equipment of the winemaking sector. Table 8 observes the evolution of the wine sector in the period 2008-2018.

From the point of view of quality categories, wine production of the year 2018 is 5,088.1 million hl, of which wines of noble varieties accounted 3,369.9 million hl, and the wines from interspecific hybrids 1,718.2 million hl i.e. 33.8%. Table 9 shows the production of wines of noble varieties by quality categories in year 2019 and in table 10 is presented the noble wines obtained in 2018, by color categories.

Table 8 Statistical data in Romanian viticulture and wine making in the period 2008 – 2018

Specification	UM	2008	2010	2012	2014	2016	2017	2018
Total area cultivated with vine for wine	Thou-sand ha	175.4	167.4	169.9	170.3	171.2	170.3	171.1
Average purchase price grapes for wine/country	lei/kg	1.28	1.54	1.94	1.64	1.67	1.67	1.44
Total wine production	Thou-sand hl	5369.2	3287,2	3310.6	3750.0	3303.7	4264.1	5088.1
Total area subject to restructuring/recon-version measure	ha	4834	5124	4455	5959	1724	1683	1753

Table 9. Wine production of noble varieties of vines by quality categories in 2018 (thousand hl)

Total	Wines with DOC	Wines with IG	Varietal wines	Wines without DOC and IG
3369.9	**1114.3**	**265.6**	**150.5**	**1839.5**

Table 10. Wine production of noble varieties by color categories in 2018 (thousand hl)

Noble wines			
Total	**White wines**	**Roze (pink) wines**	**Red wines**
3369.9	**2189.7**	**241.5**	**938.8**

In the case of trade with wines, we note that at the level of 2018 year, compared with the year 2011, the importation of wine was reduced from 90.2 to 38.7 thousand tonnes while the export increased from 10.4 thousand tonnes at 19.3 thousand tonnes.

The evolution of orchards and fruit productions is shown in table 11. The Fruit Heritage Restoration Programme in the period 2014-2020 is expected at the end of 2020 Romania to hold almost 150,000 hectares of fruit trees plantations, of which an important part will be intensive and superintensive plantations. Through this programme, new plantations were planned to be established on the following surfaces: 2,100 ha in the period 2014-2016; 5,800 ha in the period 2017-2018; 10,100 ha in the period 2019-2020. The total of newly established surfaces will reach 18,000 ha. The trend is that a significant part of the new fruit plantations are of species that are demanded more on the market and some of the new plantations will be maintained in the organic farming system. The projects submitted relate to the establishment of plants fruit trees and shrubs of the following species: blueberry, 2850 ha (85% organic); walnut, 2010 ha (78% organic); hazelnut, 1790 ha (85% organic); cherry 860 ha; apple 630 ha; plum 630 ha; other species have smaller surfaces, but will contribute to diversifying the assortment and obtaining higher incame for farmers: seabuckthorn, red and black currant, blackberry without spikes, pear, strawberry, apricot, peach, nectarin, quince, rose for jam.

Table 11. Areas of orchards and fruit production in the period 1990-2017

Specificare	**UM**	**1990**	**2000**	**2008**	**2010**	**2012***	**2014**	**2015**	**2016**	**2017**
Area	Th. ha	230.7	195.0	207.0	198.6	142.2	140.8	138.5	138.0	
Total production	Th. to	1,422.3	755.0	1,179.2	1,419.6	1,128.6	1,115.2	1,224.7	1,241.5	1,058.5

By species, in the year 2016, the apple was found to hold 40% of the total fruit trees surface, while the plum still holds the highest share by 47.2% and all other species share only 12.8% (Table 12). As a result of the increase in fruit production in recent years, average production of more than 60 kg of fruit per capita and per year has been reached.

Table 12. The evolution of surfaces and productions to the main species of fruit (2007-2017)

Crop	Specify	UM	2007	2008	2010	2013	2014	2015	2016	2017
Apple	Area	Th. ha	59.0	54.7	56.0	56.9	56.1	55.8	55.5	
	Production	Th. to	475.4	459.0	552.9	513.5	513.2	476.6	467.2	348.7
Plum	Area	Th. ha	76.2	75.3	69.3	68.0	66.6	65.6	65.1	
	Production	Th. to	372.6	475.3	624.9	512.5	495.3	496.4	512.9	444.9
Other species	Area	Th. ha	20.8	19.3	19.1	19.2	18.1	17.1	17.4	
	Production	Th. to	237.8	244.9	241.8	273.9	292.9	251.7	261.4	265.8

Conclusions

The development of Romanian fruit growing and viticulture from the beginning of the twentieth century and in the first two decades of the 21st century was based on several strategic decisions adopteddby the Ministry that led agriculture and which has made full use of the competence of pecialists. The main strategic decisions that marked the development of fruit growing and viticulture are the following:

1. The decision to restore the vineyard after the disaster caused by Philoxera at the end of the nineteenth century by setting up nurseries for grafed vines and distributing these seedlings free of charge to the farmers. It is appreciated that at the level of 1915, Romania's viticulture was remade for the most part, although there was also an undesirable element, namely the penetration into the culture of hybrid producers, producing lower quality wines.

2. The decision to change the fruit assortment in which it prevails plums for *tzuica* by establishing, in contrast, apple, pear, cherry and valuable varieties of plum for the meal, decision taken and put into practice, to a certain level in years 1930-1950 through the program of producing the tillers in the nursery of the state.

3. Decisions taken by the communist government between the years 1950-1989 to continue improving the fruit assortment through new plantations in massively with apple, apricot, peach, nectarin, cherry, sour cherry, strawberry and plum with table varieties.

4. Decision of Government management in the period 1945-1989, establishing new vine plantations with valuable vine varieties for white wines, red wines and table grapes. The main tools to implement the strategic decisions in points 3 and 4 were the establishment of the Institute for Viticulture and winemaking research and the Institute for Research for Fruit growing, which, beside the network of Research stations have produced almost the entire amount of propagating material of valuable varieties.

5. Decisions of the Ministry of Agriculture for the period 2007-2020 for the restoration of vineyards and fruit through two national programmes for reconversion of vineyards and the establishment of new fruit plantations of valuable species and varieties requested by consumers.

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METHODS AND TECHNIQUES FOR IMPROVING COMMUNICATION BETWEEN THE ORGANIZATION AND CUSTOMERS

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Abstract

Managers allocate important financial resources to strengthen the image of organizations among customers, even if it may only take a few minutes to destroy it. The purpose of external communication is to promote, but also to increase the economic-financial indicators (profit, turnover). This is a fundamental part of a general marketing plan, elaborated and implemented by the management of the organization.

An incorrect statement, but also a poor communication can have a huge impact on the company, especially if the media is involved. The message can spread quickly to a very large group of people. Bad news is communicated in a different form than good news and thus can cause serious problems for the company. Its image will be hard to fix.

With the thematic methods of improving communication with the public, throughout this article the aim is to outline the perception of the managers of the Romanian organizations on the efficiency of the communication between the organization and its clients. In this case, an investigation was conducted whose instrument is the questionnaire and which contains questions adapted to Likert's scaling method (statements presenting the agreement or disagreement).

Keywords: communication, external communication, internet, telephone, active listening

Jel Classification: L 20

1. Theoretical approach

In the 21st century, communication is fundamental. People cannot survive without it, because it contributes to a better understanding and relationship. This is a phenomenon through which people effectively coordinate actions taken (Wasquez-Bronfman A, 1996).

More and more authors present in their works a series of methods for improving communication with the public: the Internet, the telephone and active listening.

The Internet can be considered a method of improving communication. Its evolution has led to the emergence of new types of communication. Organizations can use this technology to disseminate messages and information.

The telephone, another method, is an important part of the communication with the customer. The use of this method has the advantage: the participants in the communication process do not see each other, and this can work to solve certain situations, dissatisfaction (Abrell R., 2004).

Active listening is an effective technique for improving communication in the organization and consists in receiving, decoding and verifying the message. Within it, a strong emphasis is placed on the feelings of the parties involved. It is simply a way of addressing the problems that arise (Shipra A., Ashish G., 2012).

2. Study regarding the perception of the managers on the efficiency of the methods and techniques of improving the communication with the clients

Purpose of the study - to identify the perception of the top management of the organization regarding the efficiency of the methods of improving the external communication.

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The objectives formulated can be seen in table 1.

Table 1 .The objectives formulated

Objectives	Description
O1	Identification of the present situation regarding the efficiency of communication with the public
O2	Highlighting those responsible in evaluating the efficiency of communication, but also the most effective ways
O3	Observing the extent to which human resources know how to improve communication with clients, but also their efficiency

The hypotheses of the study are outlined in Figure 1.

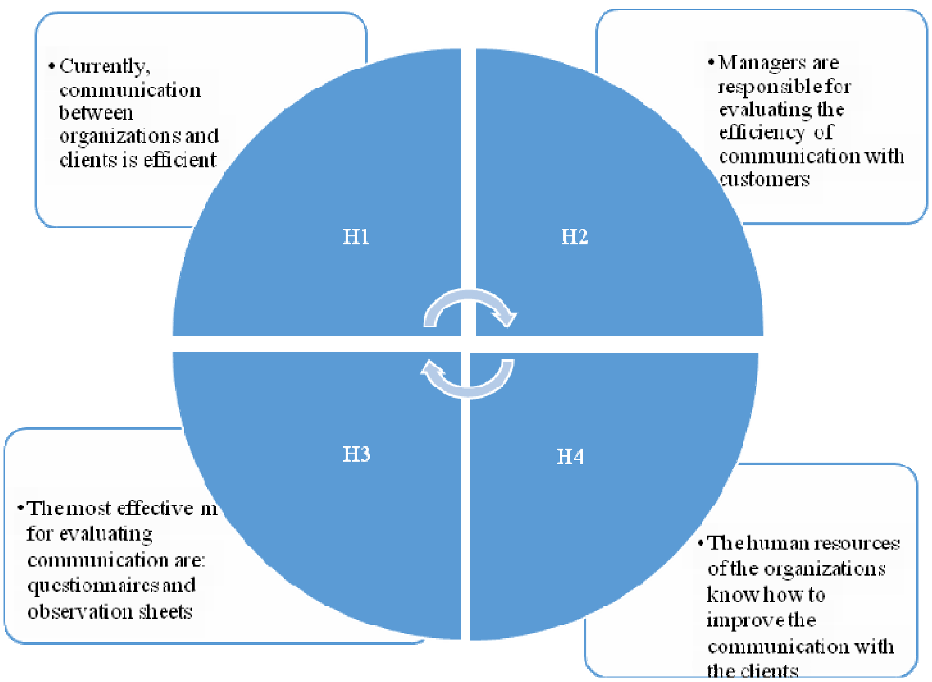

Figure 1. Study hypotheses
Source: elaborated by the author

Collected community: 20 managers of organizations that have as object of activity the trade with products. Sample: 20 people. An investigation is carried out in the form of an opinion poll whose instrument is the questionnaire developed and tested by the authors of the article. The questions in the questionnaire are made on the Likert scale format (statements regarding the agreement and disagreement).

The results obtained

Given the way the organization communicates with its own clients, please express your agreement / disagreement on a number of statements.

Table nr 2. Affirmations

Affirmations	Total agreement 2	Agreement 1	I abstain 0	Desagreement -1	Total desegreement -2
1.Within the organization, external communication is very important because it generates profit					
2. The human resources of the organization frequently attend courses in the field of customer relations.					
3.Currently, communication between the representatives of the organization and the beneficiaries of the products is efficient.					
4.The evaluation of the efficiency of the external communication is carried out by the management					
5.Satisfaction questionnaires and customer attitude sheets are the most important ways to evaluate the efficiency of communication.					
6.The employees know the methods of improving the communication with the public.					
7.I am aware of the importance of combining the three methods of improving communication (Internet, telephone, active listening).					
8.For the organization, the methods of improving communication have proven to be effective.					

Centralizing respondents' responses led to a number of relevant conclusions. For each item, the answers given by the study participants were presented.

1. Within the organization external communication is very important because it generates profit.

Table nr 3. The answers to the first question

Answer	Number
Total agreement	15
Agreement	5
I abstain	-
Desagreement	-
Total desagreement	-

The average score = (15 * 2 + 5 * 1) / 20, a result of 1.75.

1. The human resources of the organization frequently participate in courses in the field of customer relations.

Table nr 4. Answers to the second question

Answer	Number
Total agreement	5
Agreement	10
I abstain	5
Desagreement	-
Total desagreement	-

Average score = (5 * 2 + 10 * 1 + 5 * 0) / 20, a result of 1

1. Currently, communication between the representatives of the organization and the beneficiaries of the products is efficient.

Table 5. Answers to the third question

Answer	Number
Total agreement	10
Agreement	10
I abstain	
Desagreement	-
Total desagreement	-

The average score = (10 * 2 + 10 * 1) / 20, a result of 1.5.

1. The evaluation of the efficiency of the external communication is carried out by the management.

Table nr 6. Answers to the fourth question

Answers	Number
Total agreement	18
Agreement	2
I abstain	-
Desagreement	-
Total desagreement	-

Average score = (18 * 2 + 2 * 1) / 20, a result of 1.9.

1. Satisfaction questionnaires and customer attitude sheets are the most important ways to evaluate the efficiency of communication.

Table nr 7. Answers to the fifth question

Answers	Number
Total agreement	5
Agreement	5
I abstain	4
Desagreement	6
Total desagreement	-

The average score = (5 * 2 + 5 * 1 + 4 * (-1) +6 * (- 2)) / 20, a result of 0.05.

1. The employees know the methods of improving the communication with the public.

Table nr 8. Answers to the sixth question

Answers	Number
Total agreement	10
Agreement	10
I abstain	-
Desagreement	-
Total desagreement	-

The average score = (10 * 2 + 10 * 1) / 20, a result of 1.5.

1. I am aware of the importance of combining the three methods of improving communication (Internet, telephone, active listening).

Table nr 9. Answers to the seventh question

Answers	Number
Toal agreement	10
Agreement	5
I abstain	5
Desagreement	-
Total desagreement	-

The average score = (10 * 2 + 5 * 1 + 5 * 0) / 20, a result of 1.25.

1. For the organization, the methods of improving communication have proven to be effective

Table nr 10. Answers to the eighth question

Answers	Number
Total agreement	10
Agreement	5
I abstain	5
Desagreement	-
Total desagreement	-

The average score = (10 * 2 + 5 * 1 + 5 * 0) / 20, a result of 1.25.

Using Likert's scale requires the calculation of average scores for each item (affirmation separately).

Table nr 11. The average scores obtained by each item (affirmation)

Item	**The average score**	**The values in which the score is**
I 1	1.75	
I 2	1	
I 3	1.5	

I 4	1.9	(-2 and 2)
I 5	0.05	
I 6	1.5	
I 7	1.25	
I 8	1.25	

Interpretation of scores
The first score (1.75) shows the total agreement of the respondents to the first item.
The second score (1) denotes the agreement of the respondents.
The result of the third score (1.5) shows the total agreement.
The fourth score highlights the total agreement (1.9).
The following score shows the indifference (0.05) of the respondents to the statement.
The sixth point (1.5) reveals the agreement.
The penultimate score (1.25) presents the agreement.
Last score (1.25). show all agreement.

The minimum value of the score was obtained by I5, and the maximum by I9. In the case of four items (I1, I3, I4 and I6) the score shows the total agreement, a single item denotes indifference (I5), and in the case of three items (I2, I7, I8) the agreement is stated.

The overall score of the items = (1.75 + 1 + 1.5 + 1.9 + 0.05 + 1.5 + 1.25 + 1.25) / 8, a result of 1.27. According to him, overall the managers emphasized the efficiency of the methods of improving the communication with the public.

Conclusions

Communicating human resources of organizations with clients determines how they connect or disseminate information. It also has a special impact on the minds of the stakeholders, because their opinion about the brand and the offers made available depends largely on how they are related.

While traditional methods of printing communications are still common (letters, account statement, contracts, invoices), modern technology has changed the face of external communications, and the Internet has become a valuable resource for reaching new (more demanding and demanding) customers. selective).

The opinion poll applied to the managers emphasized that between organizations and the public there is an effective communication generated by the periodic evaluations carried out by the top management through observation sheets and opinion questionnaires. All the participants in the study know the methods of improving communication and believe that they are effective for each organization.

The calculation of the average score, the global score, but also the relative frequency of the respondents' answers were the basis of the confirmation of all the hypotheses formulated.

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HIGH PERFORMANCE WORK PRACTICES - EVIDENCE FROM ROMANIAN COMPANIES

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Abstract

The current economical background raises the challenge for an enhanced level of performance among the companies. Various studies present in the specialised literature have proven that the human resources management practices deployed by the companies have a positive influence on the organizational level of performance. These practices were identified as ***high performance work practices****.*

This paper intends to investigate the presence of the high performance working practices in case of Romanian companies, using the results provided by an empirical study. The analysis aimed to establish the level of development of such practices in the studied organizations. Another objective was to determine the potential correlation between these practices and the size/specific economic sector of the studied companies.

Key words: *human resources management, high performance working practices, organizational performance*

JEL Classification: M52, M53, M54

1. Introduction

The topic of human resources management was debated by many specialized studies. One of the issues related to this research domain was the one concerning the contribution of human resources management practices to the organizational level of performance.

The human resources management practices are considered to exert an important influence over the company's performances and its capacity to survive and develop within its specific market place. The relationship between these practices and organizational performance was intensely debated by different specialists. A proper use of these specific practices provides a company a superior level of performance compared with the competition. The analytical processes have lead to a new concept defined in various specialized studies - the high performance working practices (HPWP). The theoretical background of this concept will be approached in the next section of this paper.

In this paper we intend to analyze the presence of these practices associated with a high level of performance in case of the Romanian companies, based on the results of an empirical study.

This paper is structured as follows: first a review of the HPWP concept as it is reflected in the specialised literature, the next section presenting the results of previous studies on this topic that are used to expose the level of development of such practices within Romanian companies, than the section presenting the research methodology, followed by another section reserved for data analysis and interpretation.

2. The concept of high performance working practices

This concept was intensely debated by the specialists and for a better understanding of it we consider that a brief presentation of the most important points of view related to it is necessary and appropriate.

The correlation between the human resources management practices and the performance level was approached by different researchers from various perspectives, ranging

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from a list of specific indicator such as absenteeism or personnel turnover to some indicators that explain the organizational overall performance (for example: productivity or profit).

The causal relationship between these practices and the performances achieved at organizational level could be explained by the results generated by those specific practices. The category of human resources management practices refers to: recruitment and selection, human resources panning, reward practices, employees training and development etc.

As results of these practices it could mentioned: employees' satisfaction, motivation level, employee involvement, social climate within the organization (management-employee relations), low absenteeism rate etc.

Performance indicators were considered: profit, market value, increased sales, quality of products / services, labour productivity etc.

The concept of high performance working practices was mentioned for the first time by some researchers that analyzed the strategical approach in human resources management. Their studies concluded that such an approach enable the development of specific practices that are positively associated with the organizational level of performance. The human resources management practices are considered directly connected with the performance level based on the conclusion that a series of specific practices such as recruitment, personnel appraisal, human resources training or employees' promotion could determine an enhancement of work efficiency, a reduction of costs and therefore a growth of company's results.

In the following paragraphs we will present the most relevant opinions regarding the concept of high performance working practices.

In Way's opinion (2002) these high performance working practices represents a set of individual human resources management practices that are interconnected and enable a company to recruit, select, develop, motivate and retain the most valuable employees.

One of the first researchers that has approached this subject was Pfeffer (1998). His research analyzed some practices such as selectivity of the recruitment and selection process, work place safety, organizing autonomous teams, the correlation between payment and individual performance level, employees' training. The conclusions have indicated that the organizational performance was positively influenced by these practices.

Other specialists have reached the conclusion that the organizations that use such practices are committed to important investments in their human resources field in order to insure well prepared personnel that has the proper abilities and necessary empowerment required by the specific activities of their jobs (Becker and Huselid, 1999).

Approaching this concept of high performance working practices implies some clarifications regarding the measurement level of performance, the categories of practices and the systemic effect of such practices (Boxal and Macky, 2007).

The indicators used to measure the organizational performance were of different types. For example, in the study undertook by Huselid (1995) it was analyzes the correlation between different working practices and some indicator of performance such as employees' turnover, productivity and financial performance of the companies. A significant influence was revealed by the results obtained. Other researchers (Delerey and Doty, 1996) studied, in the banking sector, the influence of some human resources practices and profitability as an indicator of the performance level.

In other studies (Applebaum et. al., 2000).were used indicators of performance both at organizational level and individual.

From another perspective the high performance working practices have proved to be correlated in a positive and significant manner with the employees' involvement. In the same time a similar association was positively tested between the involvement level and some performance indicators, for example: company's profitability or operational expenses (Wright, Gardner and Moynihan, 2003).

This high performance working practices generates some specific results that are positively related with the organizational level of performance. Such an approach was deployed by Ahmad and Schroder (2003) that analyzed in their study de positive influence o such specific practices on the operational performance of the studied companies through employees' level of involvement. Similar results were obtained by Benson and Lawler (2003) that proved that the use of these practices induces an enhanced level of involvement that generates an increasing level of performance.

Some practices such as training assessment, employee's empowerment and rewards are generating an increased level of involvement which is positively associated with the individual performance This conclusion was reached by a study undertook by Karatepe (2013) in the tourism industry.

Other researchers have identified some differences between companies of different sizes regarding the use of these high performance working practices. Kroon et. al.(2013) have discovered that the small companies were using few or none of these practices. Such situation could be explained by the strategic decisions made by the business' owners or the reduced availability of resources in case of these companies. This situation presents a particular interest for our research.

In this section we tried to briefly present the most important issues related with the concept of high performance working practices.

The next section is dedicated to a presentation of the most relevant results of some specialized studies that have approached the subject of these specific practices in case of the Romanian companies.

3. High performance working practices in Romanian companies

The topic of human resources management practices in local companies was approached in different studies undertook by researchers or studies developed by consulting companies.

The analysis of these specialized studies enables us to better understand the issues regarding the human resources management practices in Romanian companies on a general perspective and in particular the development of those practices related with the high performance.

We have to indicate from the beginning that the subject concerning the high performance working practices was approached in an indirect manner by the most of the analyzed studies. However, we considered that the information provided by these studies were sufficient to assess the level of development of these specific practices in local companies.

A clear image on this topic could be provided by a synthesis of the results of the analyzed studies as it is presented in the table below (table no.1).

Analyzed study	The high performance working practices
Romanian Human Resources Outlook (2011 edition)	• the human resources department budget had a little part of it oriented toward the performance management activities, meanwhile the part targeted for personnel training and development was higher; • training activities were based on the use of e-learning platforms for an important number of the studied companies; • such technologies enable a better assessment of the quality of the training programs; • the increased decisional power that determines the empowerment level of the employees, the flexible working time arrangements were still used by a reduced number of the studied companies.

Analyzed study	The high performance working practices
Ensight Management Consulting (2012, 2014 editions)	• an increasing number of companies are seeking to ensure a correlation between personnel' payment with the performance achieved; • the both edition of the analyzed study indicated some specific areas that need improvement such as career management, competencies management and performances management.
European Company Survey (2013)	• the flexible working time arrangements were indicated by a reduced number of the studied companies and only for a limited number of their employees; • the use if supplementary payment associated with performance level was limited to a reduced number of enterprises.
AON România, 2013	• the managers indicated on large scale that their organizations provided to their employees the career opportunities, meanwhile the employees perceived those opportunities on a reduce scale; • the benefits provided for the employees were considered as appropriate ones by the managers, meanwhile the employees appreciated in a lower proportion that the company provided them such benefits.

Table no.1 Presence of the high performance working practice in local companies
(Source: Authors' analysis of data from the mentioned studies)

The results of the analyzed studies presented above indicate that these practices associate with high performance need serious improvements in the Romanian companies.

We also consider useful to present the results provided by the studies undertook by different Romanian researchers related with the topic of the high performance working practices in local companies.

First we have to mention that some recent studies have identified an increased preoccupation within Romanian organizations in relation with selectivity of the recruitment and selection process. Thus, Ilieș et. al. (2014) have identified in their study on human resources management practice in companies form the textile industry a more rigorous approach in the recruitment and selection process that enable the companies to hire a more qualified personnel. These researchers have also identified in their study an increased level of importance granted to the employees' training in order to enhance productivity and reduce personnel turnover.

The same results were obtained by Novac and Ciochină (2016) that reached the conclusions that the studied companies are paying more attention in their recruitment and selection process. They discover also on enhancement of training activities.

Based on the information presented above we consider that the study of high performance working practices represent a topic that need to be analyzed in case of the local companies.

The next section of this paper will present the methodology used to develop our empirical study dedicated to this subject.

4. The methodology

This empirical study is aimed at presenting the development level of high performance working practice in local companies. It represents part of an ampler research that was focused on investigating the human resources management practices.

The main research tool was a questionnaire divided in different sections that aimed to retrieve data on the studied companies (general information), on strategical approach in the field of human resources and also on the specific human resources management practices within the company. The questionnaire was distributed to human resources managers or those in charge with human resources field from companies located in Constanta County. The survey took place between January – April 2017.

From a total number of 220 questionnaires distributed, 115 were returned filled in. A number of 100 questionnaires have been validated and were analyzed by using SPSS (Statistical Data Analysis, version 21).

In our study we analyzed the results concerning the high performance working practices in the studied companies. We choose to investigate in a more detailed manner those specific practices regarding the selectivity of recruitment and selection process, the importance granted to employees' training and the use of supplementary payment associated with both individual and collective performance.

For the evaluation of each of the considered practices we used a five point semantic differential (from 1- the least important, to 5 – the most important or from -1- total disagreement to 1-total agreement).

We analyzed the perceived importance granted by the respondents to the specific practice s regarding the recruitment and selection, training and incentive payment. Each of those three variables was composed by several items.

The first variable that reflects recruitment and selection selectivity consisted of several items that were investigating the perceived importance of the selection criteria use in the studied companies and also the importance granted to different recruitment sources and selection methods used for both operative and management staff.

For the second variable that express the importance of training practices we considered several items that investigated the importance of the investments in personnel training, the number of the participants to the training programs in the last year and also the opinion regarding the impact of such programs over the individual performance.

The last variable considered was based on two items that reflected the opinion of the respondents towards the usage of supplementary payment formulas in relation with both individual and collective performance.

Forwards we will present the structure of analyzed sample based on the activity domain and company' size criteria.

The distribution of the studied companies by the activity domain criteria is the following:

- 87% are active in the service field;
- 3% are industry based companies;
- 5% of the companies are active in constructions field ;
- 5% of the analyzed companies have agriculture as main object of activity.

We can notice that the most of the companies that have participated in the study are form the service sector, situation which is consistent with the official statistical data that reveal the predominance of these companies in Constanta County.

The structure of the analyzed sample based on the number of employees reflects the following situation:

- 45% of the companies have between 0 and 9 employees;
- 36% of them have between 10 and 49 employees;

- 10% have between 50 and 249 employees;
- 9% are large companies with over 250 employees.

The small and medium companies are prevalent, the same situation being reflected by the statistical data available for the region were the study was deployed.

5. The results

In case of the first variable that reflects the selectivity of the recruitment and selection practices used by the participating companies, the obtained results indicated a medium value for the collected answers of 3.02, expressing a medium level of importance granted to this types of practices. From the total number of answers 55% indicated **medium level** of importance, 22% reflected the **important level** and only 3% corresponded to **maximum level of importance**.

The second variable that we analyzed was the one regarding the training practices In this case, the medium value of response was 2.97, indicating the same medium level of importance. The most frequent answers were indicated for the **medium level** (43%), followed by 29% of the answers corresponding to the **important level**.

The variable concerning the use of incentive payment has registered a medium value of responses of 1.27 that is equivalent of opinion reflecting agreement.

Testing the hypotheses

H1. There is a significant and positive association between the selectivity of recruitment and selection practices and the size of the company

The Spearman' correlation was selected in order to test this hypothesis. The selection of this test was based on the result of the Shapiro-Wilk test ($p<0.05$).It proved that the two considered variables do not have a normal distribution.

The result obtain for the Spearman' correlation test was $\mathbf{r_s=.250, p= .006.}$ It indicates that there is a positive and significant association between the two considered variables. Therefore we can retain the alternate hypothesis and reject the null one.

We can assume that the practices that indicate the selectivity of recruitment and selection process are positively associated with the size of the company. The attention paid to these specific practices increase along with the number employed by the company.

H2. There is a significant and positive association between the variable expressing the training practices and the size of the company

A test aimed to determine the Spearman' correlation coefficient was conducted. The value of the Shapiro-Wilk test ($p<0.05$) proved that the two considered variables do not have a normal distribution.

The result for the Spearman' correlation test was $\mathbf{r_s=.192, p= .028.}$ It indicates that there is a positive and significant association between the two considered variables. Therefore we retain the alternate hypothesis.

This result enables us to conclude that in the studied companies the variable that express the training practices that are oriented to high performance levels, are positively associated with the size of the company.

H3. There is a significant and negative association between the variable expressing the use of incentive payment and the size of the company

The Spearman' correlation coefficient was determined. The choice for this test was influenced by the result of the Shapiro-Wilk test ($p<0.05$).It demonstrates that the two considered variables do not have a normal distribution.

The result obtain for the Spearman' correlation test was **r_s=-.205, p= .020.** It proves that there is a negative and significant association between the two considered variables. Therefore we retain the alternate hypothesis and reject the null one.

In case of the studied companies the variable reflecting the use of incentive payment is negatively correlated with the size of the company.

6. Conclusions

The specialised literature gathers numerous studies aimed to investigate the human resources management practices and their influence over the level of organizational and individual performance. One topic studied by the researchers is the one concerning the high performance working practices.

These practices are human resources specific practices that enable a company to enhance the individual and the general level of performance. Therefore, the study of this subject proves to be an important and actual subject.

This paper intended to analyze the presence of the high performance working practices in Romanian companies based on the results of an empirical study in which have participated companies located in Constanta County.

Based on the literature review that included both national and international studies, we identified the main practices associated with a high level of performance and selected three of them in order to analyze through the result provided by our study.

These three variables referred to the selectivity of the recruitment and selection process, importance granted to the training practices and the usage of incentive payments in the studied companies.

The results provided by the study proved that for all the analyzed variables a medium level of importance was granted. This leads to the general conclusion that these high performance working practices can be further developed in the local companies.

We tested there hypothesis in order to determine if there were any association between these three considered variables and the respondent companies' size.

The results proved that for the selectivity of the recruitment and selection process and also for the training practices were registered positive and significant associations with the size of the company. Therefore we can conclude that the larger the company will be the greater will be the attention granted to these practices.

A negative association between the usage of incentive payments and the company' size was determined in case of the third hypothesis. This leads to the conclusion that the small and medium enterprises are more interested in applying such reward practices in order to maintain their employees.

As future research directions on this topic of high performance working practices we consider the analysis of these specific practices in case of the same size class of companies through different activity domains. Another useful possibility that can be considered is to extend the number of participating companies in future studies.

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THE ROLE OF THE NATIONAL AUDIO-VISUAL COUNCIL IN ROMANIAN MASS-MEDIA MANAGEMENT

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Abstract:

The National Audio-visual Council of Romania represents a guarantor of the public interest in the field of audio-visual communication, ensures respect for the pluralistic expression of ideas and opinions in the programs transmitted by the broadcasters under the jurisdiction of Romania, the pluralism of information sources and the free competition in the audio-visual field, the protection of the culture and the Romanian language, the culture and languages of national minorities, the protection of minors, the protection of human dignity, as well as a balanced relationship between national broadcasting services and local, regional or thematic services. Also, the Council is authorized to issue, in the application of the law, norms regarding the audio-visual advertising and teleshopping, the programming and broadcasting of the broadcasts regarding the electoral campaigns, as well as to the cultural responsibilities of the broadcasters.

Keywords: *audio-visual, media, content, people*

JEL Classification: L82

Audiovizualul în general, reprezintă un domeniu cu o dinamică fără precedent în ultimii ani şi cu un puternic impact educaţional, cultural şi emoţional asupra oamenilor. Televiziunea şi radioul sunt parte din viaţa de zi cu zi şi o influenţează foarte puternic. Aceste două canale media sunt atât purtătoare de informaţie cât şi creatoare de curente şi opinii. Este un fapt demonstrat că pot determina mase mari de oameni să gândească sau să acţioneze într-un fel sau altul.

România nu face excepţie de la această evoluţie. În condiţiile în care dinamica este fără precedent, devine evident faptul că a fost şi este nevoie de reglementare, coordonare şi control din partea statului. Astfel, a luat fiinţă CONSILIUL NAȚIONAL AL AUDIOVIZUALULUI. Este o instituţie publică autonomă care se află sub control parlamentar. În componenţa acestui Consiliu intră 11 membri, cu mandat pentru 6 ani, numiţi de către Parlamentul României în conformitate cu prevederile Legii audiovizualului nr. 504/2002, pentru un mandat de şase ani. Propunerile vin din următoarele direcţii: trei de la Senat, trei de la Camera Deputaţilor, două de la Preşedinte şi trei de la Guvernul României. Consiliul este condus de un Preşedinte, numit prin votul Parlamentului, după ce membrii Consiliului îl aleg într-o şedinţă închisă.

Audiovisual, in general, is an area with unprecedented dynamics in recent years and with a strong educational, cultural and emotional impact on people. Television and radio are a part of everyday life and are very influential. These two media channels are both bearers of information, current and opinion creators. It is a proven fact that they can cause large masses of people to think or act in one way or another.

Romania is no exception to this evolution. Given the unprecedented dynamics, it becomes obvious that there has been and needs regulation, coordination and control by the state. Thus, the NATIONAL AUDIOVISUAL COUNCIL was established. It is an autonomous public institution under parliamentary control, which includes 11 members, with a mandate for 6 years, appointed by the Romanian Parliament in accordance with the provisions of the Audiovisual Law no. 504/2002. The proposals come from the following

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directions: three from the Senate, three from the Chamber of Deputies, two from the President and three from the Government of Romania. The Council is headed by a President, appointed by the vote of the Parliament, after the members of the Council elect him in a closed session.

1. Brief history. Duties

The National Audiovisual Council (NAC) was established in 1992 as a guarantor of the public interest in the field of audiovisual communication. After 27 years since its establishment, its mission, defined in Law no. 48/1992, is just as current. Specifically, we are talking about regulating and supervising the free market of the audiovisual domain, its support in development, but also the intervention with clear measures when appropriate (http://www.cna.ro/IMG/pdf/_01_Reportul_de_activitate_al_CNA_pe_anul_2018.pdf).

In 2002, a new Audiovisual Law (no. 504/2002) was adopted, which was required after a decade of activity of the CNA, during which the Romanian audiovisual landscape has evolved continuously.

In the perspective of accession to the European Union, one of the main missions of the Council was the adoption and implementation of the community acquis in the audiovisual field at the secondary legislation level, the reference documents being the „Television without Frontiers" Directive and the Audiovisual Law. It established the legal framework for the free movement of television services throughout the European Union and provided a set of common rules regarding advertising, sponsorship, protection of minors, the right to dignity and self-image, to privacy, the right to reply, the transmission of events of major public importance and quotas of European works. It should be mentioned that in democratic countries, where freedom of expression and market economy are constitutionally guaranteed, there are regulatory authorities in the field of audiovisual.

According to the Audiovisual Law no. 504/2002, with the subsequent amendments and completions, the NAC ensures the respect of the pluralistic expression of ideas and opinions in the programs transmitted by the broadcasters under the jurisdiction of Romania, the pluralism of the sources of information and the free competition in the audiovisual field, the protection of the Romanian language and culture, the culture and the languages of national minorities, the protection of minors, the defense of human dignity, as well as a balanced relationship between national broadcasting services and local, regional or thematic services.

Also, the Council is authorized to issue, in the application of the law, norms regarding the audiovisual advertising and teleshopping, the programming and broadcasting of the broadcasts regarding the electoral campaigns, as well as to the cultural responsibilities of the broadcasters. The NAC issues audiovisual licenses, retransmission notices and audiovisual authorization decisions, according to the legal conditions, criteria and procedures. In exercising the powers conferred by law, the NAC issues decisions, instructions and recommendations. They are adopted in the presence of at least eight members and with the vote of at least six members. The Council meets, twice a week, or whenever necessary, in public meetings. The NAC verifies the aspects reported in the notifications received from the petitioners or self-assesses on the way the broadcasters comply with the audiovisual legislation. When it finds violations of the law, depending on the nature and severity of the deviation, the NAC applies public orders or fines.

In December 2007, the new European Audiovisual Media Services Directive modifies the „Television without Frontiers" Directive, and responds to the technological dynamics in the field, configuring the general legal framework necessary for the transition to digitalisation. Although Romania had two years to implement in the domestic legislation of the new directive, we managed to achieve this goal in less than a year, becoming the first country in the European Union that aligned its legislation with the European norms. In 2011, in the application of the Audiovisual Law, as well as the transposition into national law of the provisions of Directive 2010/13 / EU of the European Parliament and of the Council of March

10, 2010 (the Audiovisual Media Services Directive), was adopted the Decision no. 220 of February 24, 2011 regarding the Code of regulation of the audiovisual content, decision that was subsequently amended and supplemented.

Art. 10 of the Audiovisual Law no. 504/2002, with the subsequent modifications and completions, specify the following (http://cna.ro/IMG/pdf/LEGEA_AUDIOVIZUALULUI_nr._504_din_2002_CU_MODIFICARILE_LA_ZI_IUNIE_2019.pdf) : „(3) As a guarantor of the public interest council has the obligation to provide:

a) respecting the pluralistic expression of ideas and opinions within the content of the audiovisual media services transmitted by the audiovisual media service providers under the jurisdiction of Romania;

b) the pluralism of the sources of public information;

c) encouraging free competition;

d) a balanced relationship between the services of programs with national coverage and the local, regional or thematic services;

e) the protection of human dignity, the right to one's own image and the protection of minors;

f) protecting the Romanian culture and language, the culture and languages of national minorities;

g) the transparency of the organization, functioning and financing of the mass media in the audiovisual sector;

h) transparency of own activity;

i) raising the level of awareness of the public opinion regarding the use of audiovisual media services, by developing and promoting education for the media at the level of all social categories;

j) encouraging co-regulation and self-regulation in the audiovisual field;

k) encouraging the audiovisual media service providers to ensure that the services provided are accessible to people with visual or hearing impairments;

l) monitoring the program services and the audiovisual media services, including those on demand, in order to comply with them the legal provisions in the matter.

All these obligations can only be exercised by permanent control over the content of the programs and programs offered by the audiovisual media service providers. However, the control is only carried out after the public communication of these programs, periodically or when it becomes necessary (for example in response to public requests). If this check was done before, it would be censorship, which is forbidden in a democracy.

Another component of the Council's activity is to notify the competent authorities about the emergence or existence of restrictive competition practices, of the abuse of a dominant position or of economic concentrations, as well as of any other violations of the legal provisions that do not enter into its competence”.

As a synthesis of the activity carried out annually, the Council presents to the Romanian Parliament an annual activity report. The commissions for culture and the media, respectively the committees for the budget, finances of the Senate and the Chamber of Deputies, analyze and debate the report, together with the budget execution, until April 15 of the following year. The committees draw up a joint report which will be debated in the meeting of Parliament's Chambers. If the report is rejected, it will result in the dismissal of the President of the Council. The Parliament will appoint a new president, for the rest of the mandate of the former president, in compliance with the provisions of art. 14 paragraph (1). The former resigned president can no longer be re-elected until his term of office expires.

As it is under the direct authority of the Parliament, the Committees for Culture and the Media of the two Chambers have the right to ask the Council, whenever it deems necessary, specific reports.

2. Council activity in figures

At first glance, we are tempted to believe that only the content of the programs is the subject of the CNA activity. In reality, the importance is given equally to the television and radio stations, but also to the distribution companies of the program services, known in the current language, as the „cable companies". If they did not exist, many of the localities of the country would not benefit from information about everything that is happening in the country or in the world. Obviously, there are alternatives to cable companies. For remote locations and only the DTH system is used, or more recently, the TVs and radios broadcast online, on the Internet. But not all the population uses these means, for various reasons, starting from the lack of money, the basic training needed, continuing with the lack of interest or even the convenience offered by the cable takeover of the programs. In the evolution of these companies, with retransmission activity, we find frequent changes, at present the largest and most known being RCS & RDS SA, UPC Romania SA, Telekom Communications SA. In addition to these, there are dozens of other small ami companies operating in this highly competitive market. In order to survive, but also to expand, almost all of them also offer Internet services.

In recent years, it has become increasingly apparent that there is competition among service distributors in the number of programs offered, but also in the level of related services. Romanian TVs also broadcast in HD format. Currently, all major telecommunications operators in Romania offer packages with HD / 4K programs. The trend in Europe is to close the analog cable broadcast and extend the digital grid over the released frequencies.

In short definitions: an *audiovisual license* represents the legal act issued based on the decision of the National Audiovisual Council, which grants a broadcaster in the jurisdiction of Romania the right to broadcast, in a certain area, a certain program service; depending on the technical mode of transmission, the audio-visual license may be analogue or digital; a service distributor is any person who constitutes and makes available to the public an offer of program services by retransmission, based on contractual relations with the broadcasters or with other distributors.

Since 1992, 2701 audiovisual licenses have been granted for terrestrial broadcasting, via satellite and other electronic communications networks of radio and television program services, of which, on 01.11.2019, 596 audiovisual licenses and 675 notices of retransmission were in force, owned by 493 companies. These figures are in a permanent dynamic, at the current meetings being constantly approved either grants or withdrawals of licenses. These are public data, can be consulted on the institution's website. For the annual evolution, the data are presented in Annual Reports (http://www.cna.ro/-Reports-annual-.html), which have been submitted to Parliament's approval. For the updated situation, you can consult another set of annexes (http://www.cna.ro/Situa-ii-privind-licen-ele,6771.html).

Table. no. 1. Statistical synthesis on 01.11.2019

	Terrestrial radio		**Radio *) terrestrial - networks**		**Satellite radio**		**Cable radio**		**Terrestrial television – digital**		**Satellite television**		**Cable television**		**Cable retrans-mission notices**	
	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019
Licenses / retransmission notices granted	1070	0	11	1	52	0	10	0	14	0	311	11	867	24	8255	26
Licenses / notices withdrawn	477	14	1	0	25	1	10	0	2	1	210	11	631	45	7580	90
Licenses / approvals in force	**593**		**10**		**27**		**0**		**12**		**101**		**236**		**675**	
Authorization decisions granted	892	12	279	1	44	0	7	0	12	0	202	1	724	13		
Decisions withdrawn	321	11	31	0	17	1	7	0	1	1	113	9	503	44		
Authorization decisions in force (positions in operation)	**563**		**248 *)**		**27**		**0**		**11**		**89**		**221**			
Companies holding licenses / approvals	163	0	10	1	17	0	0	0	5	0	47	6	197	16	175	14
Localities with licenses / approvals	153	0	107	3	5	0	0	0	8	0	14	3	114	11	7292	296

	Terrestrial radio		Radio *) terrestrial - networks		Satellite radio		Cable radio		Terrestrial television – digital		Satellite television		Cable television		Cable retrans-mission notices	
	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019	Total	2019
Localities with authorization decisions	153	12	107	1	5	0	0	0	7	0	14	1	112	7		
Counties with licenses / approvals	42	0	41	1	5	0	0	0	8	0	14	3	42	11	42	18
Counties with authorization decisions	42	11	41	1	5	0	0	0	7	0	14	1	42	7		

Total audiovisual licenses / retransmission notices: 1670

Companies holding audiovisual licenses / retransmission notices: 493

Localities in which there are audio-visual licenses / retransmission notices: 7310

*) Authorization decisions are granted for each component station of the national or regional land network

Source: http://www.cna.ro/Situa-ii-privind-licen-ele,6771.html

Table no. 2. Statistical synthesis on 31.12.2018

	Terrestrial radio		Radio *) terrestrial - networks		Satellite radio		Cable radio		Terrestrial television – digital		Satellite television		Cable television		Cable retrans-mission notices	
	Total	2018	Total	2018	Total	2018	Total	2018	Total	2018	Total	2018	Total	2018	Total	2018
Licenses / retransmission notices granted	1070	54	10	2	52	5	10	0	14	1	300	8	843	9	8229	31
Licenses / notices withdrawn	463	31	1	1	24	0	10	0	1	1	199	3	586	45	7490	122
Licenses / approvals in force	**607**		**9**		**28**		**0**		**13**		**101**		**257**		**739**	
Authorization decisions granted	880	28	275	9	44	5	7	0	12	1	201	6	711	9		
Decisions withdrawn	318	18	31	31	16	0	7	0	0	0	104	2	459	43		
Authorization decisions in force (positions in operation)	**562**		**244 *)**		**28**		**0**		**12**		**97**		**252**			
Companies holding licenses / approvals	172	20	9	2	18	1	0	0	5	1	46	3	203	8	197	13
Localities with licenses / approvals	156	46	105	9	5	1	0	0	8	1	14	2	120	6	7599	249
Localities with authorization decisions	154	23	105	9	5	1	0	0	7	1	14	1	120	6		
Counties with licenses / approvals	42	33	41	6	5	1	0	0	8	1	14	2	42	6	42	19
Counties with authorization decisions	42	15	41	8	5	1	0	0	7	1	14	1	42	6		

Total audiovisual licenses / retransmission notices: 1754

Companies holding audiovisual licenses / retransmission notices: 511

Localities in which there are audio-visual licenses / retransmission notices: 7640

*) Authorization decisions are granted for each component station of the national or regional land network

Source: http://www.cna.ro/IMG/pdf/Anexa_nr._1.2_-_Licente_si_autorizari-2.pdf

In order to demonstrate that audiovisual is a dynamic field, by comparing the figures in the two tables it can be easily observed that some activities disappear and others are set up. The reasons we find ourselves in this situation are different. The decisions of those working in the field are based mainly on the financial, human, material and informational resources available to them, which dictate the growth, maintenance or exit of the market in a market economy. But let us not forget that we are talking about a representative field for the phenomenon of globalization. Worldwide evolution, lack of effective or virtual borders in this field, the possibility for shareholders to be from anywhere, the programs having their origins in any country in the world, acquisitions and mergers, etc. there are other causes that lead to frequent changes.

In recent years, there has been a decrease in the number of licenses and companies. According to the figures published in 2018 compared to 2016 we see: licenses and opinions 1670 as compared to 1898, companies 493 as compared to 596 and localities 7310 as compared to 8036. See table no. 1 and no. 3.

The good news for our country is given the return found in 2019 compared to 2018. The figures are increasing as the number of licenses and permits (1754 as against 1670), as the number of companies (511 as against 493) and as the number of localities (7614 compared to 7310).

Table no. 3. Statistical situation as of 31.12.2016

	Terrestrial radio		**Radio *) terrestrial - networks**		**Satellite radio**		**Cable radio**		**Terrestrial television – digital**		**Satellite television**		**Cable television**		**Cable retrans-mission notices**	
	Total	2016	Total	2016	Total	2016	Total	2016	Total	2016	Total	2016	Total	2016	Total	2016
Licenses / retransmission notices granted	968	0	8	1	402	0	47	1	288	15	10	0	815	23	8119	90
Licenses / notices withdrawn	404	24	0	0	402	0	24	6	193	8	9	0	503	52	7224	299
Licenses / approvals in force	**564**		**8**		**0**		**23**		**95**		**1**		**312**		**895**	
Authorization decisions granted	817	36	254	1	275	0	38	0	191	13	7	0	682	27		
Decisions withdrawn	287	22	0	0	275	0	16	5	99	3	6	0	381	39		
Authorization decisions in force (positions in operation)	**530**		**254 *)**		**0**		**22**		**92**		**1**		**301**			
Companies holding licenses / approvals	173	0	7	1	0	0	18	1	51	4	1	0	244	20	265	35
Localities with licenses / approvals	157	0	103	11	0	0	5	1	16	2	1	0	151	17	8023	632
Localities with authorization decisions	156	32	103	1	0	0	5	0	16	2	1	0	144	18		
Counties with licenses / approvals	42	0	41	9	0	0	5	1	16	2	1	0	42	12	42	34
Counties with authorization decisions	42	23	41	1	0	0	5	0	16	2	1	0	42	15		

Total audiovisual licenses / retransmission notices: 1754
Companies holding audiovisual licenses / retransmission notices: 511
Localities in which there are audio-visual licenses / retransmission notices: 7640
*) Authorization decisions are granted for each component station of the national or regional land network

Source: http://www.cna.ro/IMG/pdf/Anexa_nr.1.1_Licente_si_autorizari.pdf

A less used category is the *on-demand audiovisual media services*. These are non-linear audiovisual media services, in which the viewing of programs is done at the individual request of the user and at the time chosen by him, provided by a media service provider based on a catalog of selected programs and made available by the media service provider (example: protvplus.ro). Because there are people who do not have daily time for the television, but are interested in certain programs, these services offer the possibility to see anytime, at other times, on other days, as many times as they wish, whatever a person does not want to be. depending on the broadcast time of a program.

Table no. 4. Notices for the provision of audiovisual media services on request on 31.12.2018

2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**TOTAL**
7	3	4	1 (1 retras)	1 (2 retrase)	1	5 (1 retras)	18

Nr.	**Service name**	**Company name**	**Internet page**	**Service type**	**Access type**
1.	VOYO	PRO TV SRL	www.voyo.ro	Video service on request, mixed service	Restricted
2.	DolceTV.ro	TELEKOM ROMANIA COMMUNICATIONS S.A.	www.dolcetv.ro	Video service on demand, video service on resume, mixed service	Restricted
3.	MYVIDEO	MYVIDEO BROADBAND S.R.L.	www.myvideo.ro	Video service on demand, video service on resume, mixed service	Free and restricted
4.	WEBSITE	PRIMA BROADCASTING GROUP S.R.L.	www.primatv.ro	Mixed service	Liber
5.	ORANGE TV GO	ORANGE ROMANIA S.A.	tvgo.orange.ro	Video service on demand, video service on resume, mixed service	Free and restricted
6.	ANTENA PLAY	ANTENA TV GROUP S.A.	www.antenaplay.ro	Video service on demand, video service on resume, mixed service	Restricted

Nr.	Service name	Company name	Internet page	Service type	Access type
7.	UPC Pay-per-view	UPC ROMANIA S.R.L.	www.upc.ro	Video service on demand, video service on resume	Restricted
8.	DIGI ONLINE	RCS&RDS S.A.	digi.online	Mixed service	Restricted
9.	DIGI PLAY	RCS&RDS S.A.	digi.play	Video service on request	Restricted
10.	PRO TV PLUS	PRO TV S.R.L.	www.protvplus.ro	Video service on demand, video service on resume, mixed service	Free and restricted
11.	TELEKOM TV WEB&MOBILE	TELEKOM ROMANIA COMMUNICATIONS S.A.	www.telekomtv.ro	Video service on demand, video service on resume	Restricted
12.	SEENOW	DIRECT ONE NEW MEDIA S.R.L.	www.seenow.ro	Video service on demand, video service on resume	Free and restricted
13.	www.cardiotvsrc.ro	SOCIETATEA ROMÂNĂ DE CARDIOLGIE	www.cardiotvsrc.ro	Video service on demand, video service on resume, mixed service	Free and restricted
14.	LOOKSPORT	CLEVER MEDIA NETWORK S.R.L.	www.looksport.ro	Video service on demand, video service on resume, mixed service	Restricted
15.	VODAFONE TV	VODAFONE ROMANIA S.A.	neaplicabil	Mixed service	Restricted
16.	Travel Balkan (RO, MNE, BG, SRB, GR, AL, Ex-YU)	LINK NETWORK COMPANY S.R.L.	travelbalkan.info.ro	Video service on demand, video service on resume, mixed service	Free and restricted
17.	CORNEA TV	CORNEA TV S.R.L.	www.corneatv.ro	Video service on demand, video service on resume	Free
18.	TVR+	SOCIETATEA ROMÂNĂ DE TELEVIZIUNE	www.tvrplus.ro	Video service on request, mixed service	Free

Sursa: http://www.cna.ro/IMG/pdf/Anexa_nr._1.4_-_Licente_si_autorizari.pdf

3. Legality check of the activity measured in applied sanctions

When there are deviations from the letter of the law, the Council has at its disposal several means of correcting the specific situations. Starting from the warnings, continuing with public summonses to enter into legality and culminating with monetary sanctions, established in Chapter VII Contraventions and sanctions of the Law 504/2002 of the audiovisual (http://www.cna.ro/Legea-nr-504- of-11 July-2002.html).

As in any field, there are permanently smaller or greater deviations, properly sanctioned, after being analyzed, debated and then voted in the public meetings of the Council. These are attended by those who are accused, thus having the opportunity, to defend their cause, in an open forum, publicly.

Regarding the application of sanctions, the best figures speak the best.

Table no. 4. The situation of the sanctions granted by the NAC in the last 3 years

Year	Radio, Cable, Televisions	Injunctions	Fines No / lei	Decisions regarding the rectification of some information	Decisions on granting the right to reply	Total penalties
2018	national radios	4	1/10000	-	-	5
	local radios	37	-	-	-	37
	national televisions	41	47/1.369.500	1	1	90
	local televisions	20	3/225.000	-	-	23
	cable	11	1/10.000	-	-	11
2017	national radios	2	-	-	-	2
	local radios	41	5/140.000	-	-	46
	national televisions	42	46/1.381.500	-	-	88
	local televisions	35	3/25.000	-	-	38
	cable	11	3/30.000	-	-	14
2016	national radios	2	1/20.000	-	-	3
	local radios	42	2/20.000	-	-	44
	national televisions	40	27/50.000	-	1	68
	local televisions	46	10/75.000	-	-	56
	cable	3	1/200.000	-	-	4
total		377	125/3556000	1	2	505

Source: Made by authors based on public information on the NAC website

As can be seen from table no. 4 were reported and sanctioned deviations from the law from all types of companies with audiovisual activity. The sanctions applied start from the public orders and reach the maximum ones, of 200,000 lei. They come to correct certain behaviors, but this does not mean that the audiovisual field becomes cleaner. Every year we find that as simple consumers of audiovisuals, they are repeated, sometimes by the same people. However, it is an evolution comparable to all other countries.

4. Conclusions

The National Audiovisual Council has been permanently concerned, regardless of its composition, to develop a free, pluralistic and competitive audiovisual market. It is an institution that, in terms of the object of activity, has collaborations with other institutions, among which we list the National Authority for Regulation and Administration in Communications (NARAC). Together, based on a collaborative protocol between them, they seek solutions and establish communication methods and procedures as efficiently as possible, taking into account their common goals. They concern the assurance and promotion of the public interest in the field of audiovisual communications and electronic communications. It also collaborates with the Competition Council, the National Trade Register Office, the National Institute of Statistics, CREDIDAM, UPFR, UNART et al.

The public interest is pursued for both Romanians and speakers of other languages.

Because in our country live co-operative nationalities, they are provided with radio programs made and broadcast by the Romanian Broadcasting Society (RBS) through the „Hungarian-German Program", in the Hungarian and German languages, but also through the regional studios in Craiova, Constanta, Timişoara, Resita, Cluj-Napoca, Târgu Mureş, Iaşi, which broadcasts radio programs for local communities in the Bulgarian, Armenian, Greek, Turkish, Tatar, Aromanian, Italian, Russian-Lipavian, Rromanesque, Czech, Slovak, Croatian, Hungarian, German and Ukrainian. Audiovisual licenses are also granted for the broadcasting of some program services exclusively in Hungarian in localities in Covasna, Harghita, Cluj, Maramureş, Satu Mare, Sălaj, Bihor, Brasov counties.

In addition to national collaborations, there is also a good international connection. There are numerous participations and associations with bodies from outside the country, with the same purpose: the introduction and maintenance of the Romanian audiovisual field in the European and world elite, the application of directives established by agreement between the countries of the European Union, etc.

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AN ANALYSIS ON FREIGHT ROAD TRANSPORTATION DURING 2010-2018

Maria-Elena, Gheordunescu[1]

Abstract:

Since ancient times, transportation has been present in people's day to day activities, and as our society has evolved its importance in the complex system that human civilization is, has grown steadily.

The economic development of our society as well as the unprecedented explosive growth of trade in the conditions of globalization (which determined that "the world economic space became the field of action for companies") led to a development of transports both quantitatively, through the increase of transport capacity, and in quality, through maximizing the degree of use for vehicles, through integrated transportation system planning and rethinking of operational models, which involved the use of several modes of transport.

Through the data presented, this paper aims to carry out an analysis on transportation and logistics, which through their mobility and freedom of movement experienced an extraordinary evolution.

For a better understanding of this information, both theoretically and practically, we used qualitative and quantitative research methods

Keywords: *transport, road freight, legislation. companies, carriers,*

JEL Classification: I15

1. Introduction

One of the most important branches in the economy of a state is transportation. Through transportation, the movement of people and goods is realized in order to satisfy the material and spiritual needs of a community, as well as of each citizen.

The transportation industry made many advances over time, its existence generating other related fields of activity such as road freight. Through the services of road freight transportation, the delivery of heavy or dangerous goods in optimal conditions was made possible anywhere in the world.

Freight road transport means the movement of goods with the help of specialized vehicles.

2. Research methodology

Considering has been presented up this point, the main objective of this paper is an analysis on road freight transport through specific terms.

This work is based on different types of data provided by the transportation market, through different sources of information, which gives it a qualitative and qualitative character.

3. Presentation and analysis of data

Freight road transport has always been a dynamic and competitive segment of the business world, with its many players. It has always been strongly linked to the international market, a fact confirmed in the following part of the paper.

It can be stated that during 2010 most modes of transport have seen a decrease in activity. Specifically, road transportation registered a decrease in terms of its delivery and movement of goods, by 40.3% compared to 2009, as shown in the following table:

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Table no. 1

The situation of road transportation during 2009-2010

Freight Transportation	Measuring Units	2009	2010
Transported Goods	Mil. tones	293	175
Freight Route	Bil. tones/km	34	26

Source**:** http://www.insse.ro

The economic recession affected the transport industry thus, in 2011 the road freight market decreased by 48.5% compared to 2007, being strongly influenced by the reduction of goods transported both internationally (their volume being reduced by 18.1%), as well as nationally, the quantity of goods transported decreasing with an average annual rate of 15.6%.

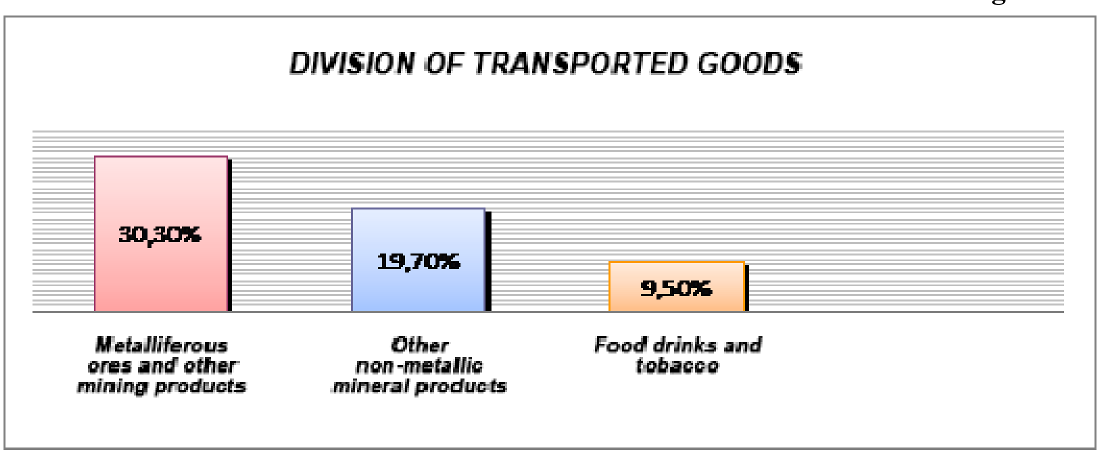
The first 10 companies on the freight transport market in 2011 totaled a turnover of 556 million euros. The market segment of each player in the aggregate market was as follows:

- *Aquila Part Prod Com – 21%;*
- *Schenker România – 13% ;*
- *Trans Bitum – 13%;*
- *Waberer's România – 9%;*
- *Dumagas Transport – 9%;*
- *Havi Logistics – 8%;*
- *Gefco România – 8%;*
- *Transcondor – 7%;*
- *International Lazăr Company – 7%;*
- *Dunca Expediții* – 6%;

Therefore, we can appreciate that for the companies in the road freight sector the year 2011 was marked by a slightly negative trend, but the competition was very strong. If we talk about 2012, the road freight transport performed by operators who have a transport license decreased by 12.0% in terms of volume of goods transported. Out of the total 28763 thousand tons of goods transported, 25854 thousand tons were operated by the national transport method. The volume of goods transported by the national transport method decreased by 12.6% compared to the first quarter of 2011.

In the first quarter of 2012, in the national road transport, 62.5% of the volume of goods were transported on small distances, (between 1-49 km), while 17.1% on distances between 50-149 km. For distances of at least 150 km, the number was 20.4% of the total goods operated by the carrier.

Figure no. 1



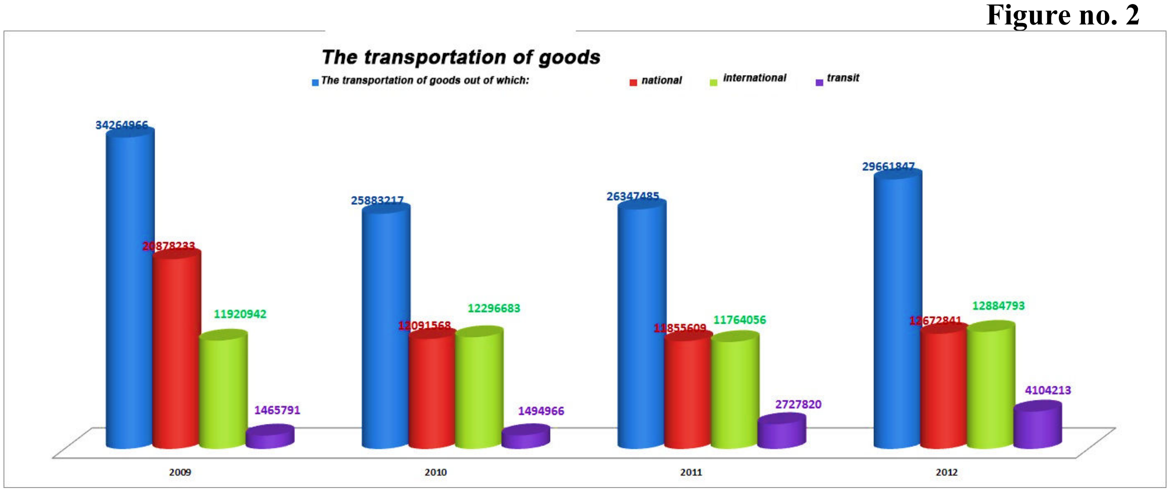
Source: hotnews.ro

In terms of freight, the divisions of food, beverages and tobacco and group goods transported together accounted for 13.5% of the total.

These variations between the main products and the total of goods transported appear as a result of the different distances on which the goods are transported, thus: the building materials are transported over short distances and have the highest weight from the total goods transported. Same goes for products from the manufacturing industry. In the road freight transport, the goods transported alone represent 65.0% of the total. Regarding the transport of goods by destination, 89.9% of the total was registered in national transport and only 10.1% in international transport (including transit).

For the international road haulage of goods, 95.1% of all goods unloaded came from EU Member States, while 95.1% of all goods loaded were destined for EU Member States. The largest quantities of goods came from Germany (26.6%), Italy (21.7%) and Hungary (11.7%), and in terms of volume of goods loaded, 28.7% had as destination Germany, 21.9% Italy and 10.1% Hungary. Of the total freight transported on international routes, which represents 2909 thousand tons, the transit accounted for was 35.6%, freight loaded 33.8% and freight unloaded 30.6%.

Figure no. 2



Source: hotnews.ro

The year 2013 was marked by more moderate dynamics concerning higher profitability, compared to 2012 when the accelerated increase of the revenues of companies was accompanied by losses. Investments increased, similar to the evolution of 2012, but were financed in a bad way, respectively by a very low degree of capitalization. More than half of the companies registered a negative working capital during 2013, not respecting the principle of maturity regarding the allocation of long-term contracted resources to investments.

According to the financial statements published by the Ministry of Finance, 27,252 companies whose main activity area was "Road freight transport" generated during 2013 a total turnover of 26.6 billion lei, increasing by 8% compared to the previous year.

If we analyze the distribution of these companies by their turnover, it can be seen that a quarter of those who submitted declarations for 2013 did not actually carry out any activity, and 1,010 companies in this sector record an annual turnover below one million euros, being the ones that generate about 64% of the revenues recorded in the whole sector.

Following the structure of profit and loss for the companies within the sector, as well as its impact on the balances recorded in the consolidated balance sheets, it can be noted that, unlike 2012, which registered at the sectoral level a total advance of the turnover of 15 %. About 70% of companies obtained increasing revenues, although in 2013 a certain decrease was observed. Thus, the advance of the consolidated turnover at the sectoral level in 2013 was 8%, compared to the previous year, given that only 57% of the companies reported increasing revenues. Despite this, the net result evolved, both from the perspective of absolute values as well as its dynamics.

From the perspective of attracting financing resources and allocating resources for long-term investments, Coface appreciates that during 2013, the companies in the analyzed sector allocated significant investments for the expansion of fixed assets, yet slightly lower, compared to the previous year.

The analysis of the sectoral risk shows that 4,295 companies in the road freight transport sector ceased their activity during 2013, and out of these, 41 companies registered a turnover of over one million euros.

However, the sector remains a competitive one, the volume and size of the companies that ceased their activity during 2013 being relatively equal to that of the companies established in the sector, in 2011 and 2012 altogether.

According to the financial data available in 2014, companies in the road freight transport sector have registered increasing incomes which have resulted in insufficient profits. Investments in refurbishment represent 32% of total assets, significantly above the dynamics of their wear and tear for the third consecutive year. However, the impact is not very visible, given the insufficient increase in profits.

According to the financial statements published by the Ministry of Finance, the companies that have the main activity area "Road freight transport" generated in 2014 a total turnover of RON 30.33 bn, up 14% compared to the previous year. Much of the revenue advance is generated by companies already on the market. In this context, 41% of companies operating in this sector reported declining revenues in 2014. Analyzing the distribution of these companies by turnover, it can be seen that:

About 20% of the companies that submitted the declarations for 2014 did not actually carry out any activity.

- Over half of the active companies have a turnover of less than 100 EUR / year (2014), yet the value in the total turnover of this segment is only 7%;
- 157 companies in this sector registered an annual turnover of more than EUR 1 mil in 2014, 15% more than in 2013, respectively 1,010 companies. This segment represents about 4% of the total active companies, but generates about 64% of the revenues registered at the level of the entire sector.
- The consolidated net result at the sector level for 2014 was 1.8%, registering a slightly increasing dynamic compared to the previous level, respectively 1.2% for 2013 and -1.2% in 2012;
- 47% of companies operating in this sector reported a deterioration of the net result in 2014 compared to the previous year, about 16% passing from profit to loss;

In 2015, the financial balances of the most powerful companies that have as their area of activity the road freight transport have been positive in most cases, but in many cases there has been a slowdown in growth rate. Specifically, there was an increase of 4% in terms of volume of goods transported, compared to the previous year.

Aquila Part Prod Company from Prahova, the strongest road freight transport company after the turnover of 2015 had a 13% increase in this indicator, and its profit increased by no less than 31% to 5.5 million lei. However, in the profit ranking, Aquila ranks only eighth. The second largest Romanian road transport operator, Carrion Expedition from Cluj, in 2015, registered a turnover of over 550 million lei, increasing by less than 45% compared to the previous year. And in the field of net profit, the Cluj-based company specialized in refrigerated transport had a surprisingly good result, reporting an increase of this indicator from 8.7 million lei in 2014 to 28 million lei in 2015.

Table no. 2

The largest freight companies by turnover				
Place	**Company**	**County**	**2014**	**2015**
1	Aquila Part Prod Com	Prahova	596,63	673,69
2	Carrion Expedition	Cluj	378,60	550,16
3	XPO Transport Solutions Romania (Transcondor)	Arad	321,91	315,02
4	Transmec Ro	Cluj	235,60	289,24
5	Duvenbeck Logistik	Brașov	251,88	275,08
6	Total N S A	Sibiu	197,48	235,63
7	Internațional Lazăr Company	Argeș	188,36	187,68
8	Gopet Romania	București	142,16	173,01
9	Dunca Expediții	Timiș	182,45	167,96
10	Arcese Transport	Cluj	149,79	163,00

Source: www.capital.ro

In the ranking of profits, the first place is occupied by Transpeco Logistic & Distribution in Bucharest, a company formed from Petrom in 2007 which has as object of activity the transport of petroleum products. Transpeco obtained a net profit of 33.3 million lei, almost identical to that of 2014. At the same time of the total of 198.6 million tonnes of goods transported, 84.3% were operated in national transport.

Table no. 3

The largest freight companies by profit				
Place	**Company**	**County**	**2014**	**2015**
1	Transpeco Logistic&Distribution	București	33,33	33,31
2	edy International Spedition	Hunedoara	-42,72	31,95
3	Carrion Expedition	Cluj	8,684	28,04
4	Dianthus Company	Argeș	13,89	27,23
5	Internațional Lazăr Company	Argeș	3,153	25,54
6	Duvenbeck Logistik	Brașov	9,475	13,83
7	Total N S A	Sibiu	2,226	9,493
8	Aquila Part Prod Com	Prahova	4,231	5,525
9	Transmec Ro	Cluj	5,291	5,016
10	Dunca Expediții	Timiș	9,523	4,381

Sursa: Ministerul Finanțelor Publice

Source: www.capital.ro

Overall in road transport, the freight traffic increased by 11.1% compared to 2014.

Regarding 2016, in the first quarter of that year the total volume of goods transported by road was 42.4 million tonnes. The most intense exchanges of goods by road take place on small distances (less than 150 kilometers), usually within their neighboring regions, the volume of traffic depending on the state of the infrastructure, according to the data of the study "Passenger and freight transport, on modules, in the first quarter of 2016 ".

In the Center, South-East and West regions, the highest values of local freight traffic were recorded, with 4.4 million and 3.3 million tons respectively in the first quarter of that year.

According to the same source, the total freight traffic registered an increase of 32.9% in terms of volume of goods transported, compared to the first quarter of 2015. Of the total 42.4 million tonnes of goods transported, 77.7% were operated in national transport. In the road transport division, the divisions of goods with the highest weight in the total goods transported were metalliferous ores and the other mining and quarrying products, peat, uranium and thorium (24.9%) and non-metallic mineral products (18.7%). In terms of freight, food, beverages and tobacco held the highest weights - 30%.

In the first quarter of 2016, in the road freight transport, the goods transported in their own account represented 52.4% of the total. Regarding the destination, 22.3% of the total goods were registered in international transport (including transport between third countries and cabotage).

In the international road haulage of goods, 92.5% of all unloaded goods came from EU Member States, while 90.7% of all freight was destined for EU member states. The largest quantities of goods came from Germany (20.5%), Italy (15.3%) and Hungary (7.6%), while 18.8% of the volume of goods loaded was destined for Germany, then 11.3% Italy and 9.2% Hungary.

It is noticeable that incomes have grown, under higher profits, but they are insufficient, compared to the level of investments made on the suppliers' money. According to the NBR data, in 2017, road freight contributed 4.58 billion euros to the export of services in Romania, up 12% compared to 2016. In the ranking of turnover reported to MFP by companies whose activity is the road freight, the leader of 2017 is - as in 2015 and 2016 - Aquila Part Prod Com, a company based in Prahova established in 1994. The company has developed the activity in the fields of transport, logistics and distribution, being the one that laid the foundations of the whole Aquila group. Having as main customers strong brands such as Unilever, Lavazza or Philips, last year Aquila Part Prod Com achieved a turnover of 906.7 million lei, increasing from 797.9 million in 2016.

Table no. 4

Companies with the highest turnover

PLACE	COMPANY	2017 (mil. lei)	2016 (mil. lei)
1	Aquila Prod Com	906,72	797,94
2	Carrion Expedition	823,45	646,70
3	Transmec Ro	355,83	304,34
4	Duvenbek Logistik	335,39	303,59
5	XPO Transport Solutions	276	287,28
6	International Alexander	254	207,19
7	Arcese Transport	220,44	192,89
8	Total N S A	194,68	205,40
9	International Lazar Company	190,30	165,89
10	Ravitex	182,80	181,75

Source: www.capital.ro

Second place in the ranking is Carrion Expedition, a company whose full balance sheet has not yet been registered with the MFP. According to Capital information, the Romanian company, part of the J. Carrion group, registered total business in 2017 of 823.45 million euros, increasing from 646.70 million in the previous year. In the following positions are Transmec Ro, Duvenbek Logistik and XPO Transport Solutions.

Table no. 5

The companies with the highest profits			
Place	**Company**	**2017 (mil. lei)**	**2016 (mil. lei)**
1	Transpeco Logistisc & Distribution	32,67	32,40
2	Dianthus Company	19,80	17,59
3	International Alexander	14,26	10,12
4	Fartud	13,94	15,78
5	Logistik E Van Wijk	11,22	12,47
6	Trans Euro Express 94	10,64	10,76
7	Aquila Prod Com	10,13	13,70
8	Duvenbek Logistik	9,24	15,30
9	Romstyl Impex	8,41	15,17
10	Transmec Ro	8,37	4,77

Source: www.capital.ro

And in the top 10 of profits, in 2017 the same leader maintains its position. With a rich history, which begins more than 30 years ago when the company bore the name ITAPP PECO and belonged to the Ministry of Chemical Industry and with a passage through the portfolios of SNP Petrom and OMV, the current Transpeco Logistics & Distribution is a company with 100% Romanian capital, which carries in particular fuels. The company reported a net profit of 32.6 million lei in 2017, up from 32.4 million a year ago.

On the second position should have been Carrion Expedition, but at the time of this article's completion the complete financial data of this company was not yet available. Therefore, until the Carrion balance sheet is registered with the MFP, the second place in the profit ranking goes to Dianthus Company, followed by International Alexander.

Most employees in the field belong to Aquila Part Prod Com, 2,251, rising from 2,183 in 2016. The following places are followed by - in the absence of Carrion - Duvenbek Logistik (832 employees) and International Alexander (791). In the fleet classification, the first position is occupied, according to UNTRR, by Carrion Expedition (1,334 units), followed by Arabesque SRL (594 units) and XPO Transport Solutions (526 units).

Table no. 6

Companies with the most employees			
Place	**Company**	**2017**	**2016**
1	Aquila Prod Com	2.251	2.183
2	Duvenbek Logistik	832	788
3	International Alexander	791	724
4	XPO Transport Solutions	699	789
5	International Lazar Company	473	473
6	Arcese Transport	461	459
7	Ravitex	461	NA
8	Total N S A	455	407
9	Transmec Ro	406	446
10	Romstyl Impex	400	402

Source: www.capital.ro

On the other hand, Romania has a small volume of road freight, but achieved the fifth increase in the European Union in 2017.

In the first 9 months of 2018 compared to 2017, road freight increased by 5.9% in terms of volume of goods transported. Of the total of 178 million tonnes of goods transported, 76.4% were registered in national transport. The volume of goods in national road transport increased by 5.2%. The most transported goods by road were the following: metalliferous ores and other mining and quarrying products; peat; uranium and thorium (26.4%) and other non-metallic mineral products (18.2%). Food, drinks and tobacco were also transported.

Therefore, we can say that in principle the road freight transport recorded a positive result in 2018, which makes us confident in the future prospects.

4. Conclusions

Therefore, it can be concluded that road freight has been through and through an uncertain and difficult period, with fluctuations in its market situation.At the same time, it remained an essential element in the economic, and social development, contributing fully to the evolution of the national economy and international relations.

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BARRIERS TO THE USE OF PROFESSIONAL SOFTWARE IN THE MANAGEMENT OF INITIAL TRAINING IN VOCATIONAL AND TECHNICAL EDUCATION

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Abstract

In the last years, in the European Union, initial training has been standardized for the realization of an extended common area of vocational training, in a society based on technology, but in an increasingly competitive economy. From this point of view, the European context offers the possibility of harmonizing the initial vocational training systems in the component countries by introducing learning outcomes adapted to the digitalization era. Romania is in the situation the impossibility of having an initial training in relation to the new requirements for almost all the fields of qualification. This research presents the most important results regarding the barriers that may appear in initial training in accordance with Revolution 4.0. The data were obtained by applying a questionnaire on a representative sample of teachers from pre-university and technical education in Dambovita county. Issues involved are: identification of obstacles, ways to overcome barriers, possible policies to facilitate digitization, future challenges of the professions. In this way, we were able to identify potential barriers. Finally, a matrix of the main barriers and mechanisms emerged from the total responses.

Keywords*: barriers, vocational training, professional software, transversal skills*

JEL classification: I2/O3

1. Introduction

The performance of the education and training system in Romania compared to other systems in Europe remains a challenge in a technology-based society. The new vocational standards and the curriculum for higher secondary education in vocational and technical education are under review. The priorities assumed by Romania in vocational and technical education (VET) are the development and updating of professional qualifications and standards of vocational training in order to increase the quality and relevance for the labour market (*EU, 2018*).

Within the education sector, the intensity of innovation on technological development is the highest in higher education (80%), while secondary and primary education are almost equal (63% and 65% respectively).

Compared to other sectors of activity, on innovation domains, significant differences are observed: innovation in knowledge and methods (60%) is above average (49%), innovation in products and services (38%) is below average (47%), innovation at the technology level (36%) is below the average of the other sectors (42%).

The highest proportions of highly innovative jobs in education (fig. no. 1), with regard to at least one type of innovation or all three types of innovation (products and services; technologies and tools; knowledge and methods), are registered in the United Kingdom (79% and 33%), Slovenia (78% and 23%), Italy (73% and 23%) and Finland (75% and 21%), above the European average (69% and 20%).

In contrast, the least innovative jobs in the education sector are in France (51% and 9%), Hungary (55% and 10%) and Germany (66% and 10%).

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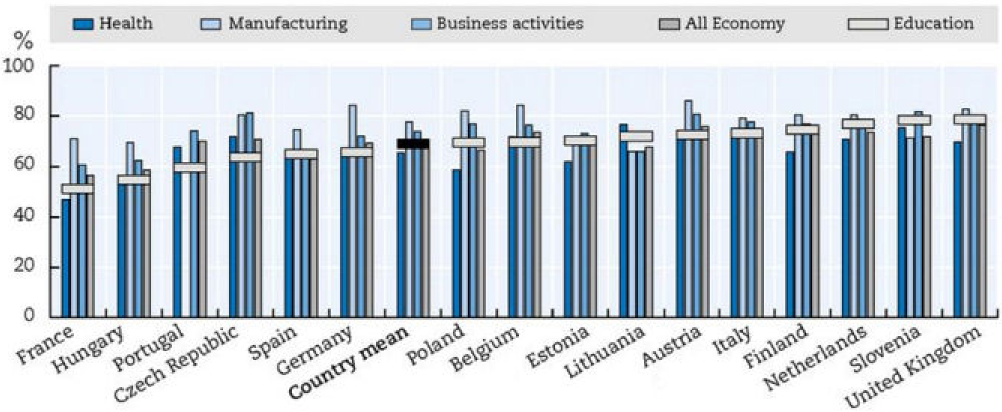

Fig. no. 1. Graduates employed (%) in highly innovative jobs, by sectors of activity
Source: OECD (2014)

In the educational system, with much more than in the other sectors of the economy, the participation of employees in introducing knowledge and innovative methods on technological development in their own institutions (fig. no. 2) exceeds the average of the analysed sectors (71% compared to 61%). The countries with the highest level of involvement of innovation employees in the education sector, regarding at least one type of innovation or all three types of innovation (products and services; technologies and tools; knowledge and methods), are: Czech Republic (87% and 32%), Lithuania (86% and 30%) and Estonia (85% and 36%), above the European average (76% and 23%).

At the opposite end, the lowest participation of employees in the implementation of technological development innovation is in Hungary (69% and 18%), Poland (72% and 11%) and Austria (75% and 15%).

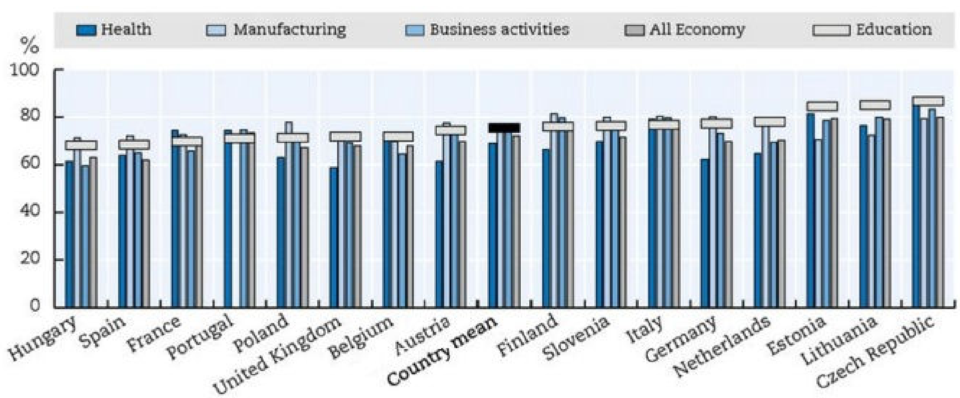

Fig. no. 2. Employed graduates (%) who play a role in introducing innovation, by sectors of activity
Source: OECD (2014)

Regarding the speed of adoption of innovation on technological development (fig. no. 3), education (38% of the graduates mentioned that their educational institutions are in the first wave of those adopting innovations, knowledge or new methods) is close to the average of the economy (41%). The states with the highest rate of adoption of innovations in the education system (the percentage of graduates who consider their job as the leader of innovation adoption) are Austria (82%), the Czech Republic and Estonia (79%). On the other hand, France (60%), Lithuania (64%) and Portugal (65%) have a relatively slow level of adopting innovations in new knowledge and methods.

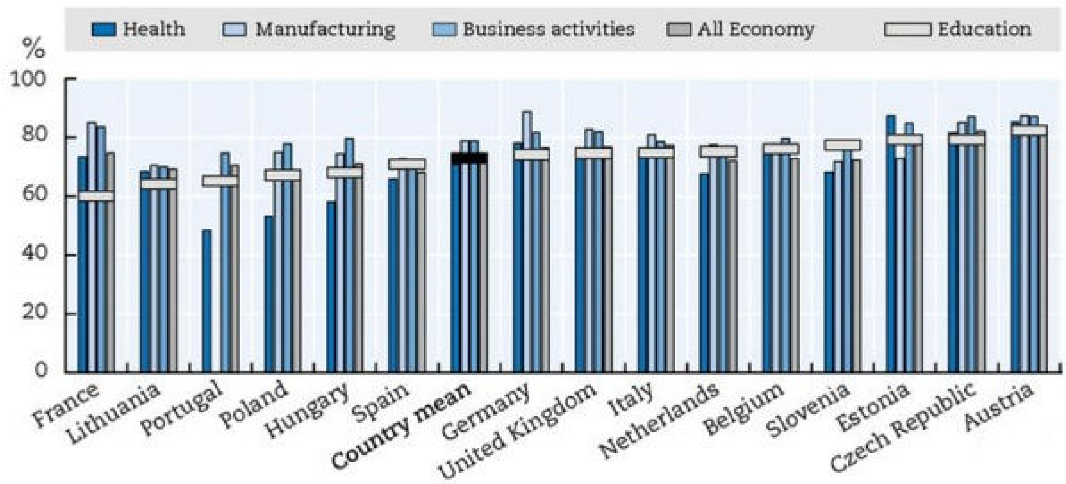

Fig. no. 3. Employed graduates (%) involved in the first wave of innovation adoption, by activity sectors
Source: OECD (2014)

An important dimension of digital innovation is represented by innovative workplaces (in which employees play an important role in introducing new knowledge, methods, technologies, products and services). In the European states, 58% of the graduates with university studies mentioned that they have innovative jobs (fig. no. 4), compared to 55% as an average of all economic sectors. In Europe, higher education holds the most innovative jobs (68%), compared to primary education (55%) and secondary education (53%), provided that the number of graduates is twice as high in higher education.

The Netherlands (65%), Lithuania and Slovenia (64%) are the countries with the most innovative jobs, while France (43%), Portugal (46%) and Hungary (48%) have the fewest innovative jobs in the education sector.

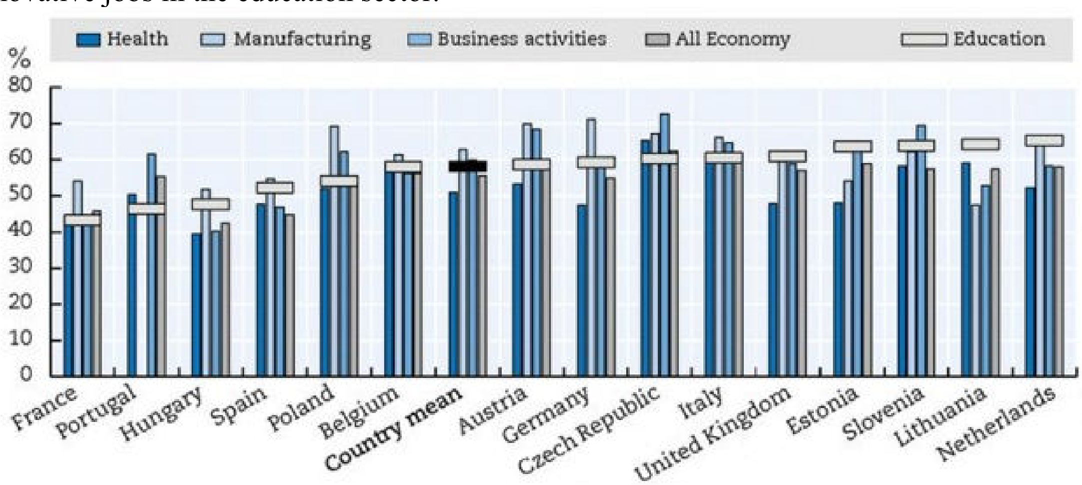

Fig. no. 4. Employed graduates (%) who work in innovative jobs, by sectors of activity
Source: OECD (2014)

2. Relevance and importance of study

In Europe there is a deficit of upstream investments, which is felt by the mismatch between the increasing demand and the supply of the latest technologies. The Digital Single Market (DSM) strategy has established a robust framework, which must now be doubled by a solid investment program. It was approved at the highest political level. In Tallinn, Heads of State and Government identified the main pillars of a strong digital economy: cyber security, artificial intelligence, a world-class infrastructure that includes high-performance computing technology, digital skills and digital transformation of the public sector.

Therefore, the program will focus on strengthening Europe's capabilities in high-performance computing, artificial intelligence, cyber security and advanced digital skills for young people entering the labour market. Promoted at the same time, these issues will contribute to the creation of a prosperous data-based economy, which will promote inclusion and ensure value creation.

The European Credit System for Vocational Training (ECSVT) and other European and national instruments have developed a framework that allows confidence in the results of the national training system at European level. In Romania, professional training standards described by learning outcomes have been created, validated by the social partners, including evaluation standards, modular curriculum, student-centred learning methods, workplace learning, quality standards for the teaching-learning-evaluation process / certification.

According to the European Skills Index (ESI) of CEDEFOP, a composite indicator that measures the performance of a national education and training system, performance is not only measured by the intrinsic elements of the system, but also in relation to employment and economic growth. From this perspective, countries must equip their workforce with all the necessary skills in the labour markets.

To this end, adequate policies are needed regarding the correlation of new changes in the labour market and the training in VET.

According to CEDEFOP (2018) and Eu (2018), it is estimated that 9.8 billion euros have been allocated to projects in the digital economy. According to the same report, the analysis of vocational training on digitization was based on three pillars:

- Developing skills - efficiency of compulsory and post-compulsory education and training;
- Activating skills - the transition from education to the labour market;
- Adequacy of competences - the extent to which competencies respond to a job.

VET systems are an important component of national competitiveness. The European pillar of social rights, built around a functional and inclusive labour market, refers to training through vocational and technical education and lifelong learning. The indicator is relevant at political level and relates to policy issues at European level (EU 2020 strategic framework targets).

According to ESI (fig. no. 5), there are 3 performance groups:

- score over 67 - top group: Czech Republic (75), Estonia, Luxembourg, Slovenia, Finland;
- score 45-62, middle performers group, 14 countries;
- score 23-35, low performing group, Romania (31).

Although they have low performance in skills development and activation, Bulgaria, Hungary and Romania have above average performance in competences adequacy.

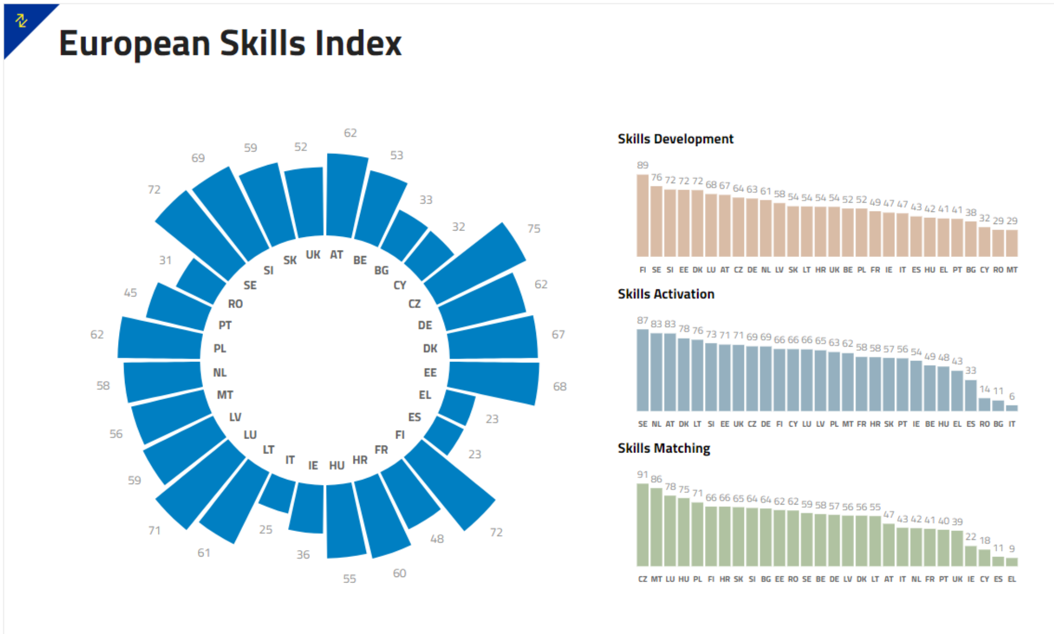

Fig. no. 5. European Skills Index
Source: *ESI (2018)*

2.1. Materials and methods

The investigative approach regarding the barriers to the use of professional software in the management of initial training in vocational and technical education, consisted of an analysis of the answers to the questionnaire offered by the teachers from the 17 technological high schools in Dambovita county.

At the basis of the sample calculation, the criteria related to sex and residence environment were established (table no. 1).

Table no. 1

Teaching staff in high school education in professional and technical education 2017/2018

County environment	Teaching staff number				Qualified teacher staff average	
	Total	of which: female	From col. 1 and col. 2, qualified			
			Total	of which: female	Total	Female
Dâmbovița	1161	809	1152	806	99,22%	99,63%
Urban	1060	741	1051	738	99,15%	99,60%
Rural	101	68	101	68	100,00%	100,00%

Source: *ISJ Dambovita*

The sample was calculated on a 95% confidence interval, with a margin of error of 5% (table no. 2). ***Information processing methods were performed by Pearson-type correlations and principal component analysis***, using the Kaiser normalized Varimax (3 iterations) rotation method.

Table no. 2

Margin of error	5%
Level of trust	95%
N	**289**

The investigative approach regarding the barriers encountered in the initial training process in vocational and technical education on training domains used a complex research strategy, which combines both quantitative and qualitative methods, aiming at obtaining valid and reliable results regarding the opinion of teachers in vocational and technical education.

2.2. The objectives of the study

The present research aims to analyse the perceptions of the teachers, from the technological high school education in Dâmboviţa county, regarding the barriers of using professional software in the management of the initial training in the professional and technical education.

Research objective: Analysis of barriers in the use of professional software in school units in vocational and technical education

Qualitative and quantitative research on barriers to the use of professional software in the management of initial training in vocational and technical education is based on the following **hypothesis**: there is a direct link between the barriers on the use of professional software in the initial training in vocational and technical education and the insertion of young graduates in the labour market.

2.3. Documentary Analysis

Starting with 2010, through the Bruges Press Statement, at the EU progress has been made in making initial vocational education more relevant to labour market needs. However, quality and participation in VET systems vary from one Member State to another. CEDEFOP shows that (European Commission, 2018), with the increasing share of VET-specific content, in parallel with key competencies, it is expected that the provision of learning will become more hybrid - in terms of blurring the boundaries of the institutional profile, target group, curriculum and learning environment between vocational education and general education. According to the Institute for the Future for the University of Phoenix Research Institute (Davies A., Fidler D., Gorbis M., 2011), there are six trends in future vocational training:

- exlongevity: Increasing global lifespans change the nature of careers and learning;
- rise of smart machines and systems: Workplace automation nudges human workers out of rote, repetitive tasks;
- computational world: Massive increases in sensors and processing power make the world a programmable system – “everything is programmable” - an era of thinking about the world in terms of computation;
- new media ecology: New communication tools require new media literacies beyond text;
- superstructed organizations: Social technologies drive new forms of production and value creation.

All these tendencies can have the following implications at the level of initial vocational training: emphasis will be placed on developing skills in critical thinking, intuition and analysis, literacy and integrating experiential learning through soft skills.

3. Result of research

O1 - Which facts do you attribute as barriers in the use of professional software in your institution? [Insufficient coordination and planning;]

O2 – Which facts do you attribute as barriers in the use of professional software in your institution? (It does not exist in the curriculum and professional standard]

O3 - Which facts do you attribute as barriers to the use of professional software in your institution? [Lack of digital tools (computers, software);]

O4 - Which facts do you attribute as barriers to the use of professional software in your institution? [Lack of teacher training in the use of professional software;]

O5 - Which facts do you attribute as barriers to the use of professional software in your institution? [Lack of correlation of the national curriculum with the needs of the current labour market]

O6 - Which facts do you attribute as barriers to the use of professional software in your institution? [Lack of infrastructure]

O7 - Which facts do you attribute as barriers to the use of professional software in your institution? (Pedagogical hesitations of the teachers)

O8 - Which facts do you attribute as barriers to the use of professional software in your institution? (Lack of interest from students]

O9 - Which facts do you attribute as barriers to the use of professional software in your institution? (Lack of ICT skills)

O10 - Which facts do you attribute as barriers in the use of professional software in your institution? (Lack of school partnerships - economic agent)

Table no. 3

Pearson correlation between O1, O2, O3, O4, O5, O6, O7, O8, O9, O10.

	O1	O2	O3	O4	O5	O6	O7	O8	O9	O10
O1	1	0,212**	0,052	0,064	-0,057	0,017	0,040	0,051	0,047	-0,033
O2	0,212**	1	**0,561****	0,340**	0,342**	0,300**	0,267**	0,260**	0,222**	0,250**
O3	0,052	**0,561****	1	**0,582****	0,473**	0,310**	0,342**	0,322**	0,215**	0,435**
O4	0,064	0,340**	**0,582****	1	**0,526****	0,212**	0,406**	0,341**	0,301**	0,341**
O5	-0,069	0,341**	0,463**	**0,526****	1	0,171*	0,237**	0,232**	0,249**	0,202**
O6	0,115	0,351**	0,513**	0,281**	0,268**	0,416**	0,426**	0,320**	0,405**	**0,625****
O7	0,032	0,375**	0,312**	0,333**	0,283**	0,416**	0,386**	0,342**	0,468**	0,413**
O8	-0,037	0,217**	0,397**	0,371**	0,332**	0,459**	0,448**	0,354**	0,443**	0,292**
O9	0,019	0,300**	0,320**	0,212**	0,171*	1	**0,639****	0,316**	0,419**	0,395**
O10	0,040	0,267**	0,342**	0,406**	0,237**	**0,639****	1	0,344**	0,367**	0,471**
****. p < 0,01 (N=289).**										
***. p < 0,05 (N=289).**										

From the table no. 3, you can see the following strong Pearson-type correlations:

- Due to the lack of infrastructure in schools (O6) it is necessary to encourage school partnership - economic agent (O10) - strong correlation 0.625; p <0.01; **N = 289.**
- The lack of ICT skills of the students (O9) is determined by the pedagogical hesitations of the teachers (O7) - strong correlation - 0.639; p <0.01; **N = 289.**
- The lack of teacher training in the use of professional software (O4) is influenced by the lack of digital tools (O3) - strong correlation - 0.582; p <0.01; **N = 289.**
- The lack of teacher training in the use of professional software (O4) is influenced by the lack of correlation of the national curriculum with the needs of the current labour market (O5) - strong correlation - 0.526; p <0.01; **N = 289.**

Table no. 4

Principal components analysing applied to arguments O1, O2, O3, O4, O5, O6, O7, O8, O9, O10

	Component						
	1	2	3	4	5	6	7
O1	0,091	0,053	-0,010	0,053	0,047	-0,080	**0,806**
O2	0,229	**0,589**	-0,260	0,209	**0,461**	-0,103	0,153
O3	**0,359**	**0,725**	0,032	0,154	0,033	-0,253	0,017
O4	0,222	**0,750**	0,105	0,073	-0,076	0,082	0,095
O5	0,083	**0,788**	0,175	-0,111	-0,009	0,106	-0,033
O6	**0,646**	0,305	0,166	0,229	0,057	-0,146	-0,009
O7	**0,397**	0,351	0,083	0,255	0,234	0,240	-0,093
O8	0,373	0,374	0,182	0,171	-0,022	**0,395**	-0,210
O9	0,361	0,268	0,108	**0,490**	0,026	0,175	-0,258
O10	**0,388**	0,408	0,291	0,343	-0,012	0,106	-0,209

By analysing the principal components (PCA), using the Varimax rotation method with Kaiser normalization (20 iterations), the following main components were obtained (table no. 4):

- **Component 1** is characterized by the following arguments: **due to the lack of infrastructure** (O6, **0.646**) and the lack of digital tools (computers, software) (O3, **0.359**), the pedagogical hesitations of the teachers in the use of technology have appeared (O7, **0.397**), and school-economic partnerships (O10, **0.388**) do not exist.
- **Component 2** is characterized by the following arguments: **the lack of correlation of the national curriculum with the needs of the current labour market** (O5, **0.788**) has led to a lack of teacher training in the use of professional software (O4, **0.750**) and a lack of digital tools (computers, software- hours) (O3, **0.725**), starting from the fact that there are no specifications in the curriculum and professional standards (O2, **0.589**), as well as by the lack of school-economic partnerships (O10, **0.374**), generating the lack of interest from the students (O8, **0.408**).
- **Component 3** is very poorly represented.
- **Component 4** is characterized only by the **lack of ICT skills** (O9, **0.490**).
- **Component 5** is characterized only by the fact that **it does not exist in the professional curriculum and standards** (O2, **0.461**)
- **Component 6** is characterized by a **lack of interest from students** (O8, **0.395**).
- **Component 7** is strongly represented by the **lack of coordination and planning** (O1).

4. Conclusions

In this context, the barriers encountered in the initial training process in vocational and technical education in training areas, highlight the following aspects: the main barrier identified is determined by the lack of infrastructure at the school unit level, as well as the lack of correlation of the national curriculum with the labour market needs. current. Also, a major importance represents the lack of digital tools, a barrier that could be counteracted by strengthening school-business partnerships. Digital competence in vocational and technical education, which encompasses digital knowledge, attitudes and skills, has become a key competence in vocational education in most developed countries. Currently, Romania is one of the least digitized countries in the European area, especially in vocational and technical education.

Therefore, it is necessary to take serious digital leadership in the next ten years. The young people who are currently undergoing training do not have any guarantee of the profession, because a major cause is the rapid development of technologies.

In a volatile, uncertain, complex, ambiguous world, education can make a difference, if the new generation will face the challenges by:

- emphasis on informal learning and recognition of learning outcomes;

- collaboration within and between education institutions and the world of work, strong partnerships;
- the international perspective on education and training should be in line with new technologies;
- the use of ICT and professional digital networks;
- the need for autonomy of the learner.

Highlighting the need to permanently research the perceptions of the actors involved in the vocational training process in accordance with the new qualifications and competences required in a globalized and digitalized labour market, the whole scientific approach leads to underlining the major importance in adapting the vocational education system to the needs of educators and to the technical and scientific progress.

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ASPECTS ON FOREIGN DIRECT INVESTMENTS, DEFINING ELEMENTS, CLASSIFICATION

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Abstract

Foreign Direct Investments a complementary category to domestic investments is one of the important resources for the achievement of a strategy for economic development and modernization of a country. The accumulation of capital (internal, external) signifies a priority condition of economic progress, the stake being the achievement of investments.

The paper approaches, succinctly, concept elements of this economic category as outlined in the definitions of some specialists and international bodies, in the categories of foreign investments practiced and the particularities that differentiate them.

The definitions given are multiple and various and refer to the objectives pursued, the role played in the economic development and the relations between the participants.

The categories of Foreign Direct Investments are presented according to criteria related to the relations between the economic agents, the purpose pursued, the way to participate with capital, as well as characteristics that distinguish between the different types of international investments.

The paper ends with some conclusions on the aspects presented.

Key words: Foreign Direct Investments, resources, capital, classification.

Jel classification: F21, H54

1. Introduction

In the current stage, one of the priority conditions of economic development and progress for a country is represented by capital accumulation (both domestic and by attracting Foreign Direct Investments), at stake being the realisation of investments.

Complementary to autochthonous investments, this category constitutes itself as reliable support for elaborating an economic development and modernisation strategy, predominantly in the case of developing countries.

Due to the effect of the shifting changes of the economic reality in the present stage, the approach regarding Foreign Direct Investments might be perceived in relation to economic growth, development, and prosperity, and, also, to the display of economic freedom supported by adequate mechanisms and institutions.

2. Conceptual approaches, definitions of Foreign Direct Investments

Foreign Direct Investments (FDI) represent external sources of capital supplementing domestic capital being a basic support for realising the development and modernisation strategies of the national economies.

Over time, there were a series of approaches as regards Foreign Direct Investments whose definitions related to aspects linked to "share held by subsidiaries, capital contributions (participation with equipment from a direct investor […])" (Bonciu, 2009).[3]

b Their definitions are multiple and varied, depending on the pursued objectives and the role played for economic development, are formulated in papers of experts, as well as in documents of international bodies, as for instance:

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[3]Ovidiu Serafim Trufin, 2016, p. 28, *Investiţiile Străine Directe. Procesul de Dezvoltare Investiţională (PDI) în România*, Editura Tehnopress, Iaşi quotes Bonciu, 2009;

⇒ *In relation to the goal pursued by the foreign investor, the presence of Foreign Direct Investments in economic development, technology and know-how transfer,* these represent:

- "The ownership of a foreign resident on some assets […] with the purpose of controlling the use of these assets"[1] (Graham şi Krugman, 1989).
- "[…] the active factor of development and of adjusting the economy to market, competitiveness demands […]"[2] (Moise, 2005, p. 19).
- "[…] are not a simple transfer of capital, but rather an extension of the enterprise from the origin country into a foreign host-country"[3] (Negriţoiu,1996, p. 54).
- "[…] are complex international flows including financial, technological, managerial and organisational expertise resources that overlap the long term interest and entrepreneurial control of the firm, or of the investing natural person, with the purpose of developing some productive activities in another economy than the one in which the respective firm or individual is resident"[4] (Horobeţ; Popovici, 2017, p. 6).

⇒ *International bodies* capture in the definitions of Foreign Direct Investments various aspects characterizing them (the relationship between stakeholders, goal and objectives aimed at etc..):

➢ *Banca Naţională a României* (*BNR*) "long-lasting investment relationship between a resident entity and a non-resident entity; as a rule, it involves the exercise of significant managerial influence, by the investor, within the company in which he/she invested"[5], expressing the control held by the investor (BNR, 2018, p. 5). In the area of foreign direct investments are comprised: "share capital paid up and reserves pertaining to a non-resident investor having a participation share of at least 10 percent of the votes, or from the subscribed share capital of a resident company, the credits between this investor, or the group to which he belongs and the resident company in which he/she invested, as well as the reinvested profit made by him/her"[6] (BNR, 2018, p. 5).

➢ *International Monetary Fund* - "a category of international investments reflecting the purpose of an entity residing in a country (the direct investor), in obtaining long-term interest into a company residing in another country" (IMF: How Countries Measure FD1, 2001)[7]; thus, the inclusion of Foreign Direct Investments into the category of international investments is revealed, the long-term interest that a direct foreign investor pursues, based on the relationship with

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[1]Mişu Negriţoiu (1996), p. 53 quotes Graham şi Krugman, 1989; Elena Moise (2005), p. 21 quotes Graham şi Krugman, 1989;
[2]Elena Moise (2005), *Investiţii Străine Directe,* Editura Victor, Bucureşti;
[3]Mişu Negriţoiu (1996), p. 53, *SALT ÎNAINTE. Dezvoltarea şi Investiţiile Străine Directe (JUMPING AHEAD. Foreign Direct Investments and the economic development)*, Ediţie îngrijită de Valeriu Ioan-Franc, Editura PRO & Editura Expert, Bucureşti;
[4]Alexandra Horobeţ; Oana Popovici (2017), p.6, *Investiţiile Străine Directe: Evoluţia şi importanţa lor în România,* Mai 2017, Studiu realizat în parteneriat de Academia de Studii Economice Bucureşti şi Consiliul Investitorilor Străini, https://fic.ro/Documents/view/Studiu-Investitiile-straine-directe-evolutia-si-importanta-lor-in-Romania;
[5]Banca Naţională a României (2018), *Investiţiile Străine Directe în România în anul 2017*, https://www.bnr.ro/PublicationDocuments.aspx?icid=9403 BNR specifies that the research was done by Banca Naţională a României with the contribution of Institutul Naţional de Statistică, based on the methodology provided by *Manualul Balanţa de plăţi şi poziţia investiţională internaţională*, edited by Fondul Monetar Internaţional, ediţia a 6-a (BPM6) - International Monetary Fund (2009), Balance of Payments and International Investment Position Manual, Sixth Edition (BPM6);
[6]*Idem 8*;
[7]Ovidiu Serafim Trufin (2016), p. 28, qutoes IMF: *How Countries Measure FD1*, 2001;

an entity residing in another country and the participation to the management of the company (Trufin, 2016, p. 28, 29; Prelipceanu, 2006, p. 17).

➢ *The European Council Directive 88/361/EEC*[1] from 24 June 1988 regarding the implementation of Article 67 of the Treaty comprises the Regulations of the European Union in the field of foreign direct investments, by showing the instances in which these can be manifested (Trufin, 2016, p. 29):

- setting up new subsidiaries or expansion of the existing ones;
- creating new companies belonging exclusively to the investor;
- total acquisition of some existing companies;
- participating with capital within (new or existing) companies, with the purpose of establishing or maintaining long-term economic links;

➢ *The Economic Organisation for Trade and Development* regards Foreign Direct Investments as "a reflection of the goal to obtain a long-term interest into an entity residing within an economy (called "direct investment company") by an entity residing in another economy (called "direct investor"), this interest implying a long-term relationship between the direct investor and the direct investment company, as well as a significant degree of influence of the investor on the management of the enterprise receiving the investment"[2];

➢ *The Organisation for Economic Cooperation and Development (OECD)* highlights, in the "*Codes of Liberalization of Capital Movements and of Current Invisible Operation"*, the participation of Foreign Direct Investments in building economic relationships on long-term and their capacity of exercising influences in managing the respective company[3].

"*The direct foreign investor:* a legal person, natural person, or a group of persons taking concerted action, holding at least 10 percent of the votes, or from the subscribed share capital […] into an enterprise placed outside the own country of residence"[4].

"The foreign direct investment company: is a resident company with or without legal personality in which a non-resident investor holds at least 10 percent of the votes or from the subscribed share capital […]"[5].

In Romania, Art. 2 letter a) from the Law no. 241/1998 for approving the Government Emergency Ordinance (GEO) (Ordonanţa de Urgenţă a Guvernului - OUG) 92/1997, regarding "incentive direct investments"[6] shows that Foreign Direct Investments might highlight in "participating to building up or expanding a company in any of the legal forms provided for, by law, in gaining shares or stocks in a trading company, save for portfolio investments or setting up and extending in Romania, a subsidiary, by a foreign trading company"[7]. Foreign Direct Investments may be of financial nature, contributions in kind and participation in increasing the assets of a company.

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[1]Ovidiu Serafim Trufin (2016), p. 29 quotes Directiva Consiliului European 88/361/CEE din 24 iunie 1988;
[2]Alexandra Horobeţ; Oana Popovici (2017), p. 4, quotes OECD documentul – *Benchmark Definition of Foreign Direct Investment*: Fourth Edition, 2008;
[3]Ovidiu Serafim Trufin (2016), p. 29 quotes Organizaţia pentru Cooperare Economică şi Dezvoltare (OCDE), *Codes of Liberalization of Capital Movements and of Current Invisible Operations*;
[4]Banca Naţională a României (BNR) (2018), *Investițiile Străine Directe în România în anul 2017*, https://www.bnr.ro/PublicationDocuments.aspx?icid=9403; BNR specifies that the research was done by Banca Națională a României with the contribution of Institutul Național de Statistică, based on the methodology provided by *Manualul Balanța de plăți și poziția investițională internațională*, edited by Fondul Monetar Internațional, ediția a 6-a (BPM6) - International Monetary Fund (2009), Balance of Payments and International Investment Position Manual, Sixth Edition (BPM6);
[5]*Idem 14*;
[6]Ovidiu Serafim Trufin (2016), p. 29, 30 quotes Legea nr. 241/1998, pentru aprobarea OUG 92/1997;
[7]Ovidiu Serafim Trufin (2016), p. 29, 30 quotes Legea nr. 241/1998 pentru aprobarea OUG 92/1997 Art. 2 lit. a;

In essence, from the above-mentioned definitions, it might be asserted that a distinctive element of Foreign Direct Investments is that they allow the investor to have control over the assets in which the investment was made. Thereby, it might be understood as direct involvement in managing and organising the production in which the investment was done. In order for an investment to be regarded as Foreign Direct Investment, it is necessary for the foreign investor to have a participation share in the companies where he/she invested between 10% and 25%. In the majority of situations, the weight held by one investor exceeds 50%. (Moise, 2005, p. 21, Negriţoiu, 1996, p. 53, 54).

3. Classification of Foreign Direct Investments

The types of international investments in use are differentiated depending on criteria that are related to the relationship between the participating stakeholders, the pursued goal, and other elements taken into account, for instance:

→ Depending on the ***relationship which is created*** in the case of international investments ***between the issuing agent and receiving agent***, the relationships between the two lead to the difference between ***two types*** of investments:

✓ *Foreign Direct Investments (FDI)* – the issuing agent has control rights proportionally to the participation share and, respectively, decision rights on the action of the receiver (the host country) (Horobeţ and Popovici, 2017, p. 3). Foreign Direct Investments comprise "next to the financial flow […], other flows, many of them having a real consistency: technology, labour force, managerial, goods and services flows"[1].

✓ *Portfolio investments* consist in the financial placement of the issuer (purchase of some foreign securities – shares, bonds – on a financial market), and does not imply the exercise of control on the receiver. (Horobeţ and Popovici, 2017, p. 3; Moise, 2005, p. 22).

The two above-mentioned types are differentiated by (Prelipceanu, 2006, Moise, 2005, Negriţoiu, 1996):

- *Goal* - Foreign Direct Investments pursue high gains, while portfolio investments are motivated by high interest rates (Moise, 2005, p. 25);
- *The period on which they unfold* – FDI are developed on long-term, and are durable, while portfolio investments, on shorter time, pursuing rapid profit gains (Prelipceanu, 2006, p. 17);
- *The participation degree with capital* – the participation with up to 10% is regarded as portfolio investments, whereas above 10% is considered as FDI[2].
- *Company control* – the Foreign Direct Investments gives the investor the right to participate directly to the management and organisation of production where the investment was made, while in the portfolio investment the investor participates to taking decisions and receives dividends, but without control rights (Prelipceanu, 2006; Moise, 2005, p. 21, 22; Negriţoiu, p. 54).

The difference between the two types of international investments is difficult as between the two exists a "grey area" where the boundaries are hardly identifiable (Munteanu and Vâlsan, 1995, p. 9).

→ In relation to the ***goal of the direct investment*** – OECD[1] takes into account four different types by categories of the operations that they presuppose (Horobeţ and Popovici, 2017, p. 5, Spânu, 2017, p. 16, 17):

[1]Costea Munteanu; Călin Vâlsan (1995), p. 9, *Investiţii Internaţionale. Introducere în studiul investiţiilor străine directe*, Oscar Print;
[2] Raluca Prelipceanu (2006), p.17, quotes FMI Balance of Payments Manual, ed. a 5-a, 1993;

- ✓ *Mergers and acquisitions* – imply the acquisitions or sales of own capitals. It is encountered in developed countries where for production entities is pursued expansion of the business, diminishment of costs, and obtaining a better market position[2]. It might be often observed in the case of existing companies owned by the private sector. It might be encountered, seldom, under the form of “joint ventures” constituted between companies in private ownership and public-owned companies[3]
- ✓ *“Greenfield” investments* – with direct reference to investments in the receiving country. They are found in instances where the activity chosen for investment is inexistent in the receiving country or, if it exists, the market demand is unsatisfied. The used capital is foreign, joint and starts from zero. This type of investments is practiced more frequently in developing countries. It shows risks for the host country because the withdrawal of the company’s projects triggers high financial damages to the host country[4].
- ✓ *Brownfield investments* consist in total or partial acquisition of some existing production utilities. Subsequent to the acquisition of existing units, these are reorganised and the personnel is restructured[5].
- ✓ *Development and expansion of existing companies* – a company entering the local market might use the alternative of expansion, by reinvesting net profit.

According to the OECD opinion, the probability of a favourable impact of increasing economic performance in the receiving country is assumed in the case of “greenfield” investments and capital expansions. It is different from mergers and acquisitions’ investments that have impact on some economic indicators when the acquired company is restructured[6].

→ ***Depending on the objectives pursued by the company*** performing Foreign Direct Investments (Negriţoiu, 1996, p. 62, Prelipceanu, 2006, p 34):

- ✓ *Horizontal integrated investments* – the company produces in the subsidiaries established in the host country, the same product that is manufactured in the country of origin. The objective is to cover local or regional demand.

This type of investments corresponds to Multinational Corporations (MNC) who are searching for outlet markets – ***companies organised on the horizontal***. These are shaped in the context in which the countries have the same endowments in production factors reflecting a relative similarity between the country of origin and the host country, in this respect (Yokota and Tomohara, 2007)[7]. By means of the local production, the investor enters on the domestic market of the receiving country and attempts to meet the demands of the market by diversifying products (Trufin, 2016, p. 55).

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[1]Alexandra Horobeț.; Oana Popovici (2017), p.5 quotes OECD - *Benchmark Definition of Foreign Direct Investment*, Fourth Edition, 2008, p. 87;

[2] Diana – Florentina Spânu (2017), p. 16, *Factorii Determinanţi ai Investiţiilor Străine Directe în România şi Polonia 1990 – 2000*, Editura FREE, http://free.literati.ro/index.php/free/catalog/view/2/1/5-1 quotes Aiwei Wang, The “Choice of Market Entry Mode: Cross-Border M&A or Greenfield Investment”, in “*International Journal of Business and Management*”, 2009, Vol. 4, Nr. 5, p. 240;

[3]Diana-Florentina Spânu (2017), p. 16 quotes Maria Bîrsan, Simona-Gabriela Maşca, *Investiţiile străine directe. De la paradigma eclectică (OLI) la paradigma evoluţiei investiţiilor (IDP)*, Iaşi, Editura Universității “Alexandru Ioan Cuza”, 2012, op. cit., p. 35;

[4]Diana-Florentina Spânu (2017), p. 17 quotes Investopedia - Green Field Investment: http://www.investopedia.com/terms/g/greenfield.asp (14 decembrie 2016);

[5]Diana-Florentina Spânu (2017), p. 17 quotes Maria Bîrsan, Simona-Gabriela Maşca, *op. cit.,* p. 35;

[6]Alexandra Horobeţ; Oana Popovici (2017), p. 6 quotes OECD *Benchmark Definition of Foreign Direct Investment*: Fourth Edition, 2008, p. 87;

[7]Ovidiu Serafim Trufin (2016), p. 55 quotes Yokota and Tomohara, 2007;

- ✓ *Investments integrated vertically* – emerge when the multinational corporation sets up new production capacities, outside the national borders for realising intermediary products used as “inputs” into the production realised in the country of origin (for instance, investments in the extractive industry). The shape has as basis the supply and exporting again to the country of origin (Prelipceanu, 2006, p. 34, Negriţoiu, 1996, p. 62). This type of investments is represented by companies searching for efficiency – ***companies organised vertically***. The companies will make investments in the host countries where the different degree of endowment with production factors might bring high profits.

→ In relation with the ***effective participation to capital*** are distinguished the following **types of Foreign Direct Investments** (Prelipceanu, 2006, p. 17, 18):
- ✓ *With equity form of investment - EFI*, of which exemplifies: greenfield investments, acquisitions, investments in a local company with the participation of the local investors, joint-ventures with EFI capital participation (Prelipceanu, 2006, p.18);
- ✓ *Non-equity form of investment* – (*NEFI*) (Prelipceanu, 2006, p.18): the franchise and licencing, sub-contracting and management contracts, turnkey contracts. This form of investments – Foreign Direct Investments *lacking effective capital participation, i.e. Non-equity form of investment* (NEFI) – emerged as reaction to the challenges of the world economy in the second half of the last century (the emergence of new stakeholders at world level, markets’ liberalisation, the development and diversification of innovation). The instability of the international environment generated as reaction of the foreign investors, the search for as flexible solutions as possible for investments (Dunning and Narula, 1996)[1].

→ Other forms of ***“hybrid”*** investments which consist of different categories of shareholdings (capital, technology transfer, managerial competences) of the NEFI type (Prelipceanu, 2006, p.18).

The above-mentioned forms create interrelationships have dynamic activity and support changes by shifting from one type to the other, such as non-equity foreign investments (NEFI) to equity foreign investments (EFI) or vice-versa (Prelipceanu, 2006, p.19).

[1]Raluca Prelipceanu (2006), p. 18, *Investiţiile străine directe şi restructurarea economiei româneşti în contextul integrării europene*, Editura Lumen, Iaşi quotes Dunning and Narula, 1996;

4. Conclusions

The contribution of the foreign direct investments in development felt already by the end of the past century generated a new concept of the investment development process, the starting point being represented by the relationship between the development degree of the receiving country and the net foreign investments.

The types of international investments practiced are differentiated depending on criteria that are related to the relationship between the participating stakeholders, the pursued goal, as well as other elements taken into account. The fact must be taken into account that the existing forms interrelate and bear changes by shifting from one type to another in a dynamic process.

Realised from external capital sources, to which domestic capital is added, this economic category represents a significant support in realising the development and modernisation strategies of an economy.

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MANAGERIAL MEASURES TO INCREASE THE SALES QUOTA USING THE PROMOTIONAL MIX - CASE STUDY

Oana Bocănete[1]

Abstract

The most important activity of communication of any company, is the promotional mix, that is the marketing communications program - consisting of the combined, mixed, specific use of advertising tools, - personal sale, sales promotion and public relations, used by it for to meet its marketing and advertising goals. However, in order for the positive, economic-financial and communication effect to be maximum, the entire marketing mix of the company, not only the promotion, but also the product must be coordinated in such a way as to ensure - the complete dissemination of the information and reception of how they are appreciated. In such a situation, the marketing communications system will be the general framework in which the promotion will be carried out (in the form of the promotional mix), with the four promotional tools: advertising, personal sales, sales promotion and public relations, which follow the presentation of the organization, the products and its services, raising awareness of potential customers and of course increasing sales in order to make a bigger profit. For these reasons, our purpose appeared, to debate such a topic, because, in the last instance, without communication, if you do not know the world, you do not exist as an economic entity and on the market you are insignificant.

Keywords: Managerial measures, Sales, Promotional mix, Business

JEJ Codes – M31

1. **Introduction**

At present, the content and role of the promotional activity is constantly increasing. The promotional activity of any company can be presented, in many forms, depending on the content, role and manner of carrying out the activity. The marketing communications program at SC INTER DECOR SA is practically a promotional mix and consists of a specific combination of advertising tools (personal sales, sales promotion and public relations), used by it to meet its objectives. marketing and advertising. To these are added the use of brands, promotional events and sponsorship and patronage.

In SC INTER DECOR SA the most used promotional form is the sales promotion, which has as its first ascending stage, the personal sale, because it essentially influences the activity of the company and represents the dynamic lever towards maximizing the profit of the customers' satisfaction.

And in the case of the domestic users, but especially in the case of the industrial users, to whom the SC INTER DECOR products are addressed, personal selling through agents is the most efficient, being considerably supported by advertising, through the media and through print, extremely numerous. Any company should not limit itself to providing quality goods or services.

It must inform consumers about the benefits of the product or service offered and position these benefits in the consciousness of each one, in order to meet their needs.

2. Promotion of sales

Sales promotion benefits in the marketing literature, from several definitions, without substantial differences between them.

The elements that are recommended to repeat, in the comments related to this theme, are:

- the complementary nature of the sales promotion activities;
- short duration of their positive effects;

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- very wide variety of instruments used;
- the existence of several fundamental target groups.

In its activity, SC INTER DECOR SA has very clear objectives, by categories of interlocutors, with which it enters into relations, for the running of the businesses, as shown below:

Tabel nr 3.1. Objectives by priority categories, in running the business

objectives targeting consumers	1. Encourage customers to purchase larger quantities of products 2. the attempt to attract users who do not use INTER DECOR products, causing them to abandon competing brands
objectives what it is about detaliştii	1. their determination to market new products and to increase the level of stocks 2. counterbalancing the effects of competition 3. creating, at retailers, fidelity to INTER DECOR 4. gaining access to new retail units 5. increasing the efficiency of sales
objectives what it is about sales force	1. Encourage the support given by the sales force of a new product or model 2. Encouraging prospecting for new clients 3. Obtaining important orders

Source – Adăcăliței, 1994

SC INTER DECOR SA admits in its practice that advertising offers a reason to know, to know, and sales promotion offers an incentive to buy. This technique has a number of distinct features and must be marked, at any price, above it, so that: (Pekar, Smedici, 2005)

a) its main objective is to stimulate sales;

b) sales promotion techniques are more efficient when used irregularly and intermittently, than when used continuously;

c) c) it cannot be confused with the actions included in the price or product policy or with the advertising;

The objectives of sales promotion, at INTER DECOR derive from the general objectives of the promotions, which, in turn, derive from the marketing objectives related to the product.

In order to achieve these objectives, INTER DECOR company uses a series of tools that can be grouped into two broad categories: (Balaure and al, 2000)

- techniques supported by the product: price reductions, reimbursement offers
- techniques that aim at attracting the target to the product: highlighting the products at the place of sale, advertising at the place of sale, direct advertising SC INTER DECOR SA benefits from the service of large wholesale distributors: METRO, CARRFOUR, SELGROSS etc.

However, most of the employees are local firms - local retailers. Based on collaboration agreements, these distributors undertake to market and promote the products of INTER DECOR placed on professional stands easy to spot by potential customers.

At the same time, the collaborators undertake to respect a certain commitment of confidentiality, to highlight and promote the products, presenting in a visible place posters related to it - the company INTER DECOR is obliged to make available the material collaborators for the advertisement, to provide commercial technical advice whenever possible. or it requests, in order to activate and propel the distribution of the contracted products.

For the employees' efforts, the company grants discounts in the form of discounts on the value of the products sold.

Based on the good relations maintained with these collaborators, the operational satisfaction and low cost of the demand for goods is ensured. from the area in which each one acts. At the same time, the company also has its own shops for selling products, in most large cities, in Romania, where the products are displayed in windows, on roller stands, on collections, colors and areas of use (domestic or professional).

Certain discounts are granted for customers who purchase goods worth at least EUR 1000.

The price reductions also materialize in: **special offers**:

- Holidays - Christmas and Easter - about a month before
- on the occasion of stock liquidations

Gifts - exceptional sales at a discounted price. E.g:

- for 17.5 sq m of roofers purchased at list price, was offered a box of washable paint FAUST, 17.5 kg.
- for any quantity of laminate flooring purchased, carpets were offered with a 50% reduction compared to the list price.

To support sales, the company also uses special advertising consisting of cheap and useful objects (pens, calendars, lighters, roulettes, small calendars) that sales agents offer potential and current customers, objects that they have written on them. the name and address of the company and which contain the advertising message: "*INTER DECOR - a world at your feet".* These objects keep the name in the attention of the customers and because of their usefulness, they attract their preferences.

Another tool to promote sales and business is represented by attending fairs and promotional events.

These, according to the definition of the International Chamber of Commerce, represent "large markets with regular regularity, which are held in the same place, for fixed periods and for a fixed duration, with the purpose of allowing participants from all countries to present samples of their own production, achievements new and technical upgrades, in order to carry out international commercial transactions "

Participation in these events is achieved by organizing pavilions and stands at fairs, exhibitions and salons, organizing traveling exhibitions. These events have, besides the commercial function, a strong promotional function being an excellent framework of application of all communication techniques.

INTER DECOR has participated in the national fairs organized by the Chamber of Commerce, Industry and Agriculture of Romania in Bucharest, Cluj, Timisoara, Constanta, Ploiesti as well as at the EXPOCONSTRUCT Fair in Bucharest. By buying an exhibition space in these fairs and by installing stands and posters here to present the products, INTER DECOR succeeds in achieving many objectives, including: expanding the market share and penetrating new geographical areas, establishing a large number of contacts in a short period of time, presentation and testing of the acceptability of new products, better knowledge of competition, extension of the possibilities of dialogue with market agents, cultivation of company image.

3. Personal sale

"The sales forces are made up of a group of company representatives - employees or delegates - invested with multiple competences" (Ionescu, 2010 b)

Sales forces belong to the Sales department of the Commercial department.

Sales networks and fall into two categories. (Ionescu, 2010 b):

1. on indirect sales - when the products reach the customer through an intermediary (own shops INTER DECOR, collaborators, warehouses of construction materials)

2 on direct sales - through their own sales agents, the products reaching customers directly (hotels, construction and interior design companies, state and private institutions, design and architecture companies, etc.)

Sales force objectives

Their establishment must be made starting from the target markets of the company (the market of individual consumers and the market of industrial consumers) and from the desired position of the firm on these markets.

At INTER DECOR, sales agents perform the following tasks: (Adăscăliței,1994)

• Prospecting: identifies new clients, establishes permanent contacts with them and cultivates relationships in order to know their real needs.

• targeting: sales agents decide how to divide their limited time resources between actual and potential customers, depending on the importance of each one, the size of the orders and the payment method (the ones paying with cash, CEC or OP);

• professionally communicating information about the products offered by the company;

• sale if the request of a client's offer is materialized in a contract, the sales agent draws up a draft contract and sends it to the client. In the event of objections (regarding the conditions of delivery, prices or legal nature) they are negotiated following the final agreement to be reached at the end of the final version of the contract. Based on this, the sales agent sends to the central warehouse a delivery order, monitors and records each delivery and solves each complaint that appears during the performance of the contract, regardless of its nature, as follows: (Nenciu, 2010)

• gathering information: sales agents carry out, both market research and information collection related to it: its structure, evolution of competition, analysis of the influence of the economic-social environment;

• allocation: the sales agents decide which customers to be assigned, with priority, certain products, in situations where the company has insufficient quantities of the contracted products.

Based on sales and market data, sales agents develop marketing strategies and plans, making selling really an art and not just a practice.

Sales force strategy

By competing with other importers of similar products, the INTER DECOR company strategically "deploys" its sales forces so as to target the right customers, at the right time and in the right way.

Thus, the art of selling, requires teamwork, appealing to the support of all the employees of the company, starting from the top management, the specialists in technical problems, the agents who provide services to the clients, as well as all the staff of the other offices, all involved in functional activities.

The sales agents of INTER DECOR are full-time employees, by the company, they have mobile phones and cars available to cover a large geographical area through visits to potential customers and to maintain and cultivate relationships with current customers.

Every three months, the company organizes training courses for agents. The course duration is 3-4 days and takes place in Sinaia. Within these courses the aim is to improve sales techniques, improve the professionalism of the agents, analyze the activity of each agent and simulate concrete situations on the market to find the best solutions.

Structure of the sales force

By selling several product categories, to many types of customers, the company structures its sales force according to territorial criteria with the following structure:

1. Bucharest area: 6 sectors + Ilfov area (7 direct sales agents and 7 indirect sales agents);
2. EST area (10 counties): two agents for two counties: one for direct sales and one for indirect sales:
3. VEST area (16 counties): two agents for two counties: one for direct sales and one for indirect sales:
4. SUD area (14 counties): two agents for two counties: one for direct sales and one for indirect sales:

This delimitation of the territories has been done both to ensure a potential and an equal work volume and for the advantages it presents:

- leads to a clear definition of the responsibilities of each team;
- each team is entitled to receive both praise and criticism for the evolution of sales in the area they control, to the extent that their efforts to sell can influence the situation;
- territorial responsibility stimulates the team to support the local business environment and to create personal connections in the area;
- travel expenses are relatively small, as both the direct sales agent and the indirect sales agent travel in a small area.

As we have mentioned, in each area a zone coordinator and a sales agent act. The area coordinator deals with the key or major beneficiaries, who are the clients who have important contracts in large quantities to be delivered. They follow the way of the contracts, the degree of their realization, the quantitative and timely delivery of the contracted orders, the resolution of the possible technical and commercial complaints that appear during the contracts.

At the same time, they produce sales reports in the area they are responsible for, evaluate the sales agent's performance and monitor the satisfaction of the customers.

"On the other hand, sales agents deal with occasional customers who, due to their small and diversified orders, spend a lot of time and although they are numerous, they represent 20% of the volume of sales of stamping bodies". (Stefanescu, 1995) They are responsible for attracting new customers and maintaining links with them, stimulating them to buy large quantities of products by granting discounts for a sales volume of 90 million lei, during a month.

Sales force remuneration

This aspect balances two points of view that do not always find a point of intersection, namely: (Epuran, 2002)

- sales agents want regularity of income, additional rewards for outstanding performance and an honest payment for experience and uninterrupted seniority within the company;

- the management of the company pursues control over the activity, the economic efficiency (which conflicts with the agents' objectives, as well as financial security) and the simplicity.

In practice, the employees of the two sales departments have a remuneration that includes:

- fixed amount represented by the salary (through the current account card opened at BRD) which ensures the sales agent a stable income:
- a variable amount that could consist of commissions (bonuses) offered with the intention of stimulating large efforts:
- a spending ceiling that allows sales agents to cover a series of expenses related to travel, accommodation, meal and protocol with customers.

- additional benefits such as discounts for rest and treatment tickets, the amounts paid in case of illness or accident, pensions and life insurance, reductions for the payment of the meal at the company canteen, meant to provide security and satisfaction related to the job.

All these stimulating components are based on the schematic (Scheme no. 1) of the motivational model in the representation below:

Scheme no. 1 Componentele stimulante ale modelului motivațional

MOTIVATION EFFORT PERFORMANCE REWARD SATISFACTIONS

⇑

Source - Author

This scheme shows that the higher the motivation of the agent, the greater his effort, the greater effort will lead to higher performances; higher performances will lead to higher rewards, higher rewards will lead to greater satisfaction, and increased satisfaction will lead to stronger motivation.

A motivating factor is the sales analysis sessions, a very disconnecting element at the end of the day as it offers agents an escape from the daily routine, an opportunity to meet with the entire management of the company and at the same time a chance to discuss freely and communicate for to motivate.

In the outlook, sales contests are estimated to stimulate the sales force to make special efforts, efforts greater than what would normally be expected. This element is part of the strategic line of stimulating the staff adopted by the new management, a factor that can bring significant benefits to both the company and its customers.

Another problem that is related to the sales force is the continuous training of sales agents. Through training programs (lasting from 20 to 28 weeks) the sales force benefits from participating in a series of courses outside the company, as well as with the specialized personnel of the company, programs that aim at the following goals: (Florescu, 1994)

- the knowledge of the company in all aspects - the history and objectives of the company, the organizational and hierarchical structure, the financial structure and the facilities that it offers, the main products and the size of the sales volume and the identification with it;
- the knowledge of the products and the different uses that are given to them;
- the characteristics of the customers (with the needs, motives and habits related to the purchase) and of the competitors;
- these elements make the entire activity of the sales staff become more efficient and permanently give satisfaction to both agents and customers.

4. Advertising

SC INTER DÉCOR SA practices the form of product advertising, aiming to stimulate consumer demand for the products it offers. As particular forms of product advertising, INTER DECOR practices both information advertising and conditioning advertising.

Depending on the geographical area, INTER DECOR promotes all three types of advertising:

- local;
- regional
- national.

Through all forms of advertising used by INTER DECOR, the company addresses:

- individual consumers through own intermediaries and stores;

- industrial consumers (construction companies, interior design) through sales agents.

In the promotion policy INTER DECOR practices a factual advertising, based on the highlighting of the product characteristics. (For example: for "parquet" - colors, thickness, way of joining, durability)

Although a distributor, INTER DECOR is the one who financially supports all the promotional campaigns of the offered products.

Media advertising includes the press, radio, television, cinema and internet networks (web pages or ads on such pages).

PRESA is a means of transmitting the company with a very good efficiency, successfully used, by the firm.

The use of the press for police purposes has several advantages such as: (Kotler and al, 1997)

- It presents flexibility regarding the territorial diffusion and the moment of appearance;

- It addresses differentially to the user segments;

- It does not require exaggerated investments;

- present the message with sufficient accuracy.

Depending on the time of publication, the press is divided into two categories: daily and periodical.

Daily press INTER DECOR company messages can easily be highlighted in daily as well as in regional ones; ads that inform and attract the attention by originality and the framing on the page (generally the top of the page) on the products distributed by INTER DECOR and on its own stores in the territory.

Periodic press It has been shown that this ensures a longer message life, because it is highly specialized, targeting well-individualized consumer segments. At the same time, the reproductions used are of good quality, and the advertising space is larger in comparison with the daily press.

The apparent disadvantages of the periodic press are: (Popescu and al, 1994)

- The fact that it is printed on fixed dates leads to a gap between the time of the order and the time of the announcement;

- Being read for a longer period of time and by more people, it does not offer the possibility of controlling when the message will be observed or read by the public.

The main periodicals to which the company relies are the specialized magazines DOMUS, CASA NOUA, PRACTIC. At the same time, the advertising announcements of INTER DECOR can also be found in the big national or European directors: NATIONAL PAGES, GOLD PAGES, YELLOW PAGES, the French version EURO PAGES and the English version KOMPASS.

In these last two periodic sources published annually, the advertisement takes the form of a brief presentation of the company, starting with the legal form, share capital, the description of the management of the company and the object of activity and the scoring of the main economic-financial indicators. There is no missing company logo "A world at your feet" and references to its own stores.

Advertising in the press is presented in two forms: (Adăscăliței,1994)

- the advertisements themselves;

- interviews, articles, reports.

Interviews, articles and reports are of two types:

- made on the initiative of the publication - these target special events of the company and which, from the point of view of the publication, are of interest to the readers. In this category can be mentioned the reports made on the occasion of participating in the

EXPOCONSTRUCT Fair - articles published in the fair magazine, in which were highlighted the new models marketed by INTER DECOR such as PVC roofing and laminate flooring.

- made at the request of the company - case in which the company requests an interview by the reporters of a publication or the presentation in publicity of articles on topics of interest to the company. In this sense, the reports made by the DOMUS interior design magazine can be mentioned when launching the well-known international brand KRONOSPAN - the name of INTER DECOR was associated with this brand, INTER DECOR being the exclusive distributor for Romania of KRONOSPAN brand products.

The actual advertisement presented in the press has the following components: illustration, informative text, slogan and title.

The title formed by the logo of the company "INTER DECOR - A world at your feet" in an original presentation ensures the attention and informs the clientele about the existence of the company.

The illustration attracts attention by presenting on a gray - open background a diverse range of products (carpets, linoleum, carpet, parquet) communicating the idea of familiarity and ease of purchase. The presence of a character in a jumpsuit suggests the idea of professionalism.

The text at the present time and the second person, supports the idea of quality and promptness in delivery, while emphasizing the issues regarding the low prices and the diversified offer of INTER DECOR.

RADIO as an advertising medium has a number of advantages: (Ionescu, 2010 a)

- ensures a good selection of the listening audience (on shows, broadcast hours);
- is flexible regarding the choice of transmission moments;
- has high mobility;
- allows to receive the message without effort, being "a background friend";
- makes it possible to send urgent messages, in well-defined geographical regions, depending on the company's objectives.

INTER DECOR has an antenna space at the national station - EUROPA FM and local stations - Radio ALFA and Radio DEEA where advertising announcements are broadcast.

"Radio advertising is achieved by pre-recording the ad, music, sound and sound effects contributing to a good memorization of the message" (Patriche, 1994) INTER DECOR - a world at your feet , while creating an atmosphere of relaxation.

At the same time, the announcement is required by the simplicity of the transmission realized by the spontaneity of the presenter, who by the charm and the image enjoyed in the area, manages to give an extra image to INTER DECOR.

TELEVISION INTER DECOR has opted for the appearance with commercials on the local television ALFA TV, but also on the national station B1 TV for special events.

INTERNET NETWORK is the newest media support, constituting a true electronic press. This advertising medium has a great success due to the advantages it offers:

a) is a means of transmitting information extremely fast anywhere in the world;

b) is a new media that allows the rapid and efficient opening of new markets;

c) is a giant databank that allows access to any information at any time, from anywhere in the world and from any domain.

Precisely for these reasons the company has opened a website on the Internet at INTER DECOR@excelnet.ro where they can be viewed in an original way, information related to the activity of the company, the main clients and the addresses of the main collaborators. At the same time, the development of the Internet facilitates the INTER DECOR company timely transmission of information, presentation in different national and international catalogs and publications (Statistical Yearbook, Kompass) and obtaining data about potential customers and areas of use of its products.

INTER DECOR also appears on the pages of wholesale and retail companies specialized in the sale of goods for interior design: UNIREA SHOPPING CENTER, CARREFOUR, METRO, SELGROSS etc.

Print advertising

The most important advertising prints are: the poster, the catalog, the leaflet, the agendas and calendars, the direct advertising letters.

"**The poster** as an advertising medium is aimed at the general public given the content or especially the locations." (Popescu, 1998)

From the point of view of the presentation mode, the exposure mode and the duration of view the INTER DECOR posters are normal or double (printed identically on both sides), they are located externally and lasting.

The text is characterized by simplicity and clarity, transmitting information related to the object of activity of the company, suggesting an exhortation, an invitation to buy and save time and money by buying INTER DECOR products.

The illustration is clear, being on a light-blue background positioned a few products that they market.

These posters are located on the European road E85 Bacău-Bucharest, at a height and position corresponding to the main direction of travel, ensuring them visibility and adequate lighting.

They propagate in an attractive way the image of the company - as proof is the continuous effort and attention that is given by the specialists of the marketing department for their artistic and typographic value.

The catalog used to present the company's offer is the result of the collaboration of the members of the marketing department with the advertising agency INFOPREST - Bucharest. It can be found in two forms:

- The prospecting catalog fulfills a role of presentation stand of INTER DECOR products, with technical elements and illustrations representing product drawings, the map has an average quality, being sent also as a commercial offer. One of the peculiarities of the prospecting catalog is the introduction of samples of the main products.
- The prestigious catalog contains extremely suggestive images and photos, excellent quality products are presented and the printing paper used is of very good quality - it was published with the 5 years of existence of the company, also serving at the presentation of the recent EXPOCONSTRUCT fair - Bucharest.

The INTER DECOR booklet is a two-folded A3 and A4 typographic support. It contains 30% / 70% different images and texts related to the company's offer.

The leaflets are made by product groups, the predominant colors being blue, green and yellow. The leaflets are distributed in the own shops and of the collaborators, in post boxes and on the street - during the periodic advertising campaigns.

Agendas and calendars fulfill the first, both an advertising role and a practical utility, people often resort to them for scheduling time or to record some dates and events.

The agendas for the INTER DECOR company are made both in A4 format and in smaller size format with gilded or sewn edges and of course the first pages containing information about the company: activity profile, ownership form, geographical location, product range, quality systems used.

Calendars are triptych advertising media (with only the dates of the months) and with images, the reproductions are extremely faithful and have a high artistic value, which contributes to the increase of the chances of success.

Direct advertising letters also called "direct mail" or "secret media" are aimed at informing and attracting customers to products. These letters have a personal character and are different from routine business letters because of the addressing person (the second person is used) comprising a short introductory part, a set of sentences grouped into distinct paragraphs and a simple persuasive conclusion. They are addressed to both the current clients of the company, the former clients and the potential clients who inform them about the existence and products offered by INTER DECOR

5. Public Relations

Public relations (PR) implies from the company the cultivation of direct contacts, made consistently and systematically, with different categories of public, with influential people from the management of other companies in the country or abroad, with the media, with representatives of public power, in the purpose of obtaining their support in the effort of preserving and developing its interests.

Public relations is a technique capable of mitigating the negative effects that the pace of the current changes could have on the activity of the company, playing in this context an important role in determining how the activities within the company could best adapt. good to the public or to different markets.

The main objectives of INTER DECOR company pursued in the activity of public relations are: (Ionescu, 2010 a)

- informing and gaining public confidence in the company and its products;
- knowing and anticipating the expectations of current and potential customers;
- maintaining and strengthening the market position;
- defending the products from any commercial risks;
- strengthening the relations with the mass media, with the financial-banking institutions;
- ensuring the transparency of the company's actions in relation to the interested public.

These objectives are achieved by using a variety of marketing tools, of which we list:

a) publications that allow the company to establish important contacts with customers.

Thus the annual reports play the role of a real promotional material comprising the message of the president, INTER DECOR landmarks (company identification data), financial benchmarks, organizational structure, company products, INTER DECOR distribution points in Romania, dynamics of assimilation of new products, investments. an important role in informing targeted users about what is a product, its properties and areas of use. At the same time, the articles written by the directors as well as the newsletters help strengthen the company's image and transmit important information to the target market.

b) the activities for public use consist of donations or support provided by the company for a well-specified cause and which is not related to the commercial activity of the company.

Here we can remember:

- donations for the Foundation "MUST" - in support of children with disabilities, for the Emergency Clinical Hospital "Sf. IOAN ”from Bucharest.
- sponsorship of activities in sports life: the football team "Petrolul Ploieşti"; the cruise organized on June 1, in the municipality of Ploieşti.

6 Conclusions

Communication is the fundamental element that underlies human relations Marketing communication is the collective term that designates all the functions of communication used in the marketing of a product. The purpose of marketing communication is to add persuasive value to a product to its consumers. Duncan (2002) defined marketing communications as "the process by which the marketer develops and presents an appropriate set of communication stimuli to a target audience with the intention of provoking the desired set of responses." Integrating these components is what has transformed the concept of integrated marketing communication (CIM) into an effective approach of the consumer or other stakeholders.

Accepted by the American Association of Advertising Agencies, integrated marketing communications is a marketing communications planning concept that recognizes the added value of a comprehensive and coordinated plan, which has the role of evaluating the strategic roles of communication tools, which they it combines in a clear, coherent framework, with a unitary structure.

As noted, marketing has a number of communication methods and techniques designed to facilitate the connection between the organization and the target audience of its communication efforts, and which at the same time delimits promotional communication (advertising, sales promotion, public relations, sales force, direct marketing) of continuous communication (brand, design, architectural etc.).

Thus, the marketing mix is a conceptual framework that aims to help to better structure the marketing approaches. Canadian author Jerome McCarthy was the first defined the marketing mix as being represented by the 4P.

The concept was first used on the FMCG market, from where it was borrowed, then, by the industrial market and transformed into 7P, a combination that also highlights the employees, the processes (production methods, supply and consumption) and the physical evidence (buildings, uniforms). etc.)

From our study, it turns out that integrated marketing, however, is not just promotion or communication, but addresses a much wider sphere of problems, at the firm level. Basically, integrated marketing communication is an element of integrated marketing, just as promotion is an element of the marketing mix. Traditionally, the tools of the communication marketing mix are: advertising - advertising, public relations, sales promotion, direct marketing, personal selling,

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MANAGERIAL ASSESSMENT BY APPLYING OF THE MARKETING MIX REGARDING THE SALES STIMULATION - CASE STUDY

Oana Bocănete[1]

Abstract

Evaluation is a necessary requirement and yet, according to Strong, "the evaluation of the results of the promotion program is given little attention." Even when there is an attempt to evaluate a promotional campaign, it will most likely be superficial. in terms of profitability, it is even less common in practice. "In fact, this is the purpose of the present study, that is to demonstrate and present a model of how to conduct a managerial evaluation that is given due importance, any details missed, following to be a minus in the activity of the company and a diminution of profit that should be maximized at any time. We want our evaluation to be a pragmatic model, apt to be useful and available to anyone.

Keywords: Evaluation, Management, Marketing mix, Sales, Business

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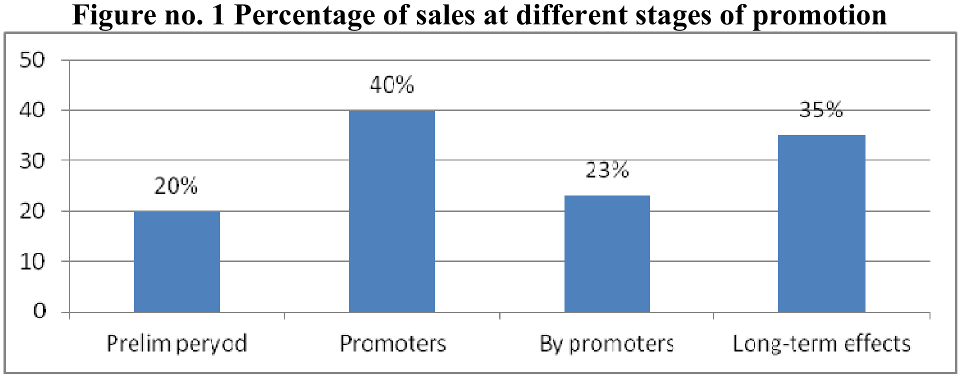
Introduction

Evaluation is a crucial requirement and yet, according to Strong, "the evaluation of the results of the promotion program is given ... little attention. Even where there is an attempt to evaluate a promotional campaign, it will most likely be superficial ... The evaluation in terms profitability is even less common in practice ".

To measure the effectiveness of a sales promotion campaign, the company can use four methods.

The most common is the examination of sales data before, during and after the completion of a promotion campaign. As a result of the practical development of the promotional activity to stimulate sales, INTER DECOR concluded that, before launching the promotion campaign, the market share of the company was 20%, it rose to 40% during the promotional campaign, decreases to 23 % immediately after the campaign and then increases to 33% in the period following the promotional campaign. At a closer and in-depth analysis of the place that sales promotion occupies in the communication mix and implicitly in the marketing mix, one can easily observe, the power with which sales promotion influences each of the 4Ps.

Figure no. 1 Percentage of sales at different stages of promotion



Source – Author

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2 The impact of the measures of the promotional activity

The evaluation of the promotional activity is as necessary as its own development. “Any decision regarding the content, size, corrections of promotional actions should be based on periodic evaluations of the effectiveness of the actions. The stage of carrying out this activity could be: establishing the indicators based on which the evaluations are made, collecting information (post-testing), calculating the indicators in comparing the results with the objectives ”Balaure and al, 2000). The indicators used can be global indicators that characterize the promotional activity as a whole and specific indicators for each promotional action. When calculating both groups of indicators, special attention should be paid to isolating as far as possible the effects of the promotional action.

"In the case of global indicators, we must take into account the fact that certain effects also occur as a result of the action of factors other than the promotional ones, and in the case of the analytical indicators, we must also consider the cumulative influence of the different promotional actions on the results". (Kotler and all, 1997)

In addition to these indicators, which mainly reflect the effectiveness of promotional actions, efficiency indicators obtained as a ratio between effort and effects can be used. As indicators of effort can be used: total promotional expenses and by categories of actions and means; number of persons or time consumed to carry out the promotional activity; the material means used.

The effect indicators will refer to: number of customers, sales, market area, market share.

In the analyzes made on the basis of the mentioned indicators "attention must also be paid to the way in which their values are expressed: absolute quantities, relative sizes, absolute changes, relative changes" (Florescu, 1994).

In the case of promotional actions made for new products, brands or companies, the indicators will be in the form of absolute or relative sizes and will reflect levels recorded at a given time. For existing products, brands or companies, the indicators will reflect absolute or relative changes and will be presented in the form of the absolute increase, the average increase, indices of the increase.

3 Measuring the results of the INTER DECOR advertising actions

Good planning and effective control of the advertising activity depends largely on how to measure the effectiveness of the advertisement.

Most advertising users, including the specialists of INTER DECOR, try to "measure the communication effect of an advertisement, ie its potential effect on the public in terms of information, knowledge or preferences". (Ionescu, 2010a) The effect on sales which is often considered the most difficult thing to measure is not neglected either.

Analysis of the effect of communication seeks to determine if the advertisement communicates the message effectively. It is also called "advertising testing and can be launching an advertisement through the media or after it is printed or broadcast" (Popescu and al, 1994).

"***The pretesting*** was done by the specialists of the marketing department through the techniques based on surveys." (Ionescu, 2010b) Thus, within a sample of 100 companies from the Moldovan area, which were currently subscribed to a daily newspaper (Monitorul), the company inserted in this advertising medium, several variants of an ad serving it in different geographical areas of Moldova.

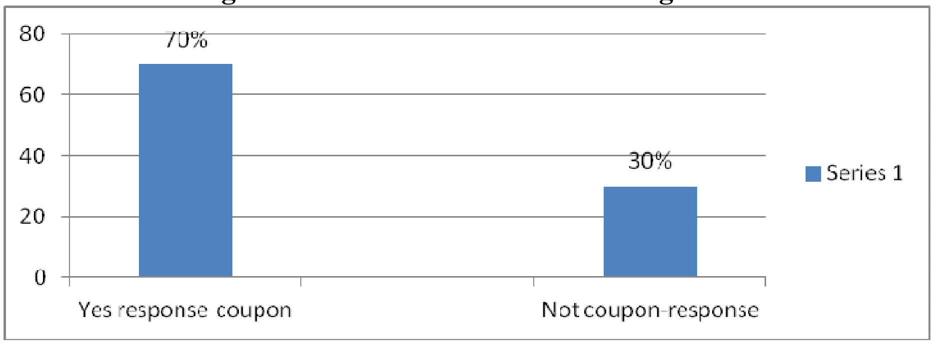
The announcement also provided a response coupon that had to be completed by the person who read the ad and sent it to the headquarters of INTER DECOR. Based on the information obtained from the analysis of the response coupons, arrived at the company headquarters, a number of conclusions were drawn:

Table no. 1 The result of the investigation

They sent the response coupon	They not sent the response coupon
70%	30%

Source – Marketing Department of INTER DECOR

Figure no. 2 The result of the investigation



Source – Author

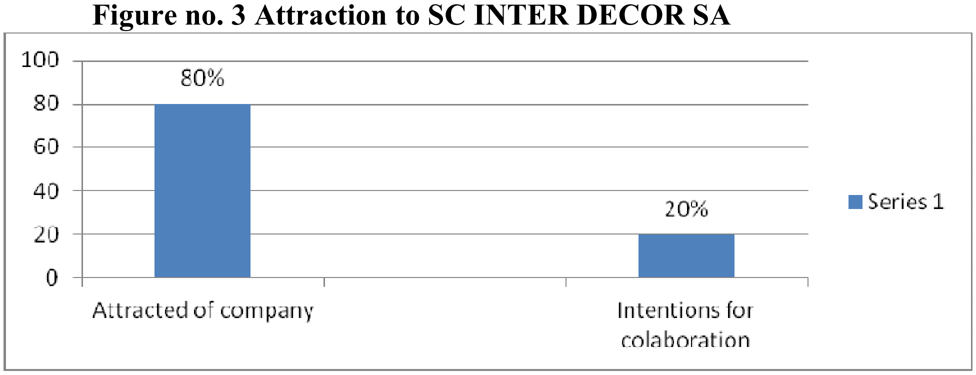
- 70% of the surveyed companies sent the reply coupon;
- 30% of the companies surveyed, did not send the answer coupon

Tabele no. 2 Attraction to SC INTER DECOR SA

Attracted of company	intentions for collaboration
80%	20%

Source – Marketing Department of INTER DECOR

Figure no. 3 Attraction to SC INTER DECOR SA



Source - Author

- 80% of them knew of the existence of the company, of the object of activity, being very attracted by the originality of the advertisement, having frequent collaborations with INTER DECOR;

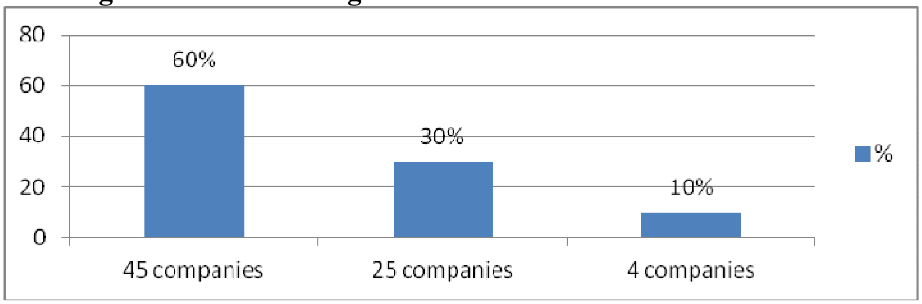
- 20% of companies also acknowledged the spontaneity of the ad, retaining the company profile and expressing in the future the intention to collaborate with the "professional in overalls", the mascot in the advertisement;

Table no. 3 Percentage of shares held since INTER DECOR

Number of companies	Percentage of shares held since INTER DECOR
45	60%
21	30%
4	10%

Source – Marketing Department of INTER DECOR

Figure no. 3 Percentage of shares held since INTER DECOR



Source – Author

- out of these 70 companies that responded positively to the newspaper advertisement, 65% of them owned, on average, 60% of the sales volume of INTER DECOR, 15% a share of 30% and the rest 10%;

What attracted everyone's attention was "the accessibility and credibility of the content of the ad, the rapid recognition of the products" (Ionescu, 2010a) and the fact that all respondents have associated INTER DECOR with a high level of quality and professionalism, aspects doubled by the fact that most of the respondents were companies that were actively collaborating with INTER DECOR.

The post-test was aimed at comparing the results of the advertising campaigns with the objectives pursued and obtaining information necessary to substantiate the future actions. Thus, "based on the expenses in the field of advertising, the company has managed to increase the public information on the existence of the company". (Ştefănescu, 1995) INTER DECOR, better knowledge of the company by the user, increasing user preferences for INTER DECOR products.

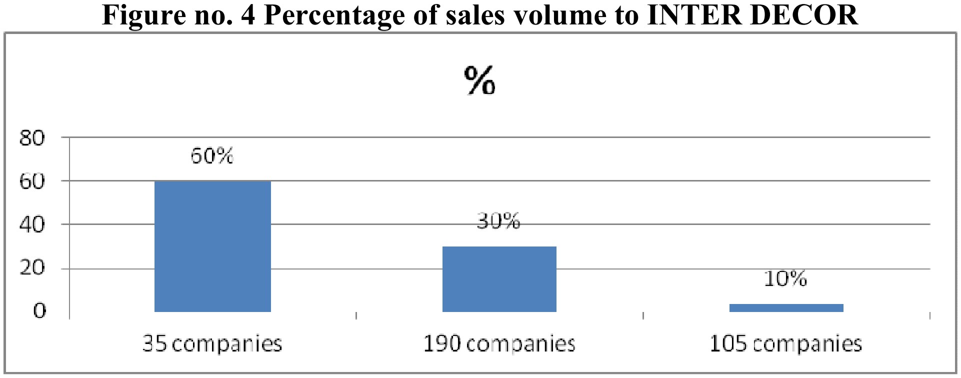
Table no. 4 Percentage of sales volume to INTER DECOR

Companies numbers	Percentage of sharesheld from INTER DECOR
35	60%
190	30%
105	10%

Source - Marketing Department of INTER DECOR

From a total of 350 organizational clients, at the level of 2015, the company has, in its portfolio, 35 clients who own 60% of the sales volume, 190 clients own 30% of the sales volume, the remaining 10% being owned by 105 customers. The remarkable results of the advertising campaigns led to a 40% increase in the level of information of users on INTER DECOR products, exceeding the proposed objective, namely to reach an information level of 30% (number of new customers attracted).

Figure no. 4 Percentage of sales volume to INTER DECOR

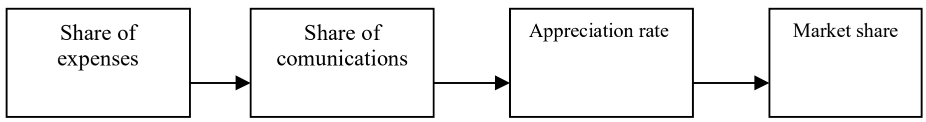


Source – Author

The effect on sales is generally more difficult to perform than analyzing the effect of advertising communication. "Sales are also influenced by factors other than advertising, such as: product characteristics, price, product availability and the actions of competing companies." (Popescu, 1998) The less these factors are or the more easily controllable, the easier it is to measure the effect of the advertising on the sales. Generaly, the company is interested in finding out if it is spending too much or too small for the advertisement.

One way to approach this problem is the formula according to the scheme below: (Patriche, 1994):

Figure no. 5 Economic parameters for the evaluation of advertising expenses



Source – Author

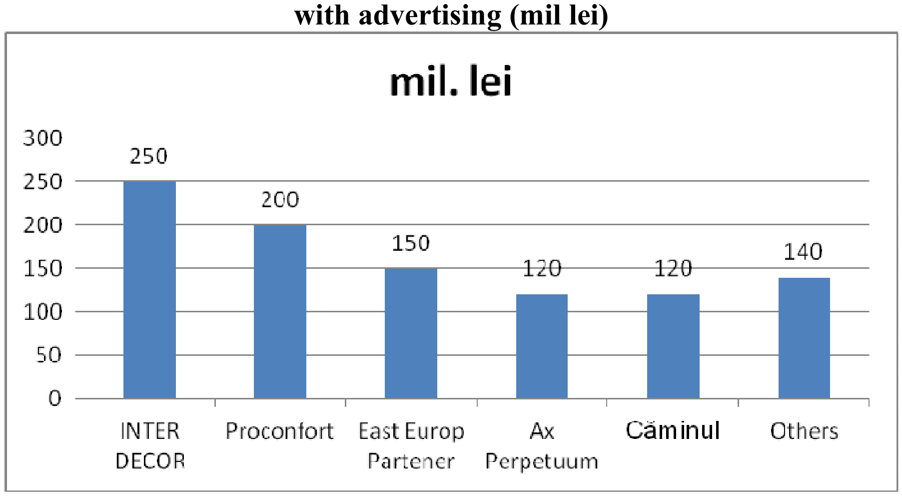
In other words, the share of funds spent by the firm for advertising produces a communication quota that gains a share of appreciation among users and ends up obtaining a market share for the company.

Table no. 5 Comparative situation regarding expenses with advertising

Companies	**Advertising expenses (mil. lei)**
INTER DECOR	250
Proconfort	200
East European Partener	150
Ax Perpetuum	120
Căminul	120
Alții	140

Sursa – Marketing Department of SC INTER DECOR SA

Figure no. 6 Comparative situation regarding expenses with advertising (mil lei)



Source - Author

According to the data obtained regarding the first three competitors on the market of the products marketed by INTER DECOR, the following situation resulted:

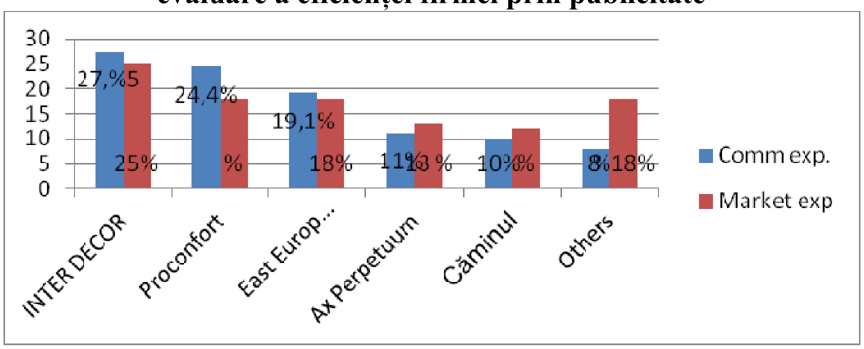
INTER DECOR company spends 25,000 lei out of the total advertising expenses incurred in the field of interior design, which amounts to 1,000,000 lei; Under these conditions, its share of communication amounts to 27.5%. However, its market share stands at only 25%. By dividing the market share by the communication share, we obtain a coefficient of efficiency of 70 advertising, which suggests that it either spends too much or is spending its funds incorrectly.

Table no. 6 Comparative situation with some parameters of evaluating the efficiency of the company through advertising

Companies	Communication expenses	Market expenses
INTER DECOR	27,5%	25%
Proconfort	24,4%	18%
East European Partener	19,1%	18%
Ax Perpetuum	11%	13%
Căminul	10%	12%
Others	8%	14%

Sursa – Marketing Department of INTERDECOR

Figure no. 7 Situație comparativă cu unii parametri de evaluare a eficienței firmei prin publicitate



Source - Author

The same can be said about Proconfort.

As for the East European Partner company, it spends only 13% of the total expenses on advertising, at branch level and nevertheless manages to secure a market share that rises to 18%; she manages to spend her money effectively and probably should increase her spending on advertising.

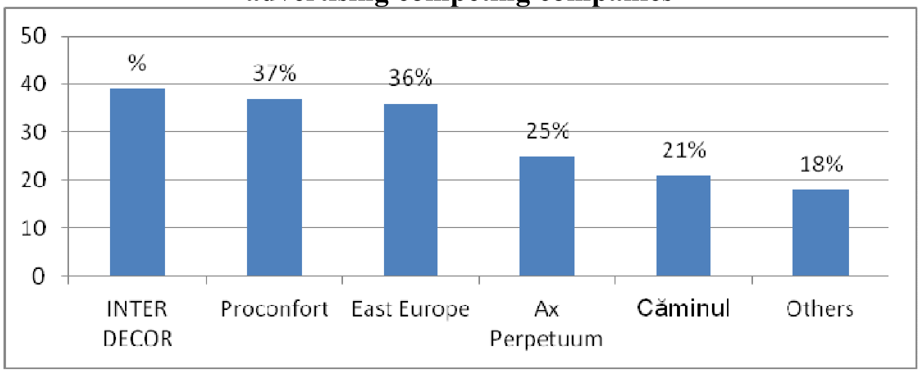
Table no. 7 Comparative situation with the efficiency of advertising competing companies

Companies	The efficiency of advertising
INTER DECOR	39 %
Proconfort	37%
East European Partener	36%
Ax Perpetuum	25%
Căminul	21%
Others	18%

Source – Marketing Department of SC INTER DECOR SA

At the same time, we try to measure the impact on sales by analyzing either historical or experimental data. The historical approach involves "correlating past sales with past advertising, using either simultaneous data comparison or time-lagged data using sophisticated statistical methods". (Pekar, Smedici, 1995)

Figure no. 8 Comparative situation with the efficiency of advertising competing companies



Source – Author

At the same time, we try to measure the impact on sales by analyzing, either historical or experimental data.

The historical approach involves correlating past sales with advertising in the past, using either comparing simultaneous data or comparing time-lagged data using sophisticated statistical methods.

Using the experimental method to measure the impact of advertising on sales, "we try to spend for advertising the normal percentage of sales volume in all territories and not, the more the company spends more, in some territories." (Adăscăliței, 1994) These tactics are called high-cost tactics and, respectively, low-cost tests.

If the high-cost tests produce substantial increases in sales volume, it is necessary to conclude that the company has spent too little for advertising. If higher spending fails to produce sales volume increases and if small expense tests do not lead to sales volume decreases, then the conclusion is that the company has spent too much on advertising.

Regardless of the techniques used, "rigorous evaluation of the effects of advertising is a complex and difficult problem because the economic results of the company are, on the one hand the consequence of the interaction of the various components of the marketing mix, on the other hand, they include a number of external effects, due to competition and market conditions" (Pekar, Smedici, 1995).

Conclusions

The marketing communications program at SC INTER DECOR SA is practically a promotional mix and consists of a specific combination of advertising tools (personal sales, sales promotion and public relations), used by it to meet its objectives. marketing and advertising.

At SC INTER DECOR SA, the most used promotional form is the promotion of sales that has as its first ascending stage, personal sale, because it essentially influences the activity of the company and represents the dynamic lever towards maximizing the profit of the customers' satisfaction.

SC INTER DECOR SA admits in its value judgments, the fact that advertising offers a reason to know, to know, and the promotion of sales offers an incentive to buy. This technique has a number of distinct features and must be marked, at any price, above it, so that:

a) its main objective is to stimulate sales;

b) sales promotion techniques are more efficient when used irregularly and intermittently, than when used continuously;

c) it cannot be confused with the actions included in the price or product policy or with the advertising;

The company also has 41 own stores for selling products in several cities

Certain discounts are granted for customers who purchase goods worth at least EUR 1000.

The price reductions also materialize in:

- special offers:
- gifts - exceptional sales at a discounted price:

Thus, at SC INTER DECOR SA, “the art of selling, requires teamwork, appealing to the support of all the employees of the company, starting from the top management, the specialists in technical problems, the agents who provide services to the clients, as well as all the staff of the other offices, all involved in functional activities ”.

The sales agents of INTER DECOR have full-time contracts and mobile phones and machines are available to cover a large geographical area through visits to potential customers and to maintain and cultivate relationships with current customers.

Every three months, the company organizes training courses for agents. The course duration is 3-4 days and is usually held in Sinaia. Within these courses the aim is to improve sales techniques, improve the professionalism of the agents, analyze the activity of each agent and simulate concrete situations on the market to find the best solutions.

Regarding the results of the promotion campaign, INTER DECOR also took into account other potential costs: (Kotler and al, 1997)

- the promotional campaign can diminish the long-term loyalty to a particular product, making more and more users to be attracted to the promotional facilities rather than to the advertising;
- a promotional campaign may be more expensive than it seems, determined by the production of lots of goods under special conditions, by the extra effort that the sales force must make;
- certain promotional campaigns dissatisfy the retailers who either request additional commercial discounts (larger discounts), or refuse to cooperate in carrying out the action.

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THE STRATEGIC APPROACH OF THE HUMAN RESOURCES MANAGEMENT

Liliana – Victoria, Gherman[1]

Abstract

The human resources management envisages permanent improvement of the employees' performance in order to achieve the mission and the strategic objectives of the organization.

The strategic approach of the human resources management represents the forecast of the human resources and consists of: planning, quantification and correlation of the human resources in accordance with the organization's objectives that should be in line with the market opportunities and threats.

The human resources should be a strategic priority for any organization. The human resources strategy must be correlated with the overall management of the organization and the other way around taking into consideration that the strategy ensures the support for achieving the general objectives of the organization.

The human resources strategy involves the personnel requirements, their training and reward as well as the impact of these activities towards the organization. The human resources strategy is based on the lessons learnt and the present taking into account the forecast for the next years that lead towards a perspective development of the human resources.

The human resources management includes training strategies that reflect the overall organization objectives on medium and long term. Therefore, the ultimate objective is to achieve competitive advantages by efficient human resources valorization.

Keywords: *Management, human resources, strategy, objectives, forecast, organization*

JEL Classification: O15

1. Introduction

It is proven that the organizations using the cutting-edge technologies and with a modern and flexible human resources management have registered remarkable results. This type of management enhances the creativity, develops efficient communication tools, takes responsibility for the decisions, recognizes the worth, motivates and rewards the employees.

These new approaches of the human resources management are applied by managers who keep up with the change, understand that they should adopt a new management style whose objective is not to control, but to create partnership and apply the principle that the organization can't be better than its people (Chişu, 2002, p. 16).

They must be aware of the human resources obstacles, to know how to collect information and how to use them as well as to find the most adequate solutions.

2. The objectives of the strategic human resources management

Moreover, the human resources management envisages permanent improvement of all employees' activities in order to achieve the organization mission and objectives.

Therefore, it is needed the manager involvement who should take act, discuss with the employees and reward the good results.

The general objective of the human resources management is to achieve performance by using adequate methods.

The specific objectives of the human resources management can be strategic – on long term – that envisage the organization and the human resources planning and operational that follow the coordination of the current activities.

The human resources management includes all the managerial decisions and the practices that influence or directly affect people, respectively the human resources working within an organization (Constantinescu, 1999. p. 10.

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The human resources manager has an important role within the organization: he should look for the development of new efficient instruments and methods to organize the work and to promote new relations between employees. The final aim of this activity is to conciliate the employee goals with the organization ones for a high performance of both parties.

The new employees will not stay if no responsibilities are given to them taking into consideration the obtained results.

Companies can have a good image only if they will establish the responsibilities hierarchy taking into account the competences and the worth and not the age or the devotions proves.

The human resources activities are diverse depending on the organization size and its needs.

In order to ensure an efficient human resources management it is needed to involve human resources experts. According to their knowledge, competences and skills, they can be: experts on various themes or specialized on specific themes of the human resources field.

Generally, we can find the ones that are specialized on specific themes in large companies, having a sociological, psychological, economic as well as a specialized training on: personnel recruitment and selection, motivation, evaluation, labor protection (Nicolescu, 2004, p. 72).

Another important factor that is linked with the human resources management is the labor market. This influences the organization through its offer, but also by the changes on the market demand.

Therefore, the organization can adapt to the labor market by using forecasts and development projects on medium and long term taking into account the local and international trends.

The market and technology dynamics highly influences the human resources management.

Moreover, the technologies evolution involves new requirements concerning the management of the human resources by increasing the demand for a workforce with a high, creative and flexible qualification and reducing the demand for the unqualified workforce.

The new vision towards the human resources is totally different than the one existing a few decades ago. However, a company will have to turn its own employees into a true strategic resource in order to survive on an increasingly competitive market.

The human resources management represents a **strategic component** of the organization. The human resources management is focused on taking decisions related to organization plans and purposes, labor relations between employer and employees as well as strategies, plans and practices for recruitment, training, activity performance, reward and management of the relations with the employees (Armstrong, 2006, p. 27).

The strategic approach of the human resources management represents the forecast of the human resources and consists of: planning, quantification and correlation of the human resources in accordance with the organization's objectives that should be in line with the market opportunities and threats.

Therefore, the human resources management envisages the development of a coherent human resources strategy by correlating human resources policies, practices and tactics, by higher capitalization of human capital, through innovation and creativity, by expanding the fields of competence with the tools to be used, complying with quality standards that must be met, audited and evaluated, in order to obtain superior economic and social results at the organizational and individual level (Marinescu, 2012, p. 36).

During organizations development process they deal with a number of essential aspects of human resource management. Managers develop a plan to attract and retain people with the skills the organization needs. The implementation of the plan involves recruiting, selecting, integrating, training, rewarding, choosing the most appropriate benefits and permanently evaluating the performances in order to check if the organizational objectives are achieved. These activities represent the components of human resources management.

The human resources plan is developed in accordance with the strategic plan of the organization. As the organization identifies the development opportunities available, it is necessary to correlate them with the skills that will be needed to cover them. Recruitment, training and reward programs are created to attract, develop and retain people with the necessary skills.

The complex attributions of specialists from all fields of activity impose a high responsibility and initiative from the human resources point of view. Thus, the need for a high level of professional training and permanent qualification, which depends on achieving greater efficiency in the organization.

The human resources management includes a series of strategies for staff training and qualification, which are based on the overall major objectives of the organization on the long term. Therefore, maximum competitive advantages are achieved by efficient use of human, financial, material resources.

The most frequently used training strategies and techniques are:

Investment strategy. This starts from the idea that money dedicated to specialization represents an investment in the future of the company;

Conciliation strategy. It is a strategy that involves small and occasional expenses for staff training. In general, the aim is to prevent conflicts that may arise as a result of the total lack of concern of the management for the employees' qualification;

Specialization strategy. The specialization strategy aims to develop the skills of the employees, which are specific to their job. The expenses incurred are justified by the performances obtained on the job;

The specialization in the position includes four stages: establish the tasks to be performed and the employees level of knowledge; presentation by the trainer of the way the task is performed; the achievement of task; analysis of the performances registered on the job during the time and clarification of any misunderstandings;

Rotation in positions in company or abroad, at subsidiaries of the unit or partner companies. During this process, the employee is supervised by specialized persons working in the respective field.

The training represents a systematic process, of acquiring new knowledge, skills and attitudes necessary for the more efficient fulfillment of the duties of a certain position, present or future. The training programs are predominantly interactive and are conducted in attractive ways.

The training techniques are learning methods that the trainer uses to transmit the information and generate its impact on the participants.

Brainstorming is one of the most popular and appreciated methods of stimulating creativity, but more than that, brainstorming is, first and foremost, a method of actively generating ideas in a group.

The benefits of using this method are:

- solving a specific problem;
- generating an impressive number of solutions to solve a problem.

The human resources strategy involves the personnel requirements, their training and reward as well as the impact of these activities towards the organization. The human resources strategy is based on the lessons learnt and the present taking into account the forecast for the next years that lead towards a perspective development of the human resources.

The human resources management includes training strategies that reflect the overall organization objectives on medium and long term. Therefore, the ultimate objective is to achieve competitive advantages by efficient human resources valorization.

3. Performance in strategic human resources management

The complexity of the economic and social processes, the development of the relations between states, economically and culturally, the international exchange of ideas and values generate a combination of national interest with international interests, but also an increase of the risks associated with the socio - economic activities. Companies have the role to find the most appropriate, coherent and viable strategies to ensure their success as well as the social and economic stability. A possible solution in this context can be represented by the correct use and the true value of the human resources of any organization.

People are considered to be the most valuable and dynamic resource within the organization. They require increased attention from organizations if they want to maximize the intellectual and physical potential, so that selection, motivation, reward, training and qualification must be included in the management strategy.

The training within organization has an important place in the knowledge-based economy and society, and its continuous adaptation is required; supporting the adaptation of the labor force is the main instrument by which organizations can meet the new requirements specific to the markets to which they are addressed.

Organizational training of human resources represents the planned process of increased skills, knowledge or competences through learning, in order to achieve a certain level of performance in the activity carried out (Schein, 1998. p. 255).

This process of improving the human resources aims at both training and professional development. *Vocational training* is a training process, during which participants acquire the theoretical and practical knowledge necessary to carry out their present activity. *Professional development* is more complex, pursuing the acquisition of useful knowledge both now and in the future.

In many respects, vocational training has as components qualification and the professional training. Qualification aims to improve the existing capacity, and the training aims to develop new capabilities of employees. Some authors believe that the concept of vocational training includes: professional qualification, specialization, training through experience and professional information.

The training of the human resources should start with the process of integrating the new employees into the organizational structure of the company. An efficient integration can contribute to creating a positive attitude towards the organizational culture of the new job as well as obtaining good professional results in a short period time.

The purpose of this professional integration process is to familiarize the newly employed with the new working conditions, to integrate as quickly as possible into the new team and to create feelings of security, confidentiality and belonging to the group.

The success of professional integration is influenced by several factors:

- The organizational culture of the new workplace through the goals and norms that shape the new employee and define his/her roles in the organization. The goal of an organization may be official or unofficial, declared or unreported and to which the employee must adhere and obey, and this may influence his behavior;
- The characteristics of the group in which the new employee will have to integrate;
- The labor contract signed by the employee will influence his integration because he will have to find a balance between the requirements related to the new job and the rewards offered by the organization. At the same time, respecting the rights and obligations of both parties that have signed the contract, is a requirement of human resources management.
- The power and dependency ratios that the employee will have to respect in order to carry out the tasks and defend his interests.

Depending on the personality, the new employees will have a different rhythm of integration, which should not be forced because it may influence the employee's subsequent behavior.

In many organizations, it is used the "new employee handbook", which contains the main information that a new employee should know:

• a summary presentation of the company, of the products and services offered, the position of the company within the field, the organizational structure, the names of the managers and the specific activity of the main departments;

• the main rules of activity, protection norms and sanitary norms;

• company strategies and policies regarding discipline, education, training and promotion of employees, periods of leave, methods of calculating wages and the date of their payment or granting other non-financial rights.

After reaching the beginning stage, the employee's training knows other steps depending on the level or preparation and according to the organization training plans.

4. Correlation between human resources development and innovation

The strategic management of human resources implements and follows the policies and action plans that aim to reduce in advance the differences between the human resources needs of an organization, determined according to the strategic option chosen and its availability within a certain period of time.

The strategic management of human resources is a requirement and a guarantee of the efficient use of human capital in an organization.

The forecast management of the human resources consists in designing on medium and long term, the need of personnel from organizations in the diversity of jobs and functions, in a structural organization appropriate to the future evolution of the enterprise.

The management of human resources, developed systematically and in perspective, aims to provide staff, both quantitatively and qualitatively, enough to ensure that the objectives of the organization are achieved.

Personnel forecast management can prevent:

o The risk of mass firing; it periodically determines if important overstaffed exists this could generate many social problems and major crisis in the social systems;

o The risk of not having people who are capable of using expensive equipment. The need of using the cutting-edge technologies can generate this risk, so anticipating this change will provide the company with the qualified human resources;

o The risk of not having important people at some moment, especially senior managers. The risks generated by leaving within a short period of time of a management team or most of the IT experts are obvious, and the consequences can lead to bankruptcy.

But staff management should not only have a preventive character, but must serve offensive purposes, in this sense, especially in the top sectors, it is essential to have trained people to meet modern technical requirements. This is why, the anticipation of functions characteristics is essential, this is not a simple forecast, but it requires a proper choice and preparation.

The company's development strategy to expand the customer network, the range of products and services will reduce the financial risks and increase the investment sustainability.

There is also a strong correlation between innovation and human resource development. It is noticed the absence of correlation between the needs and the offer in the educational field.

Despite the large number of graduates in science, Europe is facing a shortage of researchers and scientists.

Moreover, European education and training seem unable to provide a workforce with the skills and knowledge to meet the needs of a competitive economy. This mismatch is a serious obstacle to economic growth and innovation. Therefore, at the institutional level, it should be improved the work environment for scientists and researchers in order to make it more attractive to them.

Human resource development in a knowledge-based society and all institutions operating in this field (schools, universities, postgraduate education, health and employment) as a crucial factor underpinning competitiveness; innovation in terms of technology, social and institutional environment, etc.

The development of the knowledge-based economy by promoting research and innovation and accelerate the development of information society can be implemented as follows: encouraging the research & development spending (directly by increasing public expenditure on research and development, indirectly through actions such as: risk funds, fiscal measures, indirect tax, promotional campaigns); strengthening business cooperation with universities and research institutes; encouraging the use of information technology; development and improvement of public services (e-government, e-health); development of a safe and dynamic e-business.

Until recently, innovation policy focus on technology-based research in mostly aimed at the industrial sector. Innovation means creation, adoption or adaptation of a product, new or improved service or process production and its successful market introduction. Therefore, when it comes to innovation, we consider a whole system of organizational, managerial, commercial and educational as a key factor contributing to the economic competitiveness of a company and the regional economy which it belongs. The core innovation is formed by the human and social aspects, creative people whose collective capacity shape the future that they desire.

The significant increase of the link between policy research, development and innovation with other government policies (infrastructure, rural development, regional development, environment, etc.) as well as support for productive investment (equipment and technologies) and supporting innovative capacity, the companies will allow the adaptation of production to international market requirements, so the development of modern economy. Romania is interested in supporting EU policies on development of small and medium enterprises. The small entrepreneurs want to receive fiscal deductions for their investments and believe that Government should pay more subsidized loans. Effects of innovation result on improving the quality of products or services, increase turnover and thus market share and productivity growth. Most entrepreneurs have used their own resources to launch or improve products or services.

5. Conclusions

Human resources should be a strategic priority in any organization. Therefore, it is necessary to develop and capitalize human resources in all sectors of activity. The socio - economic analyzes reflect that there is a limited capacity of the vocational education and training system that responds to the needs of a modern knowledge - based society.

Therefore, priorities need to be considered in terms of the efficient development and use of human capital, but also the strengthening of an efficient administrative capacity.

In order to meet these requirements, it is necessary to improve the quality of the education system and of the vocational training, the development of the entrepreneurial culture. As concerns the human resources of the companies and public administration it is needed to develop a modern system and flexible to change, but also to increase the quality standards and efficiency in providing goods and services.

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ENTREPRENEURSHIP BETWEEN NECESSITY, OPPORTUNITY AND RISK

Irina, Simionescu (Barbu)[1]

Abstract

Entrepreneurship involves the creation of a new thing, a process which includes a series of behaviors and activities designed to create organizations, the creation of a new economic activity, involving includes many sizes, unique features, like taking risks, recognition of opportunities, motivation and innovation. Entrepreneurship involves a dynamic interaction of entrepreneurial attitude, entrepreneurial activity and entrepreneurial aspiration which varies in the different stages of economic development. In this work are included both variables of the individual entrepreneurs, as well as institutional and environmental variables, reflected in the quality of entrepreneurial activity, in the aspirations and abilities of the entrepreneurs. Focusing on the various national, social, cultural, political and economic conditions that form an entrepreneurial profile for a type of economy, we also present how entrepreneurs influence their societies. In addition, an economy can have its own priorities, whether it stimulates innovation, reduces unemployment, increases trade or diversify their industries, the paper reveals both the shortcomings and the areas that need to be improved.

Keywords: *risks, context of entrepreneurial phenomena, entrepreneurial activity*

JEL Classification: F6, L26

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1. Entrepreneurship and its economic function

Entrepreneurship is seen as a positive economic activity because it brings innovations in business and on the market, it is a way for the development of the companies and to create a new world.

Many researchers have focused on the economic function served by entrepreneurs, focusing on the risks and challenges associated with the combination of various factors of production, to obtain the best results that will be sold on the markets in continuous change. In this context, entrepreneurship is discovery, adoption, evaluation and exploit the opportunities ... to create goods and services in the future" (Shane, Venkataraman, 2000).

At the same time, the opportunities associated with entrepreneurship may require the development of new markets, new products, new methods of production and management, the discovery of new materials, the creation and design of new enterprises and organizational forms. The mechanisms of change and innovation are an integral part of the economic function of entrepreneurship.

The quantification of the economic function of entrepreneurship is made difficult by its polymorphic character, but there are various theoretical models for the analysis of entrepreneurship. In the understanding of entrepreneurial action the individualistic approach suggests that the entrepreneur transforms the economic environment due to his decisions.

The entrepreneur is inherently placed in a competitive, even conflicting environment. Entrepreneurial ability is measured by the entrepreneur's ability to take risks related to this uncertainty. He takes risks when he innovates, because he does not know in advance whether

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the consumer will accept his innovations. He is in a constant state of alertness to detect the often unexpressed needs of the consumer.

Thus entrepreneurship embodies three interdependent elements of the capitalist economy: uncertainty, risk and innovation. Entrepreneurs are agents of change through their ability to take risks, having a real function: they support the movement of the economy in its growth dynamics or on the contrary, of crisis.

2. Contextualizing the entrepreneurial action

Being entrepreneur is not just about taking risks and the conditions of competition in a particular market. The entrepreneur is a social agent formed in a society that has inspired (or not) a taste for risk. Entrepreneurial action can have many implications at macro and micro-economic level, that's why entrepreneurial behavior can be understood only in its economic and social environment. In this case, social variables are involved, at the macro level but also in relation to the individual himself, economic variables related to the nature of the market, technical variables and political variables, for the purposes of economic policy.

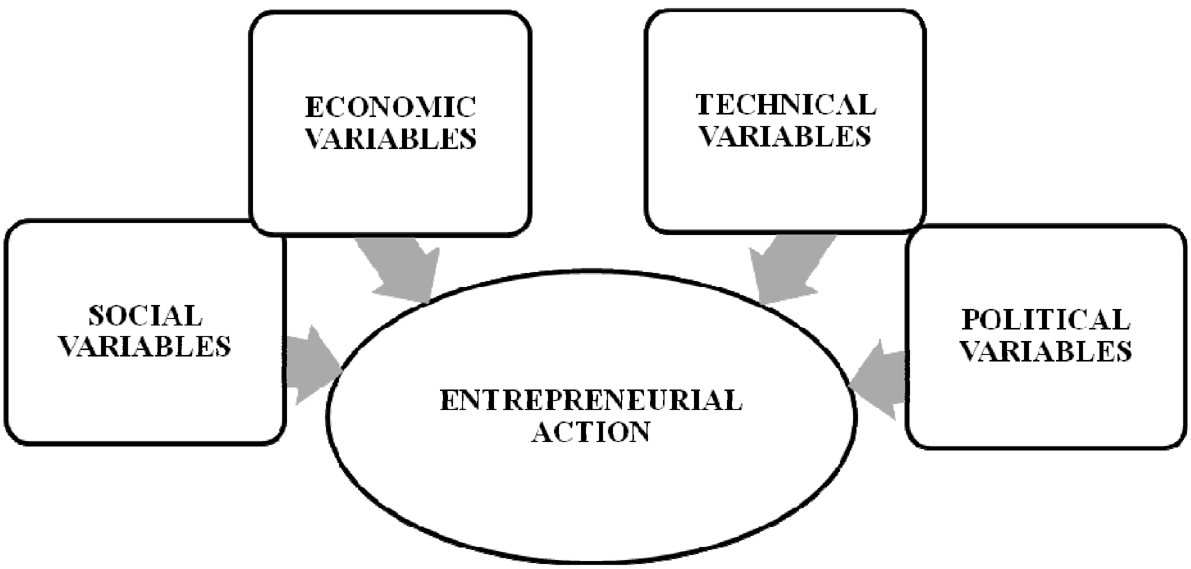

Figure no. 1 The variables of the entrepreneurial environment

Source: Author's processing, after Dimitri Uzunidis, Sophie Boutillier, The Entrepreneur, Wiley, 2016

Thus, entrepreneurial action is influenced by major factors related to the economic environment (eg income, tax level, capital resources, economic growth, etc.), the political environment (liberalism, the right to property, decentralization of power, etc.) and the socio-cultural environment. (recognition of the role of the entrepreneur, the presence of entrepreneurial models in society, cultural values, etc.).

At the same time, in order to establish a market, the entrepreneur should have a large amount of technological, commercial and competitive knowledge, but the entrepreneur's knowledge is limited. Therefore, the entrepreneur learns through the market, from his mistakes and successes, makes decisions and builds an alternative strategy (if necessary) that allows him to take advantage of opportunities.

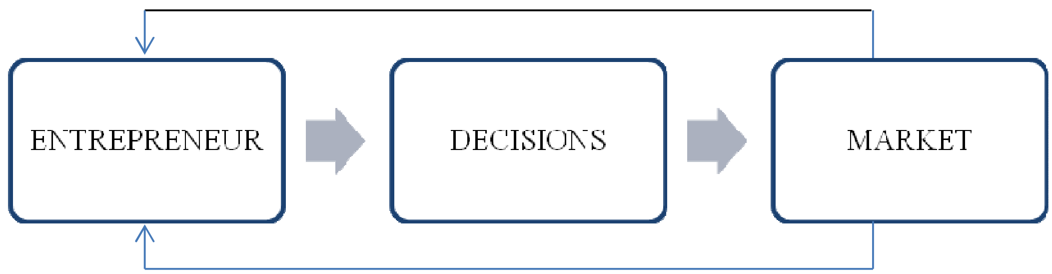

Figure no. 2 The approach of entrepreneurship in individualistic theory
Source: Author's processing, after Dimitri Uzunidis, Sophie Boutillier, The Entrepreneur, Wiley, 2016.

In other words, the entrepreneur is an economic agent whose ultimate objective is to create a business through a well-defined project. In order to carry out his project, he takes decisions, mobilizes a series of resources, from which he produces other resources (jobs, innovation), interacting with his environment. Thus, the entrepreneur must be rational in order to maximize his resources and achieve his goals. At the same time, he is an opportunist, because he tries to take advantage of all the opportunities that are offered to him, the context (economic, social, political, cultural) in which the entrepreneur is integrated, being decisive as an opportunity base.

How the entrepreneur makes the decisions determines several perspectives. The **rational approach** involves taking into account factors such as the tendency to take risks, the information and the options available. The **intuitive approach** is a distinguishing feature of many successful entrepreneurs. Improvisation comes because of the unstructured nature of opportunities, entrepreneurs have to deal with problems as they arise and create solutions. In such situations, they cannot use detailed and elaborate plans. Given that uncertainty plays an important role in innovation, individuals and organizations are often required to rely on creativity to cope with the existence of uncertainty.

The social, cultural, political and economic context is regarded as directly influencing entrepreneurship, as well as indirectly through the values of the society and the individual attributes. These influences can be positive or negative. In turn, entrepreneurship creates jobs and a new value that then contributes to socio-economic development.

The social, cultural, political and economic context is represented by the national framework conditions, such as finance, government policies, governmental entrepreneurship programs, entrepreneurship education, research and development capacity, commercial infrastructure, physical infrastructure, internal market dynamics, entry regulations and cultural and social norms (GEM, 2018).

Social beliefs about entrepreneurship and the social status of the entrepreneur, the positive or negative way of presenting the entrepreneurial domain in the media, are included in the social values.

Demographic characteristics and self-perceptions (perceived capabilities, perceived opportunities, fear of failure) and reasons for starting a business (ie, necessity versus opportunity) are the individual attributes of the entrepreneur (GEM, 2018).

In figure no. 3. is presented the entrepreneurial activity in this contextual environment

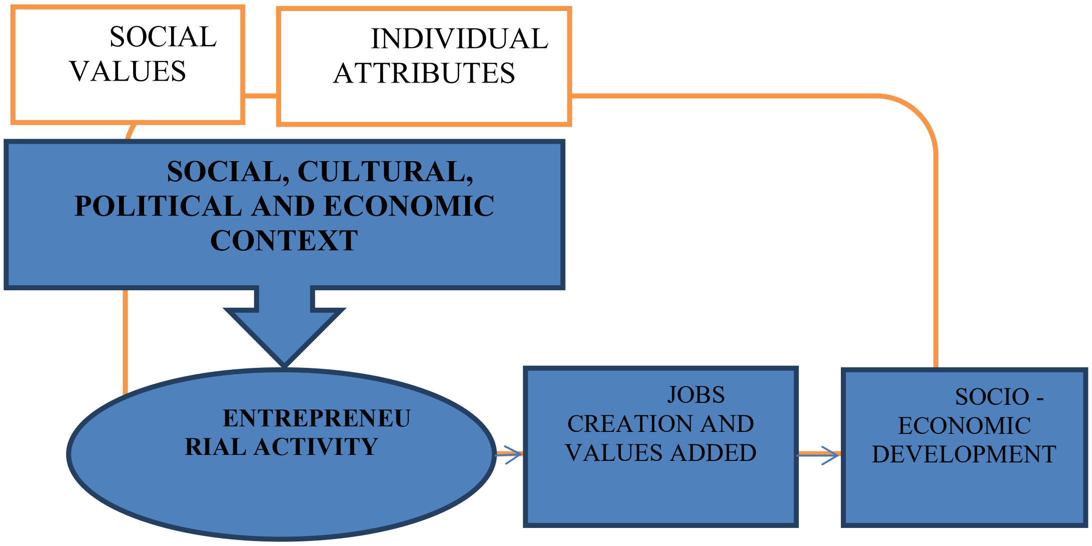

Figure no. 3 The entrepreneurial activity in the social, cultural, political and economic context

Source: Author's processing, after Niels Bosma, Donna Kelley, 2018/2019 Global Report, Global Entrepreneurship Monitor, 2018.

3. Factors of influence in the entrepreneurial activity

More global events and the evolution of the world economy over the last two decades have also affected entrepreneurial behavior. Since the beginning of the new millennium, very serious terrorist attacks, deep financial crises, global economic downturn and a refugee crisis have taken place. As a result, tensions and uncertainty over international trade agreements have increased over the last few years. At the same time, polarization has increased due to increasingly advanced digital technologies that have allowed for new forms of entrepreneurship and networks, due to public debates about potential threats, confidentiality issues and fake news.

The discovery of the factors that encourage or impede the entrepreneurial activity, especially in relation to the values of the company, the individual attributes and the conditions of the entrepreneurial framework, facilitates the understanding and analysis of the local, regional, national economic environment.

The factors of influence of the entrepreneurial action must be analyzed in a multidisciplinary approach, bringing together academic fields such as: economics, psychology, sociology, anthropology (Shane, et.all. 2003) as they cannot be reduced to mere economic criteria.

By combining the contributions of sociological, economic, psychological and anthropological analysis, we can sketch the perimeters of the entrepreneur's personality - in other words, the specificity of his character - to better understand his disposition, his reasons, his behavior and his contribution to the economic dynamics.

Table no. 1. The factors of influence in the entrepreneurial activity

The field of analysis	Factors of influence	Results
Economy	Economic factors	They increase or reduce the entrepreneurial behavior.
Psychology	The personal characteristics of people trying to engage in entrepreneurial activities, personality traits, the need to achieve and the locus of control, the ability to take risks, innovation and tolerance for ambiguity.	Tendency to take advantage of opportunities, high level of creativity and innovation, managerial skills and business knowledge, optimism, emotional endurance and mental energy, intense work spirit, commitment and perseverance, desire to excel and to win, the tendency to to be dissatisfied with the status quo and the desire for improvement, the power to use failure as a catalyst
Sociology	The social context of entrepreneurship	Building social relationships and relationships that foster trust, analysis of life situations and characteristics of people who have decided to become entrepreneurs.
Anthropology	The social and cultural context as a determinant of successful entrepreneurship.	Cultural attitudes towards entrepreneurship and the integration of cultural values and norms in the processes used to launch new initiatives.

Sursa: Autor processing

Skills and knowledge play a crucial role in discovering opportunities. But even more important is that when the opportunity has been identified, it must be exploited. Individual attributes play the most important role in the entrepreneur's decision to exploit an opportunity. Non-psychological and psychological factors contribute here (Shane, 2003):

• non-psychological factors: education, experience, age, social position, opportunity cost;

• psychological factors: motivation, evaluation and knowledge.

The basic characteristics of the entrepreneur's personality directly contribute to how they can anticipate and judge what opportunities they have to choose.

Situational factors that occur in motivating individuals to engage in entrepreneurial activities include the frustration of the entrepreneur with his current lifestyle, influences of childhood, family environment, age, education, work history, role models and support networks. In many cases, entrepreneurs can be pushed into entrepreneurship, often against their will, by unexpected and unwanted life cycle developments, such as job loss, extreme dissatisfaction with a current job, and other obstacles in the workplace career. Unfortunately, these entrepreneurs are often viewed in a somewhat negative way as misfits. On the other hand, entrepreneurs can be attracted to starting a new business, looking for opportunities to exploit.

There is also an entrepreneurship, called by improvement, whereby people pursue an opportunity and do so to improve their income or independence in their work, as opposed to need entrepreneurship.

Instead, need-based entrepreneurs choose entrepreneurship only because other options are not available or are considered unsatisfactory. The term reluctant entrepreneur is sometimes used to describe these people pushed to set up their own business because they have lost their jobs and have no other means of survival (Smallbone, Welter, 2006).

Between countries there are differences regarding the incidence of entrepreneurial activity, attributed to the differences of "risk tolerance", because there are significant differences regarding the level of risk and the possibility of failure, which people are willing to assume before starting a new business. Within countries, the incidence of entrepreneurial activity can be influenced by age, education, economy and location. On the other hand, necessity-based entrepreneurship tends to decrease as the level of economic development of a country increases and stabilizes the general business environment. It should also be noted that necessity-based entrepreneurs, creating jobs for themselves, do not contribute to economic growth, and the so-called entrepreneurial need is not considered an active factor in national growth and development.

Entrepreneurship is a process that extends over several stages, thus allowing opportunities for assessing the entrepreneurial status in a particular company, in different phases. The entrepreneur exists only when he creates his business being socially integrated as any economic agent. Here comes the problem of the social function of the entrepreneur that applies to a series of heterogeneous realities, sociologists proving that not all entrepreneurs share the objective of creating a business starting from innovative ideas.

Moreover, the entrepreneur acts in a competitive environment, his choices being influenced by those of other people. Not all have the same information, they do not have the same vision about risk, hence the degree of uncertainty they perceive, the social environment offering both limitations and opportunities.

4. Necessity or opportunity in the entrepreneurial activity

Many international organizations are trying to understand the phenomenon of entrepreneurship in its complexity, first of all to establish public policy measures that respond to the needs of aspiring entrepreneurs, regardless of their reasons.

Quantifying entrepreneurship also means a better understanding of its impact on the economic environment, first of all in terms of creating productive activities and jobs (Uzunidis, Boutillier, 2016).

The Global Entrepreneurship Monitor (GEM) studies entrepreneurship at a global level, both quantitatively and qualitatively. GEM has established a series of indicators to quantify the dynamics of entrepreneurial activity in an economy and its impact on job creation and wealth. Monitoring indicators of globally entrepreneurship analyze:

• **entrepreneurial attitudes and perceptions** - reveals the company's views on entrepreneurship: perceived opportunities, perceived aptitudes, fear of failure, entrepreneurial intentions, entrepreneurship as a good career choice, high status of successful entrepreneurs, media attention on entrepreneurship;

• **entrepreneurial activity** - their forms are very different depending on the economies and the persons concerned: number of emerging entrepreneurs, number of young entrepreneurs, rate of entrepreneurial activity, number of established entrepreneurs, cessation of activity, entrepreneurial activity by necessity, relative prevalence, activity entrepreneurship by opportunity, relative prevalence, national activity in the field of social entrepreneurship, entrepreneurial ambitions, rate of entrepreneurial activities in force with considerable growth potential;

• **entrepreneurial ambitions** - which represents the qualitative aspect of the entrepreneurial activity.

According to GEM, there is a misconception that entrepreneurs in emerging or developing countries are largely need-oriented and start up businesses with low potential. Opportunity drives most entrepreneurs in the global economy and many entrepreneurs strive to improve their lives through better income or more independence in their work. It is also highlighted the impact that entrepreneurs have worldwide by introducing innovations in their companies, creating jobs, competing globally and contributing to the emergence and growth of industries (Bosma, Kelley, 2018).

Entrepreneurs in low-income economies are indeed more motivated by necessity than in wealthier economies. Of the low-income economies, 35% of entrepreneurs say they started their business because they had no better choice for work (Bosma, Kelley, 2018). The level of the reasons for necessity decreases as the level of economic development increases. Among low-income economies, on average 35% of entrepreneurs identify reasons for need, and this is reduced to 28% for middle-income economies, then 18% among high-income economies. Despite these smaller environments, there are still economies of great need in both groups (Bosma, Kelley, 2018).

Entrepreneurs can close their businesses for a number of reasons. They may not be able to achieve or maintain profitability or they may run out of capital. Conditions in their environment, such as excessive bureaucracy, can hinder long-term sustainability. On the other hand, business outflows are not always due to negative reasons, a business can be sold, the owner can retire, or he can start something else.

Over the years, academic research has emphasized that the various national characteristics have an impact on the rates of entrepreneurial activity. He also pointed out that not all entrepreneurial efforts have the same impact on economic development. This may depend on many issues, such as whether entrepreneurship seems widely accessible, or only available to a few. The environmental conditions, the requirements associated with starting a business, the level of competition, the size and the receptivity of the market, can influence a person's beliefs about the prospects of this career alternative. Beliefs may also depend on the availability of other career options, if good jobs are available in a company, entrepreneurship may seem less attractive, especially if the potential for rewards is low or unpredictable.

Hence the importance of reducing the barriers around entrepreneurship and even facilitating these efforts, in order to increase the tendency to consider it a career. The low rates of entrepreneurship can be the result of few opportunities or the few people who recognize them. It should be mentioned that people may have a different picture of what a business involves and from one economy to another. In some economies with low opportunity perceptions, there is a large share of people who believe they have entrepreneurial capabilities. This imbalance could explain the low rates of early-stage entrepreneurial activity, it shows the fear of failure among those who see good opportunities to start a business. Among those who say there are good opportunities for entrepreneurship, more than half are prevented from starting a business due to fear of failure.

As the GEM reports show, each economy has its own specific entrepreneurial profile in terms of activity rates, at different stages of the entrepreneurship process, the characteristics of entrepreneurs and their businesses, as well as the attitudes and perceptions that people hold towards this activity. . Also, the environment in which it operates has its own profile, containing the strengths that entrepreneurs can use and the constraints they have to overcome to start their business. The connection between the starting rates and these conditions is not obvious. In some cases, entrepreneurship thrives in economies with seemingly weak support. Entrepreneurs can find ways, rely on their social networks, operate in the informal sector or give up on corrupt practices. And some large organizations may have a disproportionate influence and access to key resources, which allows them to thrive in these unfavorable environments, often to the exclusion of other small businesses.

Constraints from an inefficient business environment can actually lead to entrepreneurial opportunities.

Therefore, it is important to understand how the environment influences the quality of entrepreneurship. Ideally, in a society, entrepreneurs should include growth-oriented, innovative, globally competitive people operating in advanced sectors.

Conclusions

Entrepreneurship is built in us as people. We are made to take risks even if it affects our world, we use our creativity to make things work. There are many ordinary people who have never thought of themselves as entrepreneurs but have entrepreneurial characteristics.

Once found the motivation to become an entrepreneur, the challenge is to discover the method. For entrepreneurs who want to change the world there are levers for change. Anyone can become a change agent worldwide, given how many things to do. We must be strong and self-determining, able to respond to the call to a healthier society. Each of us can change something for families, communities, nations and Earth. Even the smallest business has the opportunity to contribute to this important work.

This is why entrepreneurship matters, because human will is a powerful and necessary social force if we are to successfully make major changes on a global scale.

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PREDICTIVE ANALYSIS OF ROMANIAN EXPORTS OF WEAPONS

Lucian, Ivan[1]

Abstract

Before the year 1989, Romania was in the top 10 global arms exporters, with an annual volume of approximately 800 million USD. Currently, the volume of arms exports is about 200 million USD, about 25% of what is exported before 1990, but this area can be recovered, given Romania's quality of NATO and EU membership.

While exports are on a slightly ascending trend, the Romanian defence industry fails to provide modern military equipment on the world market, the main cause is the low technological level of the industry. However, the Romanian defence industry can recover in the light of certain objective factors, namely: the geostrategic position on the Black Sea, the status of NATO and the EU and strategic partnerships with strong states (Strategic partnership with the US).

Also, the development of EU-level financial instruments aimed at modernising the European defence industry can be a strategic advantage for companies within the indigenous defence industry. A major advantage is the partnerships that will be concluded with large companies in the Euro-Atlantic area, which will allow the transfer of know-how for the local defence industry.

Keywords: weapons, technology, research, exports, cooperation.

JEL Classification: F17, F21.

1. Introduction

The defence industry is an important element of the world industry, with a total turnover of the order of billions of USD and a very high profitability rate, exceeded only by the pharmaceutical industry. In addition to aspects of a financial-economic nature, an essential element is the strategic nature of this industrial branch, given the need to ensure national, regional and global security.

In this context, it is essential for a state that its army has the best military technique to cope with a possible attack by another state or to discourage the adversary from resorting to direct military action, with direct effects at the National security level.

A relevant indicator for the characterization of the level of defence market in a state is both the value of exports, as the structure of exports according to the typology of equipment subject to foreign trade activities. The more balanced evolution in all the categories of weapons that are exported, the more technologically developed the defence industry in the state and can cope with the current geopolitical challenges.

2. Global defence market features

The international defence market is characterized by a very stressed dynamism, through fierce competition between large arms-producing companies, amid the very high rate of operational profits obtained by these companies.

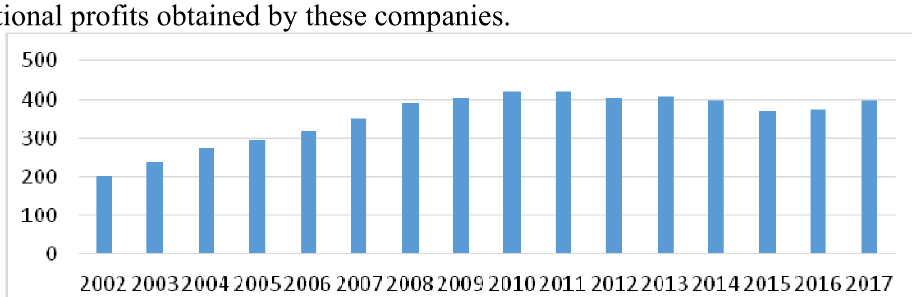

Figure 1: Total arms sales worldwide

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As is observed, the total worldwide arms sales are about 400 billion USD, with the trend of the profile market being of slight growth. The trend in the period 2002 – 2010 was of sharp growth, followed by a period of relative recession (2010 – 2014), now the trend being ascending (2015 – 2017).

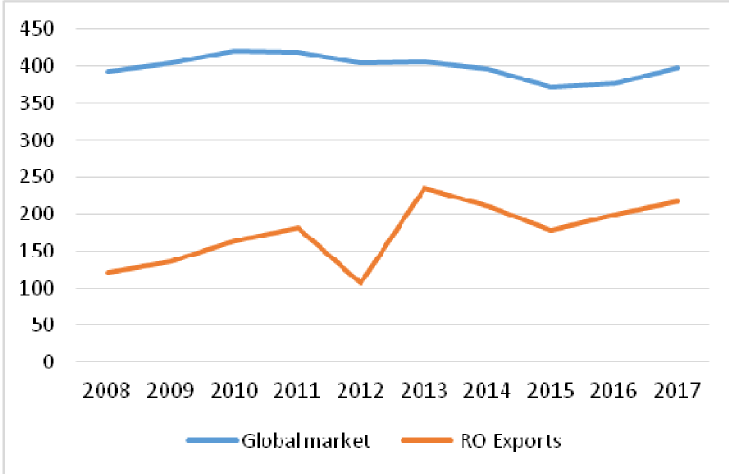

Figure 2: Corelation between global market & Romanian exports

From the analysis of global arms market trends, compared to the evolution of exports of Romanian military products, there is a direct correlation between the two factors, the only major discrepancy being recorded in the year 2012, amid the emergence of some factors of a subjective nature, generated by the characteristics of the market and the lack of government support to the Romanian defence economy. Carefully analysing the previous graph, it can be noted that the correlation factor between the two components is very correct, reflecting the fact that the national defence industry is becoming increasingly connected to the profile economy at the global level.

3. Characteristics of the Internal Defence Market

Prior to 1989, the Romanian defence industry exported military products totalling about 800 million USD/year, which were from over 100 companies, in which approximately 130,000 people were employed. Currently, after successive reorganisations, at the level of the indigenous defence industry, it activates 22 economic operators with full state capital and 17 companies with mixed or private capital, the level of exports of military equipment being approximately 200 million USD (25% of the exports level prior to 1989).

Currently, the Ministry of National Defence acquires military equipment from the internal market by 15%, in the context of which the European average is around 70%, and France acquires 100% of the products made by the defence industry Domestic. The main cause of the low level of retention of Romanian military products by domestic beneficiaries consists of the low technological level of military equipment produced at the level of the industry, which are not tailored to the policies of Acquisition prepared at the level of the Ministry of National Defence and are not able to contribute to the modernisation process of the Romanian Army.

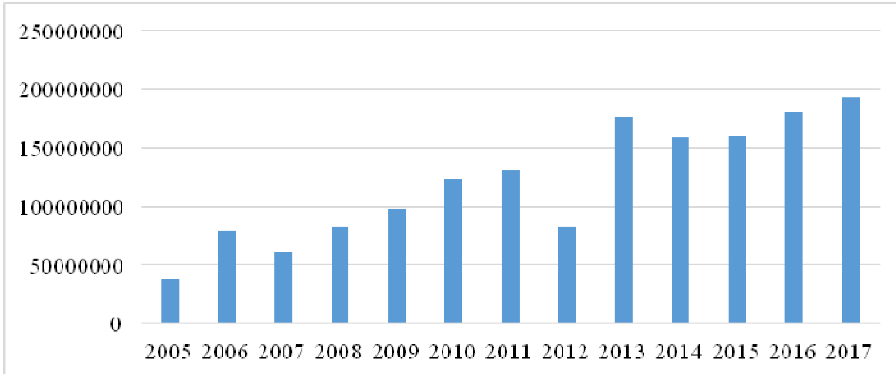

Figure 3: Evolution of romanian military exports (euro)

In this context, in order to continue to pursue defence affairs, Romania's profile companies mainly focused on exporting military equipment and ammunition. From the statistics made based on the national authority in the field (the ANCEX Control Department of the Ministry of Foreign Affairs) resulted in the above figure which reveals the increasing trend of arms exports.

Although it is on an upward trend, the analysis of the categories of military equipment exported by Romania reveals the disproportionate nature of the range of military products, in the sense that our country carries out most of the export operations with light weapons and combat ammunition. Romania also does not export military technology or military equipment that incorporates cutting-edge technologies, which confirms the low technological level of the indigenous industry of the profile. In fact, most of the Romanian military equipment is produced with technologies from the years 60-80, which is negative both in the technological level of the resulting products and in their quality.

Another issue directly facing the domestic defence industry consists in the lack of specialised personnel operating the industrial equipment to produce armaments, which leads to a decrease in their quality and, implicitly, to increase in production costs.

The low technological level of Romanian military equipment is mainly due to reduced investment in the research and development sector. For example, in the year 2015, the budget allocated by the Ministry of National Defence for this area of strategic interest was 2.67 million lei (approximately 670,000 USD), in 2016 of 1.15 million lei, and in 2017 of approximately 1.2 million lei, while Serbia Invested in the field of research and development, in the year 2017, about 3 million USD.

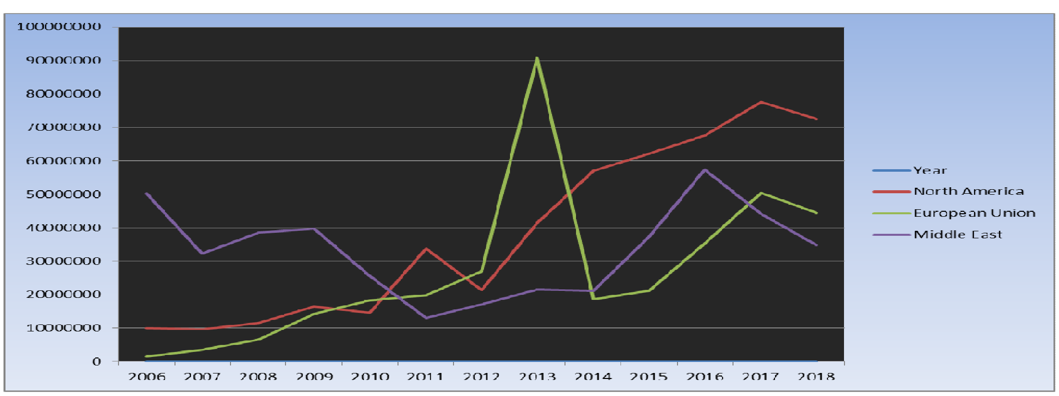

Figure 4: Main Exports of Romanian Military Equipment

From the analysis of the said graph, the trend of the Romanian arms exports is changing. Thus, in the period 2006 – 2011, the main beneficiaries of military products produced by the domestic arms industry were the states of the Middle East. This has changed in the period 2011 – 2018, so that currently the areas of export of Romanian military products are North America (especially the United States of America) and the Member States of the European Union.

This trend constitutes an evolution in the plan of Romanian exports to mature and consolidated markets for military products, but the loss of "traditional" Romanian markets is a negative aspect. The history of exports of military products to the profile markets in the Middle East and Africa area, prior to 1990, was a consistent competitive advantage over other states that failed to penetrate these relatively hermetic markets very easily.

The loss of these markets affects the business figures of companies in Romania, but by harnessing previously established relationships can be rectified trade operations with weaponry, especially to states in the Middle East which, in the last period, allocate consistent resources for the endowment of the armed forces. Another cause that led to the loss of these emerging markets consisted of the low technological level of products produced by the Romanian industry.

At the same time, the North American area and the Member States of the European Union are exported equipment with a relatively low technological level entering these markets, especially because of the attractive price offered to these companies.

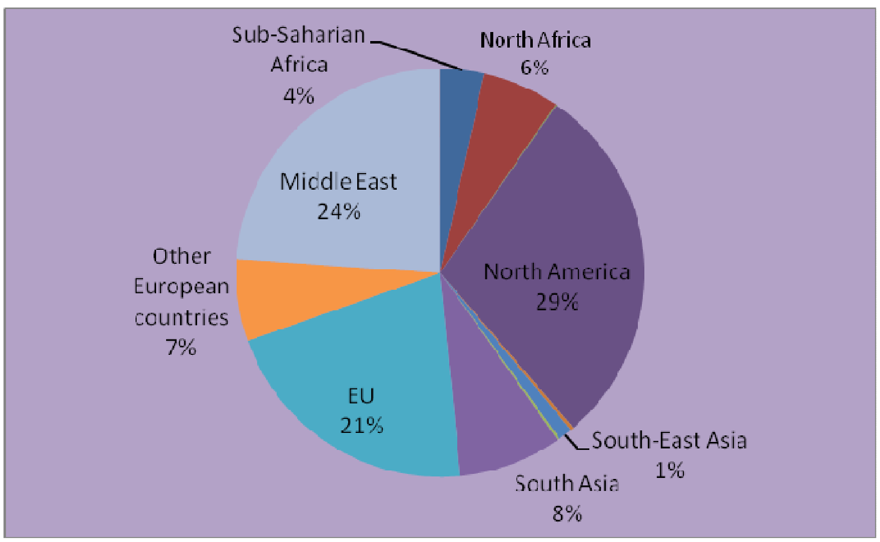

Figure 5: Distribution of Exports of Romanian Military Equipment

The distribution of exports, made in the year 2018, reported to the pre-dilated areas of exports of domestic military products reveals what we previously mentioned, namely the following destinations: North America – 29%, Middle East – 24%, European Union – 21%, Africa – 10%, Asia – 9%, other European countries – 7%.

This graph relies the marginal role of exports of military products to the area of Africa, which reveals the loss of markets that were traditionally present in Romanian profile companies. The loss of these markets is also due to factors of an objective nature, namely embargoes and restrictive measures imposed by international profile bodies (UN, OSCE, European Union, etc.) against some states in the African area. Romania rigorously applies the international regime of embargoes and restrictive measures on arms exports, the export control system, coordinated by the ANCEX Control Department of the Ministry of Foreign Affairs, being the most performant within the Central and Eastern Europe area. In fact, the

Romanian authorities are constantly and frequently providing advice to the countries of the region in order to strengthen international export control regimes.

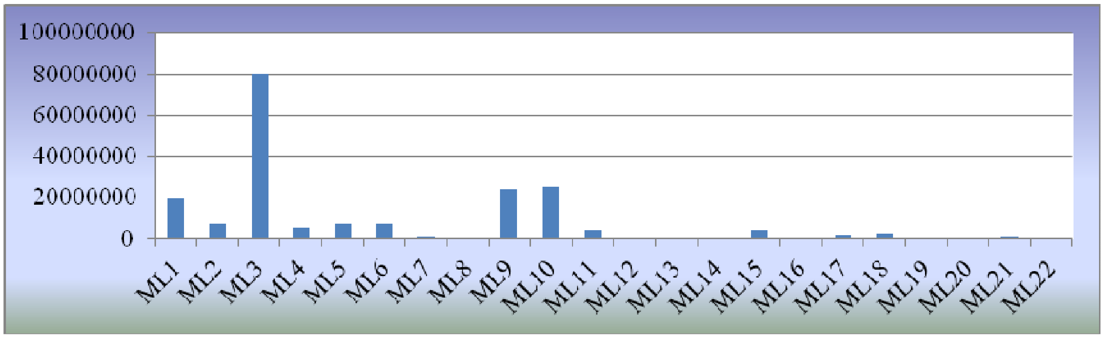

Figure 6: Distribution of Exports on Type of Military Items

At the level of the European Union, including Romania, a single list of military products subject to export control, imports and other operations (nationally approved by Government Decision No. 924 of 2007, published in the Official Gazette of Romania, part I, Nr. 579 of 23 August 2007). According to this list, military products fall into 22 categories, as follows:

- ML 1 – arms with a barrel of less than 20 mm, other firearms and automatic weapons with a calibre of less than or equal to 12.7 mm (0.5 inches) and accessories, as well as components specially designed for them;
- ML 2 – Arms with a barrel of 20 mm or more, other weapons or weaponry with a calibre greater than 12.7 mm (0.5 inch calibre), launchers and accessories, and specially designed components thereof;
- ML 3 – Ammunition and fire-regulating devices, as well as components specially designed for them;
- ML 4 – Bombs, torpedoes, unguided missiles, guided missiles, other explosive devices and charges and related equipment and accessories specially designed for military use, as well as specially designed components;
- ML 5 – Fire management systems and related alerting and warning equipment and systems, test equipment, adjustment and counteraction specially designed for military use, as well as components and accessories specially designed for them;
- ML 6 – Terrestrial vehicles and components thereof;
- ML 7 – Chemical or biological toxic agents, agents for the control of public disorders, radioactive materials, equipment, components and related materials;
- ML 8 – Energy materials and related substances;
- ML 9 – Warships, auxiliary equipment and devices, special vessels, and components thereof, specially designed for military use;
- ML 10 – aircraft, lighter than air, non-piloted aerial vehicles, aviation engines and aircraft equipment, related equipment and components, specially designed or modified for military use;
- ML 11 – Electronic equipment for military use, as well as components specially designed for them;
- ML 12 – High-speed kinetic energy weapons systems and related equipment, as well as components specially designed for them;
- ML 13 – Armoured or protective equipment and structures and components thereof;

- ML 14 – Specialised equipment for military training or simulation of military scenarios, simulators specially designed for the training of the use of weapons and armaments controlled by ML 1 or ML 2, as well as components and accessories specially designed for them;
- ML 15 – Imaging or counteraction equipment, specially designed for military use, as well as components and accessories specially designed for them;
- ML 16 – Forged, moulded and other semi-manufactured products whose use in a product subject to control is identifiable by material composition, geometry or operation and which are specially designed for any of the products subject to control;
- ML 17 – Other equipment, materials and libraries, as well as specially designed components;
- ML 18 – Equipment designed to produce products subject to control, in accordance with the list of military products;
- ML 19 – Directed energy weapons systems, related or counteracting equipment and test models as well as components specially designed for them;
- ML 20 – Cryogenic and superconducting equipment, as well as components and accessories specially designed for them;
- ML 21 – Software for military applications;
- ML 22 – Military technology.

As seen from the figure shown above, Romania exports only military products from 14 categories, from the total of 22, the main products consisting of ammunition (category ML1), components for aircraft (ML10), military vessels (ML9) and small arms and light weapons - SALW (ML1). This confirms the assertion that the technological level of the defence industry is relatively low, lacking the components that encompass modern technologies, namely software for military applications (ML21) and military Technologies (ML22).

The aeronautical component industry has developed amid investments made by investors in Israel (e.g. SC Aerostar SA Bacau) that carry out components for aircraft, which are exported to that state. Foreign investors from the aeronautical industry has brought modern know-how for the development of reliable electronic equipment, which proves its technological and economic viability. Romania also has companies specializing in the production, modernisation or repair of military vessels, this area constituting a positive example that can be developed in the next period.

4. Systemic dysfunctions of the romanian defense industry

At the level of the Romanian defence industry has been identified systemic dysfunctions who affect profitability of this strategical domain, respectively:

- Technological gaps between Romanian companies and occidental companies;
- Old human and technological resources;
- Dependency of the Romanian defence industry of ”traditional” military items produced with old technologies;
- No formal agreement between state owned companies and private military industry [1];
- Lack of predictability in financing by the state of multi-annual programs coherent and integrated, which affect state owned companies, as well as private defence industry;
- Very ambitious or lack of realism operational requests, not considering available resources, fact that conduced to acquired expensive military products who do not allow interoperability of military systems;
- Chronic underfinancing of military research & development domain and quasi-inexistence of cooperation between states owned companies and private defence sector.

In order to ensure endowments of the Romanian Arms Forces at NATO's standards is necessary to adopt a set of coherent measures in order to contribute at the modernization of the Romanian Defence Industry, in accordance with risks and threats to Romanian security.

After a carefully analysis of data available at the Romanian defence industry level, has resulted the following measures that will contribute at the efficiency of acquisition policy of arms and military products:

- Establishing a decision of the Supreme Council for Country Defence (SCCD), under supervision of the President of Romania – president of the SCCD, in order to prioritize the acquisition of military capabilities on medium and long run, considering analysis of threats and risks at national security;
- Encouraging technological cooperation with member states of NATO and EU, in order to establish joint companies for producing in Romania military products with high technology, as well as integration into our production and performing maintenance in Romania;
- Coordination of acquisition between institutions represented in the National Security System in order to ensure interoperability and to obtain low prices of acquisition of military products;
- Establishing on medium and long period of time of a minimum quota from the budget of the Ministry of National Defence (minimum 20%) dedicated for military expensive, in order to obtain a high degree of predictability for the companies who activate within the National Defence Industry;
- Major projects who involves companies from the National Defence Industry in order to contribute substantially at improving national production of modern armaments;

This desiderate could be obtained through cooperation with important international companies. In this context, is to be mentioned association between Rheinmetall Defence in order to produce a transporter 8x8, as well as intention of producing corvettes in cooperation between Damen Schelde Naval Shipbuilding BV, Damen Shipyard Galati and eventually Constanta Shipyard [2].

Acquisition program will have to concentrate on modern military equipment who ensure complete interoperability, as well as ensuring maintenance and with long cycle of life. In this context, is necessary that technical specifications of acquisition which contains operational requests to avoid ambiguously formulations or requests impossible to be comply with.

5. International cooperation in defence

In order to ensure sustainability on long period of time and modernization of the Romanian defence industry is needed to increase cooperation with companies from Euro-Atlantic region.

In this context, is needed to consider the following set of measures:

- Participation of programs with other member states from NATO and EU, including integration within a multinational project which involves development of defensive capabilities, in accordance with needs and requirements necessary for defending national territory;
- Promotion of the Smart Defence concept at regional level, including through developments of capabilities necessary for clients from regional defence market. In an area characterized by increasing nationalism this initiative will conduce at consolidation of the Romanian as a credible and sustainable partner [3];
- Development of strategic partnerships with neighbouring states (e.g. Western Balkans, Ukraine, Republic of Moldova), in order to produce and export military products for this emergence defence market;
- Establish/consolidate partnerships with states from Middle East, Asia and Africa, which have important resources for acquisition of modern military products;

- Participation of companies from the Romanian defence industry at international fairs and exhibitions organized at international levels for diversification of clients and to access at international markets that are in economic expansion.

European Defence Fund will promote defence capabilities from EU countries and the European Commission published 9 calls for proposals for 2019 and 12 calls for 2020, covering priority areas in all domains (air, land, sea, cyber and space).

For instance, 80 million EURO are dedicated in order to enable operations, protection and mobility of military forces (e.g. developing CBRN threat detection capabilities and counter drone systems).

Another 182 million EURO will be allocated to analyse cyber situational awareness and defence, 71 million EURO to support the upgrade or the development of the next generation on ground-based strike capabilities, 27 million EURO to support solutions in Artificial Intelligence, Virtual Reality and Cyber technologies, 100 million EURO in order to develop of the Eurodrone – a crucial capability for Europe's strategic autonomy and 37 million EURO to support ESSOR interoperable and secure military communications.

In order to obtain relevant funds from this European financial mechanism, the Romanian Defence Industry must adapt very fast in order to cover all relevant domains above mentioned. Analysing the structure of the Romanian Defence Industry is critical to conclude partnerships with relevant actors from international market, considering lack of expertise in some advanced fields of activity [4].

European Defence Fund concentrate its financial efforts in order to develop instruments and comprehensive mechanisms for „wars of future", characterized as non-kinetic, hybrid, involving mostly high-tech military products and technologies.

6. Proposal for development of the romanian defense industry

In order to contribute at the development of the Romanian defense industry is necessary to take pro-active measures at national level, respectively:

- Comprehensive analysis of national defence industry, in order to allow privatization of state-owned companies from security industry, including from merging some companies with the same object of activity (e.g. merging companies from Fagaras and Victoria into one company specialized in production of military powder and explosives);

- Analysis of opportunity that the Ministry of National Defence to take into coordination some companies from the National Defence Industry, taking into account that this institution is main beneficiary of the Romanian defence industry;

- Elimination of duplication of military exports, taking into account that in many situations, ROMARM and ROMTEHNICA became opponents in winning some external contracts, and the winner was a third company from another country;

In this context, ROMTEHNICA could be designated solely agent of Romania on military exports, considering their affiliation under the Ministry of National Defence.

The Ministry of National Defence is beneficiary of a powerful network of military attaches that are familiarized with military market and they have in job description the obligation to maintain permanent contact with representatives of Ministry of Defence within the state they perform his duty.

In order to sustain Romanian exports of military products, the Ministry of National Defence must consider expansion of the network of military attaches, especially in Africa and Asia, in countries with high potential for export of Romanian military products.

- Developing some investment programs in the field of military research, including through cooperation between institutions from the National System of Security and companies who activate in this domain;

- Setting up a National Program of development & research in the field of defence, concomitantly with upgrading legislation, in order to allow private investments in the field of development & research;

- Developing public-private partnerships with partners of the National defence industry companies with entities from NATO and EU member states, as well as setting up some offset contracts;

- Substantial investment in dual-use capabilities – civilian and military;

For instance, unmanned aerial vehicles (UAV) could be used in military purposes, as well as in civil purposes: gathering information in rescue missions, monitoring national border in order to prevent illegal migration, monitoring areas used for poaching, monitoring vehicles traffic. In this regard is possible to set up an integrated system of surveillance, that can share information, as well as costs, between some institutions with competency (e.g. the Ministry of National Defence, The Ministry of Internal Affairs, the Ministry of Environment), contributing of development of UAV industry in Romania.

- Adopting of a policy for imposing common technological standards in activities of production, research & development and acquisition of military products;

Adoption of these standards will facilitate systems interoperability, facilitation of using dual-use items and technologies (military/civilian) and will contribute in order to reduce considerably the costs.

Set up an entity responsible to cyber-defence, in order to act coherently and integrate and to be capable to response efficiently of a cyber-aggression on critical military infrastructure.

7. Conclusions

The Romanian Industry of Defence has an extraordinary potential of development in near future, considering our geostrategic position in South-Eastern flank of NATO. In the same time, our national defence industry is well known at some emergence international market, being possible to increase exports in some countries with financial potential.

Considering some restriction on export of military products and technologies is necessary to take appropriate measures in order to comply with all international treaties in the field of export controls of military items and technologies, including embargoes regime. Romania is member of Wassenaar Arrangement and complies with all the EU regulations in the field of export controls of military products and technologies, being the regional leader in this domain.

The Romanian Arms Industry is confronting with systemic problems that have impact in development of this important sector of activity in order to perform at its real potential. In this context, it is necessary to have important investments in research & development domain, as well as extension of strategic partnerships with relevant companies from Euro-Atlantic space, which will contribute to assimilation of modern technologies by the Romanian Arms Industry.

In this context, an important factor is represented by acquisition of arms and military equipment by the Romanian Arms Forces. In present, the absorption percent is around 10% more under the medium of member states of the European Union (70%). The Romanian Arms Forces acquisition process must consider the threats coming from East, including hybrid threats.

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LANGUAGE DIVERSITY IN EDUCATION

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Abstract

Educational policies at european level promote the integration of the concept of diversity in the school organization, through the implementation of programs and projects that promote diversity as a way of defining the identity of each student.This paper presents the role and importance of linguistic diversity in our own lives, in classrooms and in schools. The research method used to develop the proposed topic is fundamental research based on the analysis of scientific documents - books, magazines, articles, online articles and websites of the institutions involved.

Keywords: *linguistic diversity, education, school organization, educational system*

JEL Classification: *I21*

1. Introduction

There are approximately 6000-7000 languages spoken worldwide, while in Europe there are approximately 225 indigenous languages (European Commission, 2017).

Currently, the EU has 440 million citizens, 27 Member States, 3 alphabets and 24 official languages, some of which are used worldwide. 60 other languages are spoken in the EU heritage, spoken in certain regions or groups. To these are added the many languages brought by immigrants: it is estimated that at least 175 nationalities coexist in the EU at present.

The harmonious coexistence of many languages in Europe is a powerful symbol of the European Union's aspiration to be **united in diversity** - one of the foundations of the European project.

Languages define personal identities, but they are also part of a common heritage. They can serve **as a bridge between people** and can pave the way for other countries and cultures, promoting mutual understanding. A successful multilingualism policy can give citizens **more chances to succeed in life**, more precisely to find a job, to have easier access to services and to better exercise their rights. It also enhances solidarity by improving intercultural dialogue and social cohesion.

2. Diversity

Diversity has always been a distinctive feature of European societies. Moreover, it has been a key topic in public debates and policy making for Europe. According to the various documents of the European Commission, the debates on diversity have expanded to cover new issues: from the diversity of ethnic or national minorities, to the social exclusion of Roma in Europe and to the religious diversity resulting from international migration flows.

The term "diversity" refers to the *inhomogeneity between the members of a society (individuals and / or groups) from a cultural, social, political, economic or other perspective.* Therefore, the definition of diversity may vary. From a strictly legal point of view, diversity in Europe refers to *sex, age, race, ethnicity, sexual orientation, religion, beliefs and disabilities* (Focus Consultancy, n.d.). For example, "*cultural diversity*" - often used interchangeably with "ethnic diversity" - usually refers to *language, customs and traditions*, while "*religious diversity*" refers to *discrimination that occurs on the basis of peoples' faith* and is often presented as a separate identity.

Diversity has three main dimensions:

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1. **The internal dimension** refers to characteristics such as personality, age, gender, gender, race, culture, language, religion, belonging, physical and mental capabilities and characteristics;

2. **The external dimension** is usually defined by the company based on the norms, similarities and rules conventionally agreed upon or by personal experience;

3. **The organizational dimension** is the one related to the institutional affiliation, the membership status, the leadership status etc.

Linguistic diversity is enshrined in Article 22 of the *Charter of Fundamental Rights of the European Union*. Respecting "the rights of persons belonging to minorities" is one of the fundamental values of the European Union. The EU Charter of Fundamental Rights prohibits discrimination based on belonging to a national minority and provides for the Union to respect cultural, religious and linguistic diversity.

The European Parliament has adopted a policy of full multilingualism, which means that all official EU languages are equally important.

An excellent way to bring EU citizens closer, to provide them access to information and to give them the opportunity to express their opinions is **multilingualism**. From the point of view of general linguistics, multilingualism consists in the current use by the same person of more than two languages.

The EU's policy in the field of multilingualism sends a clear message: **every citizen should have the opportunity to communicate adequately**, to realize their potential and to optimally benefit from the opportunities offered by the EU, should have access to appropriate language training or other ways to overcome language obstacles in everyday life, from work. In the spirit of solidarity, even those people who cannot learn languages should have the appropriate means of communication, allowing them access to the multilingual environment in which they live.

The language learning process has developed very rapidly in the EU Member States and already more than half of the students study two languages (the Barcelona Declaration and the Lisbon Treaty provide for the acquisition of at least two foreign languages from the first years of school, outside the mother tongue). However, there is still much to be done to have a profound change. Language learning from an early age is a basic element for acquiring language skills, later during the schooling period.

But language learning should not be confined to the school setting. Foreign language courses, suitably adapted, are also required for other categories such as people in vocational, non-linguistic or adult education.

Knowledge of several foreign languages is an indisputable asset in business. Organizations are becoming more competitive, and citizens can have greater mobility. There have never been more opportunities to work or study in another European country now, but the lack of language skills prevents many people from benefiting from them.

Coping with diversity is not an unusual situation - it is the reality we live in today. In a globalized world, intercultural exchanges take place daily in all spheres of life and at all levels, starting with the family. The field of education is no exception.

In the past, the only reference to diversity was through geography and history books, and at present, **schools are largely projections of diversity in their societies**. Children from different ethnic groups share a class with other children from other ethnic groups and are often taught by a multicultural team of teachers.

In the European Union, more and more students are learning a language other than their native language. The percentage differs considerably from country to country, being between 1% in Poland and 40% in Luxembourg.

Migrant children bring to class a variety of languages and language skills. These represent a potential advantage for citizens, schools and society in general. However, linguistic diversity raises the question of how schools can maximize this potential.

3. Promoting multilingual education

Oosterbierum is a village in the province of Friesland, in the north of the Netherlands. The province of Friesland is an officially bilingual region, where Dutch and Frisian are spoken. **De Flambou School** is one of the **primary trilingual schools** in the region (teaching in **Dutch, Frisian and English**). All three languages are taught in different percentages, in different years. For example, Frisian and Dutch are spoken in equal proportion for training in grades 1-6. Going to grades 7 and 8, students receive 40% instruction in Frisiana, 40% in Dutch and 20% in English. In some classes, English starts in the 5th grade and is taught for one hour per week. In general, the three languages are spoken separately, and teachers and students use only the language that is for a specific time.

Newbury Park Elementary School, London's Ilford, has set up an initiative to highlight the value of all languages in the community. **Each month**, students have the opportunity to learn and communicate in one of the **40 languages** spoken there. The fluent students of the language of the month become "language experts" and are responsible for preparing audio, video and written materials, being helped by teachers and parents. Therefore, the students consider that their linguistic background is recognized, the parents are more involved in the school activities, and the other children develop language skills and knowledge useful for language learning. The school received European Recognition for Foreign Languages in 2005.

Students in the **Netherlands and in parts of Sweden** are encouraged to use the **European Language Portfolio** (ELP) to promote learning and speaking a mother tongue that may be different from the language of the host country. ELP offers the possibility to recognize language skills that are not officially acquired. According to an ELP study, this initiative has positive effects on both students and teachers. On the one hand, students benefit from this, because their language skills are recognized and exploited, they can evaluate and record their progress (ICF Consulting Services Ltd., 2015). On the other hand, teachers can better understand multilingual classes.

4. Conclusions

The aspects described in this article are possible sources of inspiration that will make us continue to reflect on linguistic diversity in education and to use them in the school context in the future. This article has presented some of the ways in which linguistic diversity can be understood in our own lives, in classrooms and in school units. Consideration should also be given to the newly arrived populations of migrants and refugees.

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STRENGTHENING THE ENTREPRENEURIAL CULTURE THROUGH THE HUMAN RESOURCES' TRAINING INSIDE AN ORGANIZATION

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Abstract

The training of personnel inside an organisation ensures the appropriation of new knowledge, the development of skills and behaviours indispensable to practicing certain occupations, in a structured environment. The Entrepreneurship's development and promotion are strategical objectives of the European Union and its member states. One of the important measures, in this regard, aims to consolidate an entrepreneurial culture among European citizens, especially among young people. All the students should be provided access to entrepreneurial education, no matter of the educational type or level they are currently at. This can be achieved, firstly, through properly trained teaching staff, which can support the development of competences in this area. The following research presents the most important findings regarding the consolidation of an entrepreneurial culture at an organizational level, which can be achieved through the training of human resources. The obtained data has resulted from applying a survey on a representative sample of teaching staff in Dâmbovița pre-university education system, staff which performs its activity in theoretical, technological and vocational high schools. These have served to create an overview on the role and importance of human resource training, aimed at consolidating an entrepreneurial culture at an organisational level.

Keywords: *entrepreneurial culture, human resource, entrepreneurship, entrepreneurial education, training*

JEL Classification: M530/J24

1. Introduction

The development and promotion of entrepreneurship have been, for a long period of time, strategical objectives of the European Union's policies. Consolidating an entrepreneurial culture and the "entrepreneurial spirit" among the European citizens, especially among the young population, represents an important, long-term measure which impacts economic growth and the creation of new workplaces. Education and training are important development vectors in this regard. All employees, no matter the organization they carry out their activity or their position, should have access to entrepreneurial education, made available to all types and levels of education. There is solid evidence on the impact entrepreneurial education has on human resources, as well as on the society and the economy. Countries or regions with a strong, strategical entrepreneurial education, can show promising results regarding entrepreneurship. The results from one recent study commissioned by the General Office "Undertakings and Industry" from inside the Committee regarding the impact of entrepreneurial programmes on a global level, show the way entrepreneurial education impacts human resources. People taking part in entrepreneurial programmes and activities manifest a lot more skills and entrepreneurial intentions, they integrate far easier on the job market after finishing their studies, they are innovative, not only as intrapreneurs, but also as entrepreneurs that end up founding new companies.

2. Relevance and Importance of Research

The empirical research starts from the following questions: "Why is entrepreneurial culture important inside an organization?", "What role does the training of human resources have on consolidating an entrepreneurial culture at an organisational level?". Entrepreneurial culture refer to thinking, attitude, beliefs and norms that exist inside an organisation. Sometimes these values are known to other players on the market. A firm's entrepreneurial culture takes form with its founding. Its founders are the ones that, in time, create a set of norms and values, a self-standing atmosphere, defining things through which clients and competitors recognize the way that an organization manifests itself on the market. Through the Action plan

"Entrepreneurship 2020" and the "Rethinking Education" Release, the European Commission has underlined the need to integrate teaching in an entrepreneurial spirit in all educational areas. These documents support the member states in their approach to offer graduates a practical experience in entrepreneurship before graduating the mandatory teaching cycle. Teachers play a central role, with a strong impact on the level of training of future employees. Entrepreneurship, seen as a key competence, does not involve a discipline, but more of a way of teaching that helps the students research and identify correct questions to which they themselves can give the best answers. To stimulate their students and to develop an entrepreneurial attitude, teachers must, in turn, possess competences regarding creativity and entrepreneurship. According to the Country Report of 2018 regarding Romania, the percentage of undertakings in Romania, that have an accelerated rate of growth, is among the lowest in all of the European Union. Entrepreneurs that have formed a society do not have access to business mentorship, and school programmes are not in line with the needs of future entrepreneurs.

According to the AGER 2018 Study, Romanians are amongst the braves when it comes to initiating a business. The study measures: the will to initiate one's own business, self-confidence, the capacity to resist society's pressure, discouraging to entrepreneurial initiatives. The report comprises 44 countries from Europe, Asia, Latin America and North America and has been carried out through interviews, face to face or via telephone, among 48.998 men and women, with ages between 14 and 99 years old. Talking about Romania, the results are as shown in the table below:

Table no. 1

Romanian AGER Results 2018

Criterion/Result	%
Youth under 35 that wish to start their own business	39
People over 50 that wish to start their own business	12
People that do not give up the dream to open a business	43
People that wish to be entrepreneurs:	
women	21
men	26

Source: made by authors using data from Ager study from 2018

Analysing the presented data, we identify a large enthusiasm among youth under 25, who, with a percentage of 39%, wish to start their own business. On the opposing side, among people over 50, only 12% wish to become entrepreneurs. 43% of all interviewed Romanians have stated that they do not give up their dream to open a business, despite social pressure. Talking about Europe and on a global level, the results from the AGER study are as follows:

Table no. 2

AGER Results 2018

Criterion/Result	Europa	Global
People that wish to start their own business	41%	49%
People confident enough they can take the first step to becoming independent	37%	43%
Poeple resillient to social pressure	48%	50%

Source: made by authors using data from Ager study from 2018

Analysing the date presented above, we can observe that Europe stands below the global percentage, especially among the people who wish to open their own business.

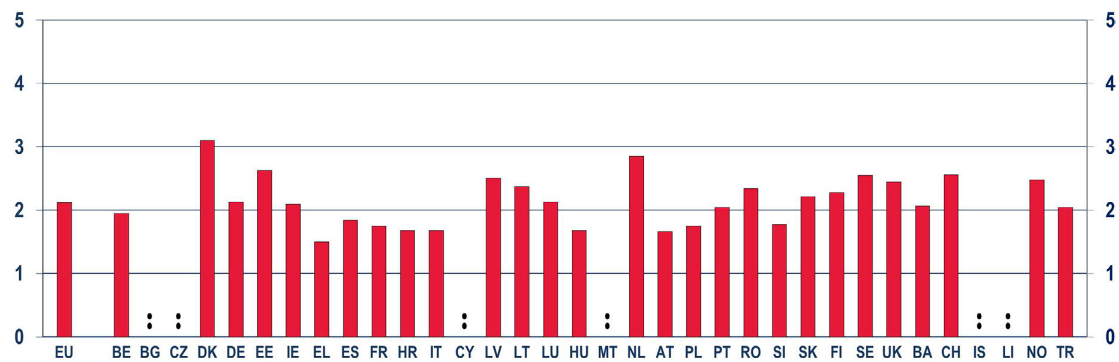
3. Theoretical approaches

Sever entrepreneurs are required in order to record an economic growth and a drop in the unemployment rate, entrepreneurship being a powerful engine that generates economic growth and an increase in the quality of life. The research in entrepreneurship, research carried out to identify the personality traits of entrepreneurs, has started in the 1950s through the works of David C. McClelland, David Atkinson. Through entrepreneurial initiatives, new companies and workplaces are created, new markets emerge, new knowledge is generated, and new competences are formed. Entrepreneurship makes economies more competitive and more innovative. As a growth and socio-economic development engine, entrepreneurship (Hitt, Ireland, Camp and Sexton, 2001) becomes crucial for reaching certain European policies' objectives. Organizational cultures who encourage entrepreneurial thinking take form in time; they do not just simply emerge at once. Approaching entrepreneurship from a cultural context offers a wide understanding of the studied phenomenon, of the course of action in the business environment influenced by cultural ethics and customs (Bayad and Bourguiba, 2006).

The perception of experts regarding the contribution of education to developing of an entrepreneurial culture, according to the most important study in the world regarding entrepreneurship (GME), focuses the two elements: the entrepreneurial behaviour and individual attitudes, in a national context, contouring the impact they have on entrepreneurship.

Figure no.1

The Perception of Specialists Regarding the Incorporation of Entrepreneurial Training through the Educational System at a Primary and Secondary Level



Source: Global Monitoring of Entrepreneurship: The Survey regarding the perception of national experts, 2014

Most of the European Countries have had a low score. Little above the average score of 2.5 points were: Denmark (the only European country with a score greater than 3), Estonia, Latvia and The Netherlands. Romania had a score close to 2.5 points. The report summarizes that if a country wishes to be proactive in developing an entrepreneurial culture, it is important that they implement coherent policies and programmes included in the educational system, in order to ensure entrepreneurial competences as transversal competences for everyone (GME, 2014).

4. Materials and Methods

The investigative approach regarding the training of human resources in consolidating an entrepreneurial culture at an organisational level has used a complex research strategy, which combines, not only quantitative methods, but also qualitative investigative methods. In the following paragraphs the set of methods and techniques used to collect information will be described, as well as their purpose.

4.1. The objectives of the research are:

The empirical research has had as main objective the analysis of the purpose of human resource training in order to consolidate the entrepreneurial culture at an organisational level.

Objective 1: Identifying the perception of the interviewees on the way that the human resource training contributes to consolidating the entrepreneurial culture inside an organization;

Objective 2: Corelating lifelong training programmes with the realities of the business environment, in order to consolidate the entrepreneurial culture no matter the field of activity;

Objective 3: Improving the availability of teachers regarding the development of entrepreneurial competences and applying these skills during class hours.

4.2. The qualitative research regarding the challenge to which a school as a learning organization is subjected is based on the following **hypotheses**:

H1 – The educational model and professional training, from the point of view of developing entrepreneurial competences, has its basis on forming skills and attitudes along the Initial Training – Continuous Professional Training course;

H2 – Experiential teaching through specialists from the business environment ensures relevance to the developing of entrepreneurial competences among teaching staff;

H3 – Teachers are willing to invest in their own training to develop entrepreneurial skills and passing these on during class hours, no matter their initial basic training.

4.3. Documentary Analysis

Reports, policies and studies regarding the European entrepreneurial culture, country reports aimed at entrepreneurship, recommendations of the European Parliament, of the European Council, National Research Development and Innovation Strategies have been consulted. The analysis regarding the needs of education and professional teaching in Romania and guides on the entrepreneurial education in European countries have also been consulted.

4.4. Selecting the Sample

The sample of teachers from the pre-university education, high school, from Dâmbovița County, involved in the quantitative research, is made of 303 persons of 1,403 in total. The distribution of the questionnaires applied on the teaching staff from the high schools in Dâmboviţa County is:

Table no. 3

Distribution of questionnaire by types of high schools

Total	No of questionnaires	Academic high schools	Technology high schools	National high schools	Vocational high schools
1,403	303	62	131	87	23

Source: authors' contribution

The questionnaires according to types of high schools were distributed by keeping the proportions of the teachers who teach in these organisations.

The analysis of the research sample shows a majority of **female** teachers (75.91%), compared to **male** teachers (24.09%).

The distribution of the sample in line with the **age** criterion, seniority in education and years served within the organisation for the teachers interviewed is presented: below 30 (7.92%), between 31-40 (40.92%), between 41 – 50 (33.33%), between 51 – 50 (14.85%), over 60 (2.97%).

The analysis of the socio-demographic characteristics of the teachers interviewed indicates respondents between 31 and 40 (40.92% of total); by contrast, the teachers below 30 (2.97%) are represented to the lowest extent; this tendency is the same for all types of high schools under analysis.

Table no. 4

Sample distribution by seniority in education

	Years	Percent
1	below 5	8.58%
2	6-10	13.53%
3	11-20	46.20%
4	over 20	31.68%

Source: authors contribution

In terms of seniority in education, the analysis of the sample researched indicates teaching staff with a seniority ranging from 11 to 20 years, to the detriment of the teaching staff with seniority below 5 years (8.58%).

With regard to the seniority within the organisation where teachers conduct their main activities, one may see that the seniority of most respondents (30.36%) is below 5, compared to the teachers whose seniority within the organisation exceeds 20 years. We may identify the fluctuation of the teaching staff towards organisations which should ensure their personal and professional growth.

A higher weight is represented by the teachers in the urban areas (75.25%), who carry out their activity compared with the teacher's in the rural areas (24.75%).

Most teachers interviewed have reached a high degree of didactic maturity (first level of qualification – 53.14%, second level of qualification – 21.45%, PhD – 2.97%).

In addition, the selection of the teaching staff took account of the teachers' curricular area, as indicated in the Table below:

Table no. 5

Distribution of teachers by curricular area

	Curricular area	Percent
1	Language and Communication	25.74%
2	Mathematics and Sciences	25.74%
3	Human an society	19.80%
4	Arts and sports	8.91%
5	Technologies	19.80%

Source: authors contribution

The respondents' analysis in terms of their curricular area proves that the Mathematics and Sciences teachers (25.74%) as well as the Language and Communication teachers (25.74%) are best represented, to the detriment of the arts and sports teachers (8.91%). This is easy to understand if one takes into consideration the high school curriculum, the number of hours allocated by types of high schools, lines of study, qualifications, year of studies.

In relation to the status of the teachers interviewed, tenure teachers have the precedence (83.50%) over the unskilled substitute teachers (0.66%).

5. Discussions:

The empirical research carried out during December 2018 – March 2019, by applying a survey on the sample presented previously, has had as a main purpose, how much the Educational and Professional Training Model, in the context of developing entrepreneurial competences, is based on forming skills and attitudes along the Initial Training – Continuous Professional Training course. The interviewees have had the following response:

Table no. 6

The Respondents' Answer Distribution, according to the High School Type, for the approval of an Entrepreneurial Educational Model Developed during the Initial Training

	Technological highschool	Theoretical highschool	Vocational highschool	College
Total Disagreement	1,5%	1,6%	4,3%	3,4%
Disagreement	1,5%	3,2%	0,0%	2,3%
Partial Agreement	30,5%	14,5%	17,4%	12,6%
Agreement	42,0%	38,7%	65,2%	47,1%
Total Agreement	24,4%	41,9%	13,0%	34,5%

Source: authors contribution

According to the data above, 42% of the total respondents coming from technological high schools agree to this statement, whereas respondents from theoretical high schools have a larger weight of the response for the "fully agree" option. In line with technological high schools are also the vocational ones or the Colleges (65.2%, and 47,1% accordingly). Overall, 70% of all respondents agree or fully agree that the initial training based on a coherent entrepreneurial educational model is important, or very important, accordingly, along the Initial Training course, regardless of specialisation.

A synthesis of the intent to participate manifested by the interviewed teaching staff in future programmes aimed at developing professional competences in the Continuous Professional Training Programmes in the following 5 years is represented in the table below:

Table no. 7

Competences of Future Training Programmes

Developing communication and relationship skills	0,81
Competences in applying a curriculum	0,77
Ability to adapt to a specific group of students	0,86
Relating with Special Educational Requirements students	0,76
Methodological	0,73
Assessment	0,86
Psychosocial	0,67
Technical and technological	0,40
Career Management	0,60
Leadership and Coordination	0,33
Using informational technologies	0,81
Resource management	0,58
Institutional development	0,40
Self-management	0,56
Entrepreneurial	0,44

Source: authors' contribution

As it can be seen, the respondents consider developing Relational skills with Special Educational Requirements students highly important, as well as communication and class relationship ones. Along these, also considered important are competences regarding adapting to a specific group of students, assessment ones, but also those referring to the use of informational technologies. This is expected, the generations of students are in a continuous shift, from a psychological, emotional and skill point of view. But still, the reduced score displayed during the Continuous Training Programmes, as far as entrepreneurial competences option is concerned shows the reluctancy to offer an entrepreneurial education in a school environment, with disregard to the teacher's field of activity. By not having a basis regarding entrepreneurship, teachers are sceptical to train, at this point in time, in order to instil basic entrepreneurial competences in their students. This partially validates the first hypothesis (**H1**). Basically, teachers wish to develop entrepreneurial competences during the Initial Training Programme, but, at this point in time, they display no intention of developing entrepreneurial competences during Continuous Training Programmes.

Experiential teaching, through entrepreneurial specialists, to the interviewed teaching staff, for a better relevance in developing entrepreneurial competences and anchoring into the real business environment, is displayed in the table below:

Table no. 8

The Perception of the Respondents regarding experiential teaching through people specialised in the business environment

Experiential teaching through people specialised in the respective field					Total
High schools/Values	Extremely Important	Important	Not very Important	Not at all important	
Technological High School	38	36	47	10	131
	29.0%	26.7%	35.9%	7.6%	100.0%
Theoretical High School	19	28	14	0	61
	31.1%	45.9%	23.0%	0.0%	100.0%
Vocational High School	5	11	4	3	23
	21.7%	47.8%	17.4%	13.0%	100.0%
College	19	35	26	7	87
	21.8%	39.1%	29.9%	8.0%	100.0%
Total	81	110	91	20	302
	26.8%	36.8%	30.1%	6.6%	100.0%

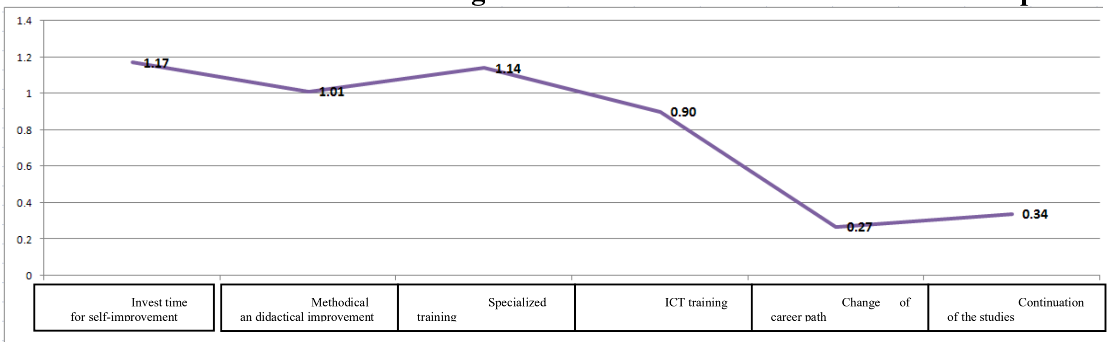
Source: authors contribution

63.6% of the interviewees consider that experiential teaching through specialists in a particular field is a relevant stage in developing entrepreneurial competences and in anchoring these competences in the reality of the business environment. 30, 1% of the teachers regard this as not very important, with no impact on the classroom activity. This fact validates the second hypothesis (**H2**).

The development of an employee is a long – term process which spans across his entire career. This assumes acquiring new skills and knowledge, not only in the qualification he already possesses, but also when talking about multiple qualifications or a requalification. The annual professional training plan is made up based not only on the suggestions made by compartments in the organisational structure of the teaching unit, but also on the analysis of the Required Professional Training Need. The teacher must be at all times ready to face new professional development challenges. Tied to the third hypothesis, our research started from the question: "What are you willing to do to develop professionally, methodically and scientifically?". We have analysed the results as an investment in the teaching staff's own professional development and we show the findings in the figure below:

Figure no. 2

The Score Evolution for the Teaching Staff's Investment in Professional Development



Source: authors' contribution

What is gratifying is that the interviewees wish to develop professionally, methodically and scientifically, although, as we all know, the costs are incurred by each individual. They admit the necessity of specialty training, the investment towards self – perfecting and the continuing of studies, all of which validate the third hypothesis (**H3**).

6. Conclusion:

Analysing the studies at an European Union level, we can observe that, as far as the entrepreneurship culture is concerned, there is a general positive attitude, especially among the youth.

One problem that Romania is dealing with at this particular moment in time is tied to the quality of the entrepreneurial education, to the lack of basic knowledge in this field, or competences which could be developed ever since the first steps in the educational system. There is a visible rift between school and private environment, good entrepreneurial practices are little known and inadequately promoted. There are barriers yet to be solved: education does not offer basic competences regarding a career as an entrepreneur, access to loans and to markets is difficult, the transfer of undergoings is complicated, there are fears regarding sanctions if one should fail and the administrative procedures are quite laborious. For youth, all of these lead to placing the entrepreneurship career rather low in the list of attracting professions and discourages those who would want to become entrepreneurs. Today, being an employee is much more comfortable, especially in the public sector.

Inside current educational systems, entrepreneurship tends to play an "accessory" role in the school curriculum. The appropriation of entrepreneurial competences starts in secondary inferior education, inside an optional curriculum, made available supplementary, as part of a distinct field of study. Along with secondary superior education we recommend integrating the development of entrepreneurial competences, no matter the field of study, in order to better apply and create derivative connexions from the real business environment. In Europe, there is a series of practices in entrepreneurship, during which several measures are developed in a bottom up manner. These are faced with a lack of a systematic approach in the school curriculum. Teachers and school are key factors. Developing a good entrepreneurial education through the educational system has so far been dependent on the enthusiasm of the teaching staff and on their capacity to ensure the necessary resources.

Information collected belong completely to the respondents, personal opinions can, at times, be biased, emotional states and personal experiences during the training programmes could have influenced the given responses. The empirical research as a limited horizon, relative only to Dâmboviţa county. The carried-out research has a static character, relative to the time of the teaching staff's training in order to correct the entrepreneurial culture along the Initial Training – Continuous Professional Training Course.

Acknowledgement

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ORGANIZATIONAL CULTURE, FACTOR OF ORGANIZATIONAL SUCCESS- DIAGNOSIS AND ANALYSIS

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Traian, Hoidrag[2]

Abstract:

Organizational culture exists regardless of the organization and is the one that "links the organization" in a chain of tacit understanding that offer specific human meaning to all organizational activities and processes. At the same time, it is the factor that influences the life of the organization, regardless of its size. Building the organizational culture takes into account the particularities of the interactions between the employees, the leadership and the quality of communication.

This is why the main objective of this research is to identify what kind of organizational culture is present within the analyzed company and what kind of organizational culture is desired by its employees, using the OCAI questionnaire as a research method.

Keywords: *organizational culture, organizational climate, traditions, rituals, organizational myths.*

JEL classification: M 21

1. Introduction

There are various ways of approaching organizational culture. Organizational culture is a complex model of beliefs and aspirations shared by its members. It refers to the following elements: behavioral actions, norms that are shared by working groups, the dominant values in an organization, the philosophy behind the organizational policy, the rules for integration into the organization, the feeling that exists in an organization. (Iacob D., Cismaru D-M., 2010).

Organizational culture is a collection of organic instincts and beliefs, of heroes and negative characters, of achievements, prohibitions and commandments. (Stanciu Ş., Ionescu M-A., 2005). At the same time, the culture represents the set of values and beliefs shared by the staff of an organization, having certain meanings and giving them rules for accepted behavior. According to Gănescu C., (2011), "Organizational culture is very important in supporting the objectives of profitable growth of an organization. The application of such a strategy is materialized in the excellence of the activity, the quality of the products, the satisfaction of the clients' needs, the commitment of the employees and the mobilization of the partners. These are basic elements on which an organizational culture is created and also principles with which the organizational culture continues to develop ".

Organizational culture is a distinct area of organizational management and a core of management science theory.Organizational culture is a set of beliefs shared by all members of the organization (Pitariu, 2007). At the same time, the organizational culture refers to the attitudes, values and beliefs of the members of the groups of an organization, how it is affected by the actions and events carried out in its internal environment. As we can see, human resources are the most important elements of the organization, whether of a psychological, economic or financial nature, because:

- Man is the only creator of use values. The organization represents the basic cell of the economy in which people, products and services are created.

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- Man is a creator from a spiritual and scientific point of view. Ideas embodied in new products, new technologies, methods of management and organization belong exclusively to humans.

- Man puts into motion and capitalizes all resources in an organization, the efficiency of the use of these resources depending to a large extent on the way they are put into action by humans.

In addition to all these arguments, there is also the formation of a culture of the organization in which all people work. People are all those who work in groups larger or smaller, these groups each having a culture (a certain language, a certain kind of people), which contributes to the formation of an organization's culture. Each person represents a unique being, but the aspirations, the needs, the reasons for which he works can coincide with those of the person around him (Pânişoara, G., Pânişoara I-O, 2005).

In an organization there are always myths, stories in which real heroes are found, who worked in the respective company, thus contributing to the formation of the organizational culture. And as it is natural in every organization, we will find traditions, customs, which are transmitted and embedded in the employees' way of being. In identifying the values, they represent only the manifestation of the values of the culture. This means that they focus on what the individuals in that organization are saying, and this is equivalent to why they perform a certain behavior. The implicit reasons for the behavior remain unknown. To truly understand a culture and to accurately discover the values of a group, it is absolutely necessary to discover the implicit assumptions (unconscious / unbalanced), which are the ones that determine how the group perceives, thinks and feels. (Pitariu, 2007).

This is why the present paper aims to highlight the role that organizational culture plays among employees, what kind of organizational culture is present and what organizational culture employees would like to dominate.

2. Aspects regarding the research methodology

The starting point of this paper was the idea that, within a company, organizational culture is the key to success. In the work we have done, we have tried to highlight what kind of organizational culture exists, how it manifests itself and how it is understood.

Due to the fact that the employees of the company have a low level of efficiency, the employees have a dissatisfaction regarding their own values compared to the values of the organization, the salary system no longer corresponds to their needs, the motivation to perform their service tasks is low, and the expectations regarding their career are left to be desired (continuous training, the reward system when they work extra), an investigation on the organizational culture. has been conducted. A preliminary analysis of the company's situation indicated that there is a discrepancy between the needs of the organization and the needs of the employees. At the same time, there were differences between the senior staff and the newcomers, meaning that those occupying a position over 4 years old were no longer available to provide information, and to train their younger colleagues, believing that the younger employees just want to fill their positions and then they would be laid off. Thus, the novice staff failed to solve their tasks, thus leading to reduced efficiency. Starting from this, the main objective of this research was "To carry out an analysis on the organizational culture, more precisely what type of organizational culture is present within the company, and what type of organizational culture is desired, for the success of the organizational success".

The research hypothesis focused on the fact that the employees have a low job satisfaction, a reduced efficiency of their work due to the type of organizational culture existing.

The present paper constitutes an exploratory research, which took place in April 2017, based on the descriptive method, mathematics, statistics, graphical representation. We consulted various sources regarding the concepts used such as: specialized literature, but also data collected from the analyzed society. At the same time, we used the quantitative method (the questionnaire, the observation) in collecting the data, to investigate the kind of organizational culture within the analyzed company, but also to observe the working environment, employees' reactions to the work performed, their answers.

The purpose of this research was to understand the needs of the employees, as well as the role that organizational culture plays within a company.

3. Socio-economic characteristics regarding the subjects

In order to carry out this study, 10 subjects were chosen, employees of a company providing food services (pastry) in Ramnicu -Vâlcea, aged between 20-45 years, of both sexes. They hold the positions of pastry chefs, cashiers and handlers. Thus, they were proposed to participate in a research, focused on the analysis of the organizational environment, specifying that the data provided by them are confidential and will be used in a profile research.The participants were 10 in number. The questionnaires were applied at the end of a tour after the examiner investigated the subjects' schedule and was able to determine the date and time of the application.

Table no.1 Characteristics of the investigated subjects

Category	Characterstics	No.	%
sex	men	1	10
	women	9	90
	total	**10**	**100**
age	Over 40	2	20
	31-39	3	30
	20-30	5	50
	total	**10**	**100**
marital status	married	5	50
	single	5	50
	total	10	100
studies	High-school	7	70
	University	2	20
	Vocational School	1	10
	total	10	100

Figure no. 1 shows that 10% of the subjects are male, the remaining 90%, respectively 9 subjects, are female.

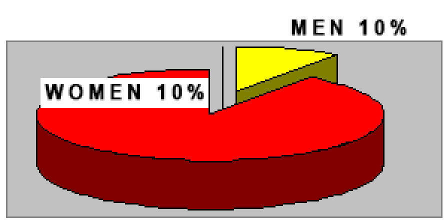

Figure no.1. Subjects by gender

Taking into account the demographic characteristics, the subjects were divided into three age groups: between 20 and 30 years - 50% of the subjects (5 people), between 31 and 39 years, respectively 30% of the subjects (3 persons) and 20% over 40 years old.

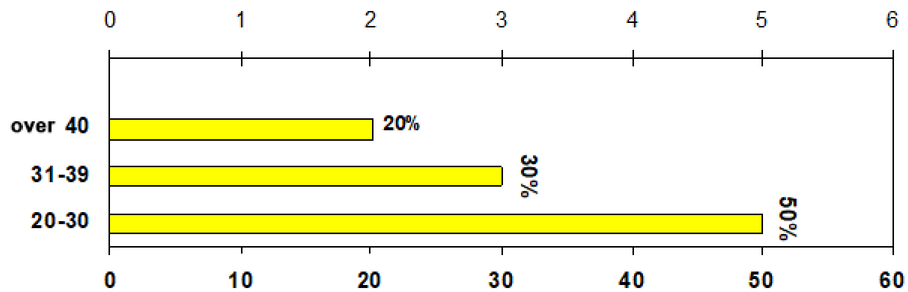

Figure no. 2. Subjects by age

Regarding the qualifications of the subjects, it is important that 70% have graduated high school (7 people). 2 persons (20%) are college graduates, while the rest of 1% have graduated a vocational school. Another characteristic of the subjects is the marital status: 50% are married and 50% unmarried.

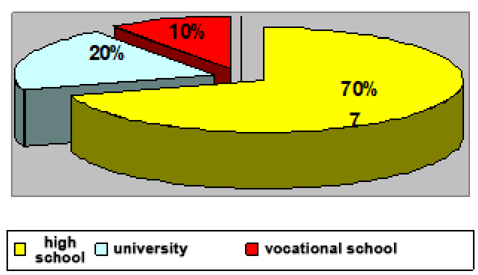

Figure no. 3. Subjects and studies

4. The instrument used

As research methods regarding the organizational culture, the OCAI questionnaire and the direct observation and study of internal documents were used. The OCAI questionnaire was applied in the organizational environment, more precisely after the subjects finished their activity, counting on the representation and the sincerity of the answers. An instrument for diagnosing the organizational culture is OCAI (Organizational Culture Asessment Instrument), which originates from the Competitive Values Model, designed by Cameron and Quinn 1999, which in turn originates from research on the main indicators of the organization (Pitariu 2007.), thus: There are two main dimensions: 1) flexibility and dynamism vs order and control and 2) internal orientation vs competitiveness. These dimensions organize the indicators into 4 main clusters, labeled according to their main characteristic: A) clan, B) autocracy, C) market, D) hierarchy. The OCAI allows the evaluation of organizations from the perspective of 4 types of organizational cultures corresponding to the 4 cadres.

The questionnaire allows the study of six main aspects of culture: a. The dominant characteristics of the organization, such as the organization as a whole; b. the leadership style and the way of infiltrating the organization; c. management of human resources, how employees are treated and how the work environment is; d. liant of the organization, the connection that holds the organization together; e. strategic values, which define the areas emphasized within the organizational strategy; f. critical criteria of success, which determines how success is defined, what is rewarded and celebrated in the organization.

The questionnaire has two distinct parts. The real part A. consists of 6 aspects that refer to specific behaviors, common to all organizations. B - The ideal situation concerning how employees would like to be the treated.

5. Interpretation of results

After the questionnaires were applied, the data obtained was processed. Thus, each dimension of the organizational culture is analyzed according to the applied questionnaire. The following results came.

According to table 2 and figure 4, this is the data obtained at this stage. The dominant characteristics of the organization show that: for the current profile (ma = 35), the organization is oriented towards the market culture, which is a results-oriented culture, the leaders are oriented towards productivity and competence, the binder of the organization is focused on the idea and the desire to be successful, the management of the employees focuses on the development of the competitive spirit of the employees, the success is focused on penetrating the market and reaching a market share as high as possible, and the values of the organization take into account competitive actions. Considering the ideal profile (mi = 42) of this dimension, a clear detachment of the clan-type culture is observed, in which the organization would like to focus on internal processes, flexible, concerned with its employees, and the organizational environment is similar to an extended family. Leaders are considered mentors, and the line of the organization is represented by loyalty and traditions. The personnel management considers the commitment to the organization, and is focused on the development of human resources. The success is defined by the prism of the sensitivity towards the clients and the concern towards the people. The values of the organization take into account teamwork, participation and consensus.

Table no. 2. Descriptive indices regarding the
Dominant characteristics of the organization

Type of culture	Media		Standard deviation	
	actual	***ideal***	***actual***	***ideal***
A. Clan culture	M=21,5	M=42	13.34	16.86
B. Autocratic culture	M=19,5	M=30	6.85	16.32
C. Market type culture	M=35	M=17,5	15.09	13.99
D. Hierarchical culture	M=23,66	M=10,5	10.74	14.99

Source: Created by the authors

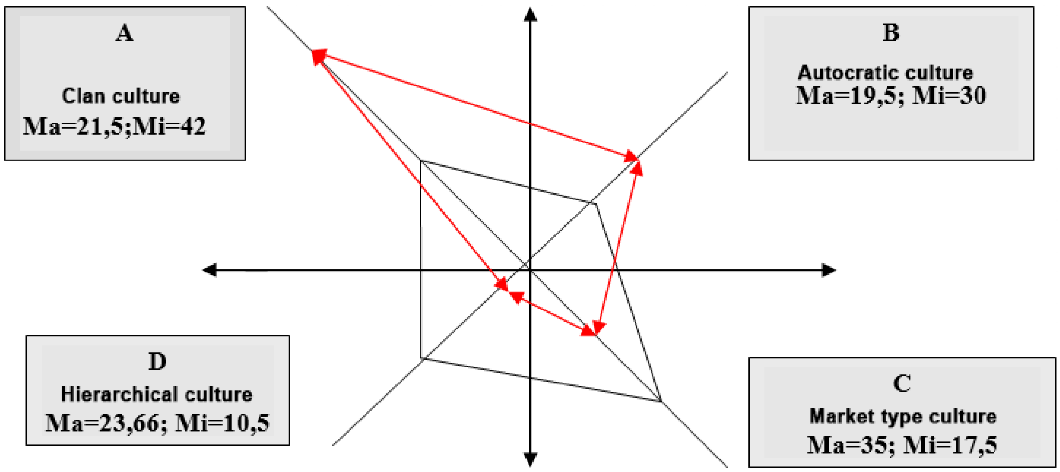

Figure 4. The graphical representation for:
The dominant characteristics of the organization.
Source: created by the authors

Considering the size of the Management within the organization, (table no.3 and figure no.5) it is observed that for the current profile dominated are the clan, market and hierarchical type cultures, with averages approximately equal to mr = 26.5, mr = 26, mr = 26.5 which means that the organization is concerned about its employees, but also on results and well-established rules; leaders set high standards, but they are seen as mentors who pursue the coordination of the activity; The binder of the organization is focused on the desire to be successful, based on loyalty and traditions; Personnel management on the development of human resources, competition, but also on job security; Success is focused on reaching the highest market share, but also on concern for people and respecting deadlines; the values of the organization consider the teamwork performance, but also the increase of the reputation and the success. Regarding the ideal profile, the clan type culture obtained the highest average, m = 36, followed by the autocratic culture with an average of m = 30. This reflects the desire of the staff, through which the organization would like to focus on internal processes, concerned with their employees, leaders are considered mentors. Emphasis is placed on traditions, on human resource development, concern for people, teamwork, participation and consensus.

Table no. 3. Descriptive indices regarding: *the Management within the organization*

Type of culture	Media		Standard deviation	
	actual	***ideal***	***actual***	***ideal***
A. Clan culture	M=26,5	M=36	13.34	18.37
B. Autocratic culture	M=21	M=30	9.94	11.54
C. Market type culture	M=26	M=19	12.86	15.95
D. Hierarchical culture	M=26,5	M=15	12.03	9.71

Source: Created by the authors

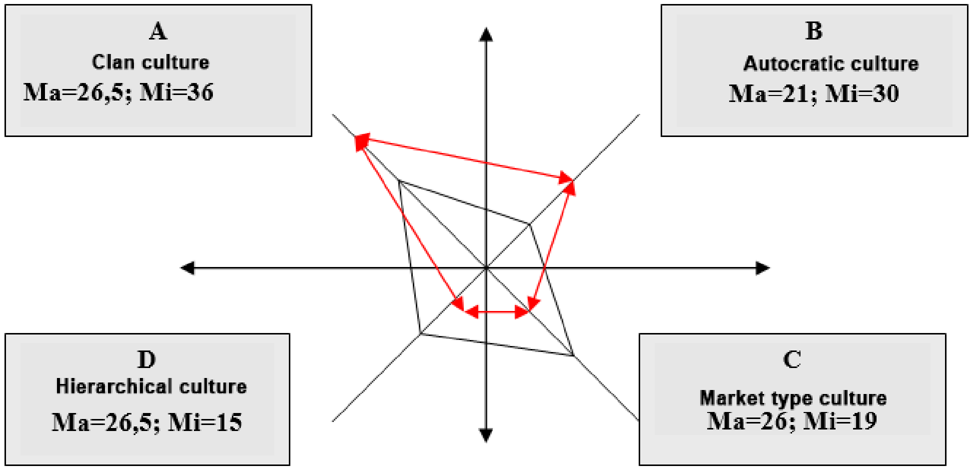

Figure no.5. Graphic representation of the present and desired organizational culture, for Management within the organization
Source: Created by the authors

Regarding Human Resource Management, (table no.4 and figure no.6), we can observe that the clan-type culture predominates, both for the current profile and for the ideal profile, a culture that has obtained the highest numbers of ma = 28, I = 37. This articulates the desire of the staff that the organization would focus on internal processes, would be flexible and concerned about their employees, the organizational environment being similar to an extended family. Leaders are considered mentors, and the binder of the organization is represented by loyalty and traditions. Personnel management is focused on the development of human resources, and success is defined by the concern about people. The values of the organization take into account teamwork, participation and consensus.

Table no. 4. Descriptive indices regarding: Human Resources Management

Type of culture	Media		Standard deviation	
	Actual	***ideal***	***actual***	***ideal***
A. Clan culture	M=28	M=37	18.73	9.48
B. Autocratic culture	M=21	M=11	19.11	8.75
C. Market type culture	M=27,5	M=34,5	12.74	13.42
D. Hierarchical culture	M=23,5	M=17,5	14.53	10.86

Source: Created by the authors

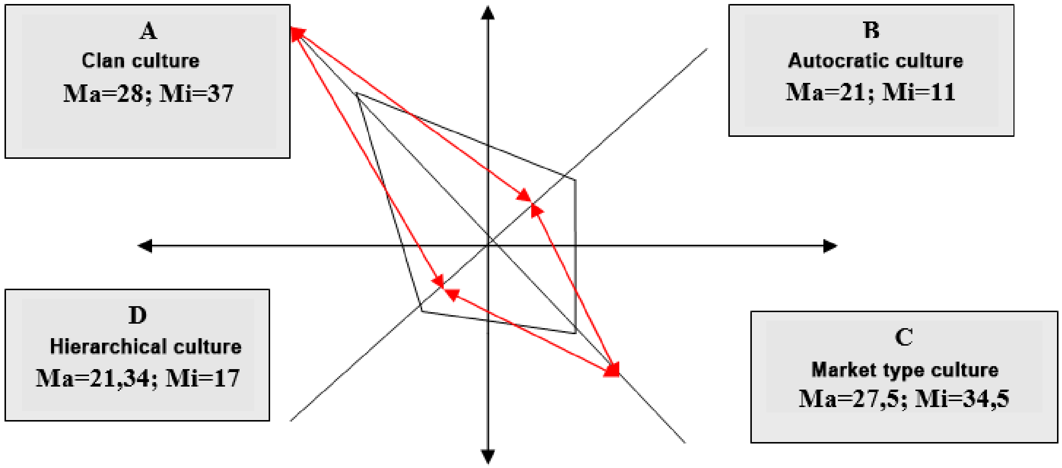

Figure no. 6. Graphic representation of the present and desired organizational culture, for Human Resources Management
Source: Created by the authors

Regarding the Organization's binder, (table 5 and figure 7), it is observed that, for the present profile, the predominant culture is the autocratic culture, m = 34. The characteristics of the organization are represented by an entrepreneurial and creative environment. Leaders are innovative. The binder of the organization is about innovation. The management of the employees encourages the initiative and the freedom of expression of the employees. Success involves the development of new products and services. The values of the organization envisage taking over a market leader position. The ideal profile indicates the desire of the employees for a clan culture, present in the other examples.

Table no. 5. Descriptive indices regarding the size of the organization's binder

Type of culture	**Media**		**Standard deviation**	
	Actual	***ideal***	***actual***	***ideal***
A. Clan culture	M=20,5	M=4 4	17.07	22.21
B. Autocratic culture	M=34	M=2 9	10.74	15.23
C. Market type culture	M=22	M=1 1,5	16.86	10.01
D. Hierarchical culture	M=23,5	M=1 5,5	13.34	10.65

Source: Created by the authors

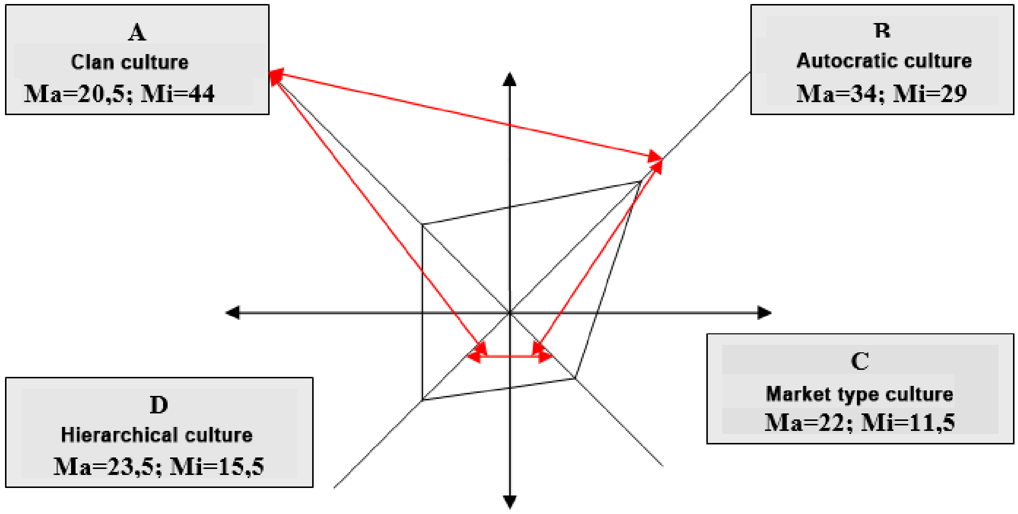

Figure no. 7. Graphic representation of the present and desired organizational culture, for the size of the organization Binder

Source: Created by the authors

Considering the values that underlie the organizational strategy (table 6 and figure 8), it can be observed that in the current profile the market-type culture that is a results-centered culture predominates, the leaders are oriented towards productivity and competence. The binder of the organization is focused on the idea of success, and the management of the employees focuses on the development of the competitive spirit. Success is focused on market penetration, and the values of the organization envisage competitive actions. For the ideal profile, the dominant clan culture is observed again.

Table no. 6. Descriptive indices regarding the Values that underlie the organizational strategy

Type of culture	Media		Standard deviation	
	Actual	***ideal***	***actual***	***ideal***
A Clan culture	M=22	M=44	18.73	13.49
B. Autocratic culture	M=24	M=27	18.22	14.94
C. Market type culture	M=31	M=15,5	18.67	12.12
D. Hierarchical culture	M=23	M=13,5	13.37	14.53

Source: Created by the authors

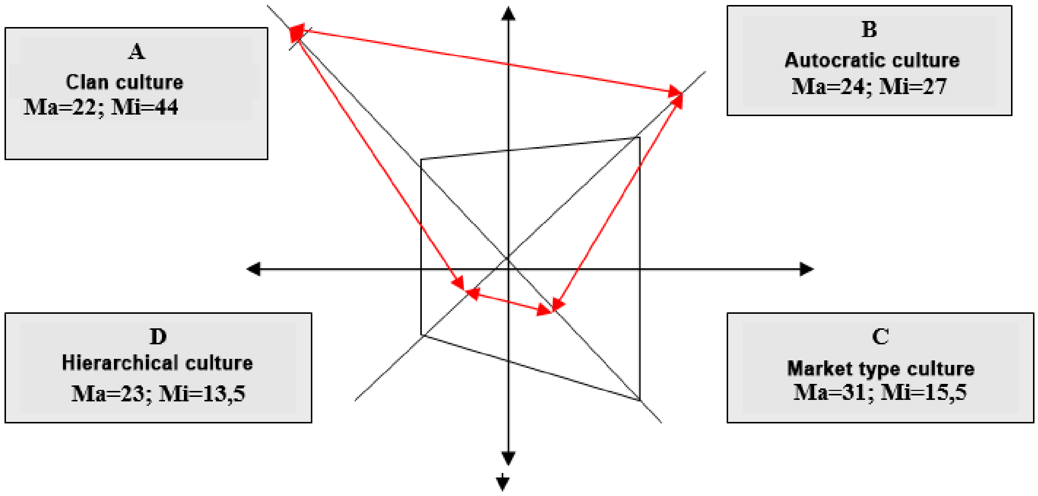

Figure no. 8. Graphic representation of the present and desired organizational culture, for the Values that underlie the organizational strategy

Source: created by the authors

Within the concept of Success Criteria, (table 7 and figure 9), the clan and hierarchical culture predominates, for the current profile, showing interest in their employees, with well-established procedures. Leaders are considered mentors and follow the organization. The binder of the organization is represented by traditions, but also by rules. Personnel management is focused on human resources development, but also on job security. Success is defined by the concern of people, but also by meeting deadlines. The values of the organization take into account teamwork, participation and stability. For the ideal profile, the clan culture obtained the highest average.

Table no. 7. Descriptive indices regarding the Success Criteria

Type of culture	Media		Standard deviation	
	Actual	***ideal***	***actual***	***ideal***
A. Clan culture	M=27	M=44	28.00	31.69
B. Autocratic culture	M=19,5	M=24	14.61	20.65
C Market type culture	M=26,5	M=16	20.82	10.74
D. Hierarchical culture	M=27	M=16	25.07	17.12

Source: created by the authors

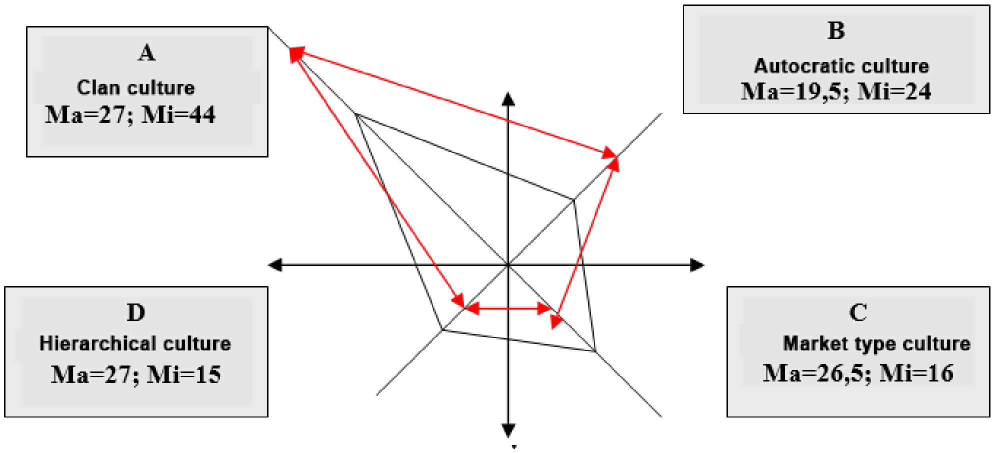

Figure no. 9. Graphic representation of the present and desired organizational culture, for the Success Criteria

Source: created by the authors

Analysis of total descriptive indices

Following the analysis of each example, the following radar and table graph are shown, in which the averages of each type of culture are calculated based on the 6 previous examples.It can be seen that for the current profile the media with the highest value is the one specific to the market culture ma = 28, which is a results-focused culture, the leaders that are oriented to productivity and competence, are bound to set high standards. The binder of the organization is focused on the idea of being successful, and the management of the employees focuses on developing the competitive spirit of the employees. The success is focused on penetrating the market and reaching the highest market share, and the values of the organization envisage competitive actions. According to the ideal profile, the clan type culture predominates with a mi = 41.17, which is based on the fact that the organization is centered on its own employees, is flexible, the organizational environment resembles an extended family, and leaders are considered mentors for employees. Leadership is focused on human resources development, and success is due to the customers' and people's concern. The values of the organization take into account teamwork, participation and consensus.

Table no. 8. Descriptive indices regarding the types of cultures of the 6 previous examples

Type of culture	**Media**	
	actual	***ideal***
A. Clan culture	M=24,25	M=41,17
B. Autocratic culture	M=23,16	M=25,17
C. Market type culture	M=28	M=19
D. Hierarchical culture	M=24,53	M=14,67

Source: created by the authors

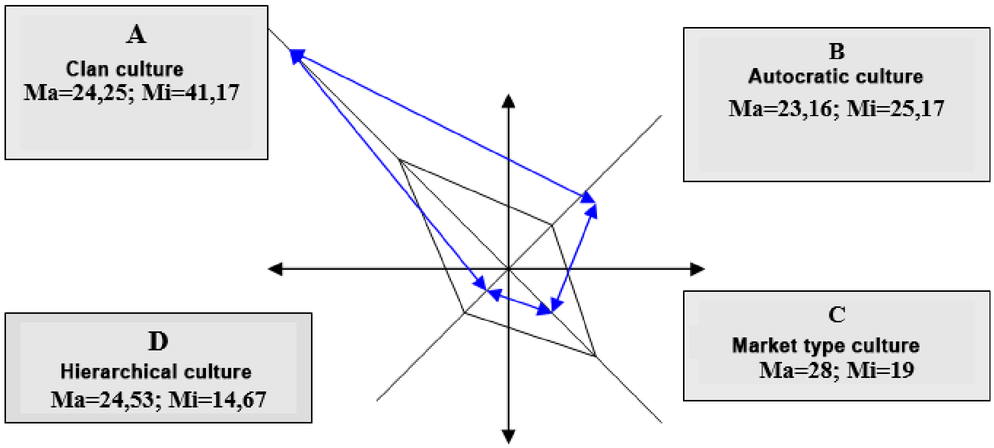

Figure no. 10. Graphic representation of the present and desired organizational culture
Source: Created by the authors

6. Conclusions

The results of this research showed that by analyzing the descriptive indices of the organizational culture, we could find out what kind of culture exists in that organization, what kind of culture is desired, which cultures are considering the calculation of the means of each particular need, what characteristics are desired to be completed. For the current profile analyzed, the type of culture that was highlighted after processing the results, was the market culture, for "the dominant characteristics of the organization", "the leadership within the organization", "the values that underlie the organizational strategy", followed by the clan-type culture for "human resources management" and "success criteria, and for the" binder of the organization "- autocratic culture. Instead, for the ideal profile, the predominant type of culture was clan culture, which shows the willingness of the employees to perform their tasks in an organizational environment seen as a large family, leaders are wanted to be perceived as mentors, loyalty and traditions, a management of the developed staff, the concern for the people, the participation of all the employees in the development of the company, the teamwork.

In conclusion, we can consider that:

- The general objective of the paper to investigate the organizational culture was achieved
- The hypothesis from which it was started, according to which: the employees have a low job satisfaction, a reduced efficiency of their work, due to the type of organizational culture existing, has been confirmed.
- Dissatisfaction with the nature of the work is associated with the type of existing culture, the type of management practiced and the way in which leaders know how to "lead".
- The results showed that there are differences between the two profiles analyzed, the current one and the ideal one, both for each particular example and by analyzing the total descriptive indicators.
- The results of the study revealed that there is an ideal profile that the employees want to be implemented in their organization.

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MINDFULNESS – WHAT IS AND WHAT POTENTIAL OFFERS IN LEADERSHIP

Diana Blidaru[1]

Abstract

Because mindfulness practice focuses on how leaders use their attention, this is not just another construct that stands alongside many other weapons of leadership research and practice, it is both a perspective and a systematic method that helps leaders understand better and transform their own minds. Such an inner transformation changes both the way a leader sees the world and the way he acts and the results of his actions. In leadership, Mindfulness has a strong impact in managing stress, cultivating empathy, making better decisions in less time, innovative actions. It is important to understand that mindfulness is extremely efficient in developing attention and cognitive control, emotional self-regulation and reducing reactivity, all of which are essential for an effective adaptation to change and innovation with minimal energy and time consumption. Thus, it is desirable for the field of leadership to manifest a greater openness to the principles, methods and tools of mindfulness.

Keywords: *leadership, mindfulness, innovation, stress management, adaptation to change*

JEL Classification: M12, D91

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The period that this society is going through is not just of information, but its development is realized in an interconnected way. Natural creative adaptation seems to be the only possibility by which man can keep up with the changes change of his world. The main idea that emerges from this point out is that, due to an increased rate of progress in all areas, individuals with a limited level of adaptability and flexibility will not be able to effectively solve the problems they face at work; moreover, the stressful situations that may occur in their life can have a negative impact on the health and quality of their personal life. In this context, lately, there is a tendency for a different approach to leadership, in which not only the professional performance of the organization is important, but also the well-being and interpersonal relationships within it.

1. The concept of mindfulness and the mindful leader

The concept of mindfulness appears more and more in the framework of effective leadership, in which entrepreneurs are interested in applying it at an advanced and innovative level.

Even if it has only become very popular in recent years, the main ideas of mindfulness are very old and come from the Buddhist religion. Starting from the mid-1980s, the Western world began to pay more and more attention to the concept of "mindfulness." The extremely busy lives of people often generate a frenetic multi-tasking activity, which forces people to do various things, leaving them no space to simply be.

Mindfulness, in its most general conception, is a gateway to a healthier way to be in the world. Mindfulness is the state of concentration in which we look at any situation exactly as it is, without being influenced by our past experiences, without judging, without labeling, fact that results in increased performance in work, more free time, a better relationship with others and, finally, an increase in the quality of professional and personal life, materialized by experiencing permanent states of harmony and balance.

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Research on some aspects of mindfulness practices like awareness and presence show that they greatly improve the functioning of the body: they heal, generate the immune response, reduce reactivity to stress, and bring a general sense of physical well-being. Also, our relationships with others are improved, because our ability to perceive nonverbal emotional signals emitted by other people, as well as the ability to sense the inner worlds of others, are enhanced.

The birth and the evolution of the idea of"leadership" are concepts that go beyond the idea of a single leader. In fact, contemporary definitions most often reject the idea that leadership depends on the leader's abilities, behavior, style and charisma. Today, the basic nature of leadership is discussed in terms of "interaction" between the people involved in the process: both leaders and subordinates. Thus, leadership is not the work of a single person, but can be defined as a "collaborative effort" between group members. So, the essence of leadership is not the leader, but the relationship.

To inspire subordinates to a higher level of teamwork, there are some ways a leader needs to be, to know and to do. These do not come from themselves, but they are acquired through work and permanent study. Good leaders work and learn continuously to improve their leadership skills. Although the role of manager, supervisor, etc. gives you the authority to meet certain requirements and goals in the organization, this power does not make you become a leader. Leadership is different because it makes subordinates to want to achieve higher goals, and not just to manage the world around.

The way we relate to change influences our success, and what our leadership aims to do is to facilitate problem solving in a positive, ethical way and to strengthen the society. Our belief is that applying mindfulness principles is a powerful and effective way to help leaders adapt to the challenges of today's era.

Leaders may face two types of challenges: technical and adaptive issues. Technically, the problems can be complex and difficult, but they can be tackled with tools already existing and known from previous experience. Adaptive challenges, on the other hand, are different from the technical ones, because both the problem and the solution may not be understood within the existing schemes. Adaptive challenges require leaders to grow and build more sophisticated ways of seeing and thinking, acting and relating. Adaptive challenges also arise when neither the problem nor the solution is well understood.

One common mistake the leaders make is misidentifying adaptation issues as technical, considering that yesterday's solutions could be applied to today's problem. This is due to the innate human tendency to act through known patterns, useful in stable circumstances, but which no longer adapt in the conditions of change. When the leaders apply an old map to a new problem, they become stuck, become stressed and frustrated by their lack of progress.

Challenges of adaptation are particularly difficult because they question the existing roles, orders and hierarchies. As a result, they are often stressful. Stress reactions are instinctive, automatic survival mechanisms that mobilize energy to adapt to a potential threat (Greenberg, Carr, & Summers, 2002). Under these conditions, in the case of poor performance, leaders may experience a series of negative effects that can leave them disoriented, [1]disconnected, scared and frustrated. However, leaders must demonstrate that they are calm, have everything under control, are able to inspire, motivate and make wise decisions. In other words, they have to handle with their own neurobiology. Failure to self-manage affects a leader's health and diminishes his performance. (Boyatzis & McKee, 2005)

Because the challenges of adaptation often require a complex collaboration with others, the quality interpersonal relationships are essential. The growing importance of the quality of interpersonal relationships reflects a broad trend in organizations that have shifted from hierarchical models of command and control to systems where formal authority is diminished. (Pearce & Conger, 2002) In such situations, the authority becomes more informal and connected, relying on the ability of the leader to connect, convince and motivate employees to act with limited resources. It requires high levels both cognitively and emotionally to demonstrate such leadership capabilities. Adaptive leaders need to cultivate their self-management skills in order to be able to work skillfully with others in solving adaptation problems. To be effective in meeting the challenges of adaptation, a leader must be able to bypass the use of old reaction patterns and find new and more sophisticated ways of solving problems.

The leaders must learn to evolve continuously, the result of this self-development being a more developed intellect, increased perceptual abilities, a better ability to innovate, self-management and self-direction.

The leaders need new tools to support them in effectively addressing current realities. A critical ability for adaptive leaders is the ability to be mindful - to be present and aware of themselves, of others, of the world around them, to recognize in real time their own perceptions (and their potential biases), their emotional reactions.

Mindfulness training can provide leaders practical ways to improve their awareness. On the other hand, they can significantly improve their potential in terms of adaptive actions and self-management. Mindfulness adds a powerful perspective of understanding the human actions.

2. How mindfulness affects leaders' performance

Today there is little research evidence on the application of mindfulness in leadership. (Bryant & Wildi, 2008). But, based on what is known about its effectiveness in other areas and in human life in general, it is estimated that applying mindfulness in leadership contexts is considerably beneficial.

Because mindfulness practice focuses on how leaders use their attention, this is not just another construct that stands alongside many other weapons of leadership research and practice, it is both a perspective and a systematic method that helps leaders understand better and transform their own minds. Such an inner change transforms both the way a leader sees the world and the way he acts and the results of his actions. What is different in applying mindfulness to other applications in leadership is that change occurs in the context of everyday actions.

Innovative leadership has its roots in a leader's ability to build in prescriptive mental models that help people and institutions understand and respond the crisis (Mumford, 2006). Mindfulness is a tool that makes it clear how a leader perceives and processes experience to build models of reality. Mindfulness also makes these models more adaptable to [1]conscious transformation. Increasing awareness capacity is more likely to produce an accurate understanding of a changing situation than the natural tendency to follow the old ways of thinking.

Mindfulness approaches a set of interrelated general problems that interfere with a leader's ability to causes adaptive changes: the instinctive survival reactions that undermine rational and collaborative actions and degrade personal health and individual and group resilience. We can talk about practical applications and build on the existing lines of research and development in leadership.

There is a possibility that the successful leaders of all times have used methods similar to mindfulness to cope with change, and ideas similar to mindfulness have long been discussed by prominent leadership scholars (Drucker, 2006; Heifetz, 1996).

In the following will be presented a general discussion about the basic conditions that support the need to apply mindfulness, regarding automatisms, the unconscious nature of human perception, thinking, emotion and action. Next will be presented an exploration of how mindfulness can help leaders in specific ways - managing stress and reactive emotions, making the best decision, innovative actions.

2.1. Automatisms and survival

Plenty of researches and leadership courses support the assumption that leaders are very aware, have a clear perception and act rationally. In this framework, emphasis is placed on setting goals and continuous learning, implicitly assuming that the leader's perspective is the best. However, psychological research shows that conscious action is more limited than previously thought. In fact, it is assumed that the vast majority of human actions, at least 90 percent, including thinking, feeling, value judgments are done through automatisms. On the one hand, the automatisms can be regarded as an efficient adaptation because they limit the consumption of cognitive resources that can thus be used to carry out several tasks.

However, there is a problem. The automatic models operate mechanically and rigidly. This is true both at the personal and organizational levels. Once the patterns are triggered, they apply the same every time. They can be effective in times of stability, but in times of great change, what has worked effortlessly in the past may no longer fit under different circumstances. For example, the strategy of successfully bringing a product on market may work in one era, but may fail in another, as General Motors' rise and fall has shown (GM). The company success after the war made it to ignore smaller foreign competitors, but of a higher quality, believing that GM approach of making cars is better. After decades of minimal adaptation and innovation efforts, the company has finally collapsed (Taylor, 2011). From here we can see that the automatisms are easy to set up, but it requires a lot of effort to eliminate them. In the case of GM, the adaptation occurred only when the results of the pattern used were so obviously disastrous that they forced the fundamental rethinking of the operations.

In the same way, a leader who has a behavior based on automatisms unconsciously self-limits his interactions both personally and organizationally, responding through limited and rigid actions.

Lasswell (1948), in his work "Power and Personality" stated that in democracy leaders must be aware of how non-conscious processes inform them and distort their judgments, actions and well-being. Because democracy relies on rationality to function efficiently, he spoke of the need for leaders to look within themselves and to know each other better in order to act more consciously and rationally. This is the function of mindfulness. Thus, it [1]is considered that research and practice in leadership should focus more on the need to know the all-encompassing reality of the mind in order to manage the adaptation problems that can arise in entrepreneurship as efficiently as possible.

There is a certain set of automatic behaviors that are particularly problematic for situations that require creative, cooperative, and adaptive responses, named old survival programs, which were activated in primitive circumstances and which remained active, creating real problems in the complex social environment of a modern organization by triggering defensive reactions without passing through the filter of rationality. Prolonged exposure to stress can cause frost reactions in the face of the threat, which can be manifested in the organizational environment through lack of motivation.

Reactive emotions appear in patterns of behavior and their expression consumes large amounts of energy, consuming personal energy resources, removing people and, in time, stiffening potential responses. Because these reactions are fast and unconscious, they undermine even the best-intentioned leader.

Unrestrained and unmanaged survival reactions undermine leadership effectiveness. The uncivilized reactions created by a leader's stress undermine the team's effort and weaken the commitment to an organization (Pearson & Porath, 2003). Moreover, antisocial behavior decreases the desire to be useful for the organization, creativity and the fulfillment of routine tasks (Porath & Erez, 2007).

Chronically stressed employees, who fear for their jobs and are overloaded with additional responsibilities, without having enough social resources and emotional support have poor performance, may suffer from burnout and even have suicidal thoughts.

2.2 Management of stress in leadership

Mindfulness effectively helps to manage excessive stress. Leaders often enjoy their position and consider their work stimulating (Lundberg and Frankenhaeuser, 1999), but leadership can also be extremely stressing. There is a state of stress of those who are in power positions, which results from the multiple pressures they are exposed to, inherent in leadership positions. There are opinions that stress is unavoidable in leadership positions and the key to successful leadership is not to avoid stress, but to regularly recover from its effects. These views argue that mindfulness is a key by which such recovery can be instituted.

Stress itself is the physiological response to any change - good or bad - that alerts the adaptive response to fight or fly in the brain and body. When experienced as an eustress, says Benson, it is accompanied by clear thinking, concentration and creative outlook. Distress, on the other hand, refers to the negative stressors that accompany much of the activity of a leader. Concerns about changing the global economy, the impact of uncontrolled events on the economic market, events on their markets and sources of financing, global oil supply, family problems, taxes, traffic jams, hurricanes, child abductions, terrorist attacks and devastation environment, all these are adaptation challenges and can cause distress. But for the mindful leader, they can also be a source of eustress.

It is important for organizations and leaders to realize that the types of chronic stress that they often come into contact within leadership positions have been linked to a wide range of illnesses. and dysfunctions such as thyroid, obesity, diabetes, inability to experience pleasure in normal situations, decreased immunity, psoriasis, lupus, fibromyalgia, chronic fatigue, chronic pain, cancer, heart disease, infertility and irritable bowel syndrome or others digestive disorders (Britton, 2005). Excessive stress, directly, can kill.

Therefore, chronic stress is an important problem in leadership. But the state of mindfulness helps the practitioner to consciously change the way they process experience, including stressful experiences. Thus, for the attentive leader, well prepared in order to manage their own stressors, adaptation challenges can be sources of eustress and not distress.

2.3. Management of reactive emotions

Within leadership relationships are essential to the smooth running of things. Quality of relationships matters. This matters even more when a situation becomes stressful.

According to a study, the emotional state of the leaders influences the emotional state of the employees. Thus, when leaders have a positive emotional state, group members experience the same state. In addition, in groups that have leaders with a positive mood, there is more collaboration and less energy is consumed to perform tasks than in groups that have leaders with a negative mood.

Given the impact of the leader's state of mind on the relationships within the organization, his ability to manage his own emotions is very important, and practicing mindfulness brings an important contribution here, improving the management of negative states.

According to the studies, the longer the mindfulness exercises are practiced, the greater the well-being, and the level of the negative states decreases, at the same time as the ruminations and the emotional reactivity. All this suggests that practicing mindfulness has the potential to help leaders better self-regulate in the face of stressors.

2.4. Perception of reality and cultivation of empathy

How we look at the world depends on the data we obtain. Those who practice mindfulness are more aware and use more objective data about the world around them.

A person looks at the world using external or internal encoders. The external ones pay attention to the facts of the environment, while the internal coders use rigid models, sometimes based on their own past experience, sometimes using information that has no connection with the experience. Internal coders tend to more easily support cognitive mismatches in the face of conflicting data because their data source tends to be self-referential and closed rather than objective and open. Instead, external coders tend to be more careful in deriving meaning through use of environmental data. They require more confirmation given by the world around them before setting up a scheme. There was a positive correlation between mindfulness and the tendency towards external coding. In other words, people who are more careful they tend to read the environment more accurately and are less subject to the potential distortion of internal biases.

What is beneficial for adaptive leaders in this context is that they have the opportunity to follow mindfulness exercises. By acquiring and practicing them, leaders may become able to make more accurate assessments of the environment in which they operate and are less likely to be misleading and subjective. Reasonably, trained mindfulness leaders are expected to have lower levels of automation, higher levels of situational awareness and, consequently, higher levels of objectivity than those who are not so trained.[1]

In addition to drawing attention to the ability of mindfulness exercises to help leadership develop a better awareness of the situation by extending the state of presence, another important outcome of mindfulness training in the context of leadership development is the emergence of a state of increased empathy.

Practicing Mindfulness brings clarity in thinking and feeling; the practitioners are much better structured mentally and emotionally and more aware of the present moment. They also expand their capacity for empathy. In addition, mindfulness correlates with reducing negative emotions.

Because leadership is a social activity, the quality of the relationship between the leader and his employees is important because it helps in understanding the views of others, in building an efficient team and uniting the group to work productively. In times of conflict, mindfulness leaders demonstrate lower levels of anxiety and aggression.

2.5 Adopting better decisions

Mindfulness practices have an impact on the quality of decisions made. Cokely and Kelley (2009) draw attention to the relationship between higher working memory and higher decision-making at risk. If there is a higher working memory capacity, they suggest, so there is a higher decision-making capacity. Improving the baseline level of working memory through mindfulness practices has beneficial cascading effects for efficient decision-making processes, solving complex problems and emotional regulation, and are crucial to the effectiveness of their mission. All this suggests that leaders who practice mindfulness, when they are forced to make rational decisions under pressure, they benefit from better concentration and presence.

2.6. Innovative actions

The existence of the direct correlation between creativity and the practice of the state of mindfulness is known. Thus, following mindfulness practices, the mind presents a variety of ways of approaching a problem. As a result, for a mindful leader who the capacity for creativity, innovation and adaptation is much increased, benefiting from a broader vision[1] of things and more developed work skills.

3. Methods, practices and mechanisms of mindfulness

Mindfulness offers a powerful methodology for improving the well-being and effectiveness of leaders who are facing stressful and challenging conditions.

3.1. Mindfulness, attention and cognitive control

Mindfulness is a quality of attention. Attention plays a central role in mediating the relationship between the inner and outer worlds of a person.

The ability to control attention was "the very root of judgment, character and will." Focused attention is the central feature of optimal performance and flow experiences, while widespread attention, characterized by multitasking, is related to slower performances.

Attention plays a central, if not primary, role in almost every aspect of human behavior, especially in interpersonal relationships.

Therefore, mindfulness practice is an extremely efficient way of developing attention. Thus, leaders who practice mindfulness are more capable of presenting crucial attention - cognitive control and emotion regulation - under high stress conditions.

3.2. Methods of practicing mindfulness[2]

The methods of practicing mindfulness usually occur in the contexts of stress reduction programs.

The approach focuses on a group training course for eight weeks. Participants typically spend 2 to 3 hours per week in group sessions for teaching and they must perform approximately 45 minutes per day at home for each day of the course.

More complex variants have been developed for use in entrepreneurship. Participants learn more meditation practices. They learn to sit in meditation for twenty to forty minutes, depending on the structure of the course, allowing the mind to rest with focused attention on a certain instrument suggested by the instructor - their own breathing or sensations or sounds and so on. Most of these meditation sessions will be conducted while participants sit on chairs, others lying down. The participants also learn to be mindful while they are moving or practicing yoga. They learn also brief meditation sessions of one, two or three minute that can be alternated during the work. They learn to eat by keeping the attention focused on food or driving or washing their body.

In a word, participants are taught to keep their attention focused here and now.

3.3 Mechanisms of the mind

How does mindfulness help to adaptive challenges? Teasdale and Chaskalson (2011) suggest that there are three main mechanisms by which mindfulness exercises work. Participants in mindfulness training discover three main strategies that help them deal more creatively and less automatically with their thoughts and feelings.

Fundamentally, they learn to transform the internal conditions that support difficult spiritual states by learning to make changes in what their mind processes, how their mind processes and their perception of what they process. As a result, the gradual practice develops skills that allow a greater degree of awareness of the used automatisms.

An example of this is the case of a leader whose team has recently merged with that of another division. Accustomed to work with people who are open and enthusiastic about their work, the leader now finds that he is dealing with a group that is reluctant and evasive. Given the lack of cooperation from their new colleagues, it seems highly unlikely that the target the team has to meet will be completed within the deadline. The leader calls a part of the members of the new team and tries to communicate about their concerns, but he encounters passive aggressive resistance. In the evening, at home, the leader is in a state of constant irritation, thinking of the new team members and their impact on the future of his career, but also how they changed the atmosphere in his old team. He cannot get this subject out of his mind.

Leaders who practice mindfulness often report a reduction in suffering as a result of such events. They may recognize that, as a result of practicing mindfulness exercises, such a situation, which would have previously kept them in a state of rumination for several hours, now disturbs them much less and this is much easier for them to accept, to go further and adopt a more constructive approach to what follows.

3.4. Changes in what the mind processes

The first and simplest strategy that a mindfulness practitioner uses for changing internal conditions that support difficult mental states is to change the content of what the mind processes (Teasdale & Chaskalson, 2011). This can be done by removing the attention from emotionally charged ruminations to aspects that are less likely to support the emergence and the continuation of patterns that maintain the difficulty. So, in the case of the meeting mentioned above, the leader who has the mindfulness skils could intentionally remove the attention from the thoughts and feelings of frustration, focusing on the sensations from the body while watching the air entering and leaving the lungs. In this way, the mind begins to calm down, and the leader becomes more capable of considering different possibilities for action.

3.5 Changes in the way the mind processes[1]

While the first strategy changes what is being processed, the second approach it would be to keep the content in the mind unchanged, but to change the way the material is processed. In this situation emotions become objects of experience, to which our leader relates differently, not allowing them to overwhelm him, but observing them detached. In this way, the whole situation can be analyzed from a new point of view.

In leadership, the ability to regulate the emotional response has considerable advantages. There is also a significant correlation between the ways in which the mind addresses problems and the creativity, which has significant implications for leadership effectiveness.

3.6. Changes in what the mind processes

The third strategy is to change the perception of the processed material. For example, the perception "this new team is frustrating" can be changed with the following: "I am experiencing unpleasant thoughts and feelings right now." In this way, the leader redefines the experience, transferring the attention from the perception on the characteristics of the team to a statement on his immediate internal state. Thus new possibilities appear. Leaders who practice mindfulness learn to see their thoughts as mere thoughts, rather than as a reflection of a reality or a truth. This leads to a reduction of reactivity and at lower levels of suffering and energy consumption (Baer, 2003; Teasdale, 1999). It also increases psychological flexibility. By not focusing on the team, the leader creates the opportunity to act differently, increasing the chances of a positive outcome.

Mindfulness offers a practical methodology for developing the skills that are essential for effective adaptation to change. Being used effectively in many professional fields, leadership may also have a greater openness to mindfulness principles, methods, tools.

Such training certainly brings significant value to leaders' professional lives in terms of their attentional abilities, levels of empathy and emotional intelligence, non-reactivity, creativity, innovation and general well-being. But what needs to be understood is that self-awareness does not always translate into effective action, but awareness increases the possibilities.

How can leaders manage to adapt effectively in the face of a major change? How can one avoid the common tendency to return to old cognitive structures in the face of unprecedented crises? How do leaders lead themselves and the stressors inherent in the tasks they face and the challenges of their responsibilities? Leaders need new tools to make their work more efficient.

Research has shown that mindfulness highlights changes in the brain that help leaders become more present, less emotionally reactive, more deliberate and focused on their thoughts and actions.

Learning to get out of an innate tendency to self-pilot by practicing mindfulness exercises, leaders can deliberately create new action that can lead us through the most difficult times.

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PROFESSIONAL TRAINING AND RELATED PROBLEMS IN PUBLIC INSTITUTIONS

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Abstract

A strategic approach to the analysis of professional training needs to an individual level and the level of the public institution, implies a critical analysis of the real needs of professional training[3].

This documentary material attempts to provide a brief presentation on the analysis, planning, support and monitoring of various types of vocational training, both official and unofficial, provided either by the respective public institutions or by specialized contracting services.

Professional training is the way in which individuals best integrate into public institutions to work more efficiently[4].

Thus, an efficient professional development of the staff satisfies the needs of institutional, occupational, professional and personal development.

- **Institutional**. This refers to vocational training and the development of existing occupations. This covers introductory, initial and continuing vocational training. It also covers the need for vocational training as a result of the emergence of new technologies or new processes.
- **Ocupational training.** This is a combination of training at the level of the public institution and at the individual level. The need for vocational training at the moment could become evident as a result of the performance evaluation, the analysis of the training needs or due to the operational deficit[5]. Other types of occupational training are meant to ensure both current and future efficiency. That's why it will include:
  - Training to increase flexibility,
  - Training in order to know the recent developments in the present occupation;
  - Training for the next occupation;
  - Training for potential future positions or occupations;
  - Training for promotion in order to redistribute the workforce.
- **Professional training.** In many occupations, lifelong vocational training is a must in order to be able to continue to practice effectively. The most obvious examples are the legal or medical professions, but they also include most of the other professions, for example engineers, architects, economists or statisticians. Professional training also takes place at other levels, such as the secretarial service, where staff may need training courses for a new computer program or word processing.
- **Personal training**. ndividuals must prioritize their personal priorities and preferences. This does not mean that public institutions should act unconditionally as sponsors, but that they should recognize that civil servants have legitimate interests throughout their professional career and future professional and personal development[6].

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The need for training of civil servants can be classified as follows:

- Behavior. Development of behavioral standards of interaction between groups of civil servants and public institutions.
- Attitudes. Developing positive collective and individual attitudes.
- Attitudes. Developing skills for the present and future.
- Knowledge. Development of knowledge related to the job occupied, in relation to the public institution, to the environment and to the profession.
- Experience and skills. Developing the performance from the appropriate to the competent, to the expert, during periods of planned professional training, by improving the activity and by providing favorable opportunities.
- Technology. Capacity enhancement is the use of all the equipment and technologies required for that position, both present and future.

In practice, these divisions overlap. Each feeds on the other. Attention to behavioral issues strengthens confidence, ability and the desire to achieve performance in the workplace by applying several methods. If the success of this process is to be desired then we need to understand what involves analyzing the context in which individuals are expected to learn and develop, and to understand the ways in which they could respond to specific initiatives and activities for learning.

The purpose of the training needs analysis is to evaluate a public institution or any part of it, so that:

- Identify performance gaps and deficiencies.
- To identify which of the performance deficiencies can be overcome through professional development activities of the public institution and of the civil servants and which deficiencies cannot be overcome.

These training needs may occur by accident or as a result of the results of special investigations[1]. Otherwise, they become evident through the use of specific tools [2].

General specific tools are used to identify training needs. However, if successful results are to be achieved, a series of comprehensive procedures, uniformly applied, will be used. First, if they promise career development and / or training, they must keep their promise, losing credibility if the promises are not made. An important point is that the discussion about career development or training opportunities should not be considered contradictory. The civil servant and the evaluator have the same objective[3]. Career development, no matter how it is achieved, should never be considered a punishment or a criticism.

Self-assessment makes the individual responsible for their own development. Civil servants or supervisors must be open to respond to identified needs. They must consider them as an expression of developmental needs and as a recognition of failure or incompetence. If individuals feel that the system is being used against them, they will withdraw their support and focus only on their strengths. This is true whether the self-assessment refers only to the development needs or the whole evaluation process.

If done effectively, peer evaluation will likely identify performance deficiencies. Ideally, this then leads to a productive debate among the group members on how to remedy the deficiency. They can determine what might be better for me through vocational training courses and what can be solved by other methods.

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[1] Zlate Mielu*, Tratat de psihologie organizațional-managerială,* (2006), 115-245;

[2] Baird L.S., Post E.J., Mahon F.J., *Management – Functions and Responsabilities.* Editura Harpe and Row, 1990;

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The evaluation made by subordinates, is a process that involves questioning the front line staff and the execution staff regarding the performance of their superiors and the departments they are part of. Because they are aware that they will be evaluated in this way, civil servants and supervisors become very responsible, carry out their activities as best they can and take into account the priorities of civil servants and operational ones.[1]. The main issues to be addressed when using this form of evaporation are the following:

- If serious problems are raised by most or all of the staff in relation to the performance of a particular civil servant or supervisor, it means that there is at least a need for express action, and the public institution is virtually committed to doing something about it.
- Often, a civil servant needs a lot of courage to express his / her point of view regarding a civil servant or supervisor, and civil servants / supervisors need similar courage to put themselves in the position. in this position.
- There is a real danger of victimization and finding the “scapegoat”.

The job evaluation process is usually conducted in the form of structured exercises. They are organized for certain purposes, but can often shed new light on career development and vocational training needs, indicating the following:

- Efficiency of the job at present and in the near future.
- Potential efficiency of the medium and long term position.
- Estimated specific changes in technology, systems, procedures and competencies.
- Evaluating the potential of existing civil servants.
- Evaluate the extent to which performance or skills gaps can be covered by vocational training courses or other methods. This assessment is more or less safe when the assessment of the job and activities is related to a restructuring process or to the resizing of the public institution.

The evaluation of the performance of public institutions and management usually consists of regular strategic and operational analyzes. These can lead to the creation of projects that allow the secondment of personnel. Of course, the assessment of the strategic and operational efficiency emphasizes the areas in which investments are needed, either in equipment or in personnel. Also, the deficiencies of collective attitudes, behavior and performance are underlined.

These assessments are, therefore, another way of forming views on the areas that need more training or development courses[2]. Specific analyzes of certain activities and critical incidents may reveal such information. They identify the needs of individual or institutional development. Usually, these analyzes consider two aspects: the evaluation of the performance gaps and the critical gaps.

All the tools presented so far are valuable for carrying out the analysis of the training needs. The weakness of the individual approaches is that they may not have the necessary rigor.

Also, each civil servant or unit civil servant will attach different importance to the results. This is an argument in favor of a broader, strategic approach, which involves the focus on vocational training needs, as a priority and setting absolutely necessary standards in terms of skills, knowledge, behavior, skills and performance.

It is up-to-date that they have been established with priority in public institutions and for them, the so-called internal / managerial control standards in public entities as well as implementation manuals at the level of each public institution of these internal / managerial control standards, with its updates, annually, considering that our country is in a delayed transition period regarding our legislation which needs to be harmonized with European law.

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Apart from these things, the success of the structured approach to the analysis of vocational training needs depends on a clear policy and direction, a set of clear and acceptable rules and mechanisms for monitoring, analysis and evaluation at both the top management and operational levels.

At the strategic level, the analysis of vocational training needs is evaluated according to the evolution and development of public institutions and according to specific performance indicators[1].

And at the operational level, monitoring is part of the relationship between the evaluator and the evaluated public official.

Thus, we will ensure that the annual analysis of vocational training needs is not just an exercise in completing a form.

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DISTRUCTIVE LEADERS AND THEIR IMPACT ON THE SECONDARY EDUCATION IN DÂMBOVIȚA COUNTY

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Abstract

To achieve performance, some leaders disregard the feelings and emotions of others. Also, they do not take into account the relationships that are formed. In many situations, they reject messages that do not match their views. This causes the failure of real goals. In the current educational environment there are not only constructive leaders (those who contribute to the achievement of the performance). The destructive ones are increasingly coming out and through their behavior generate the emergence of conflict situations.

This category of leaders present in schools inhibits their collaborators (colleagues and students), demotivates them, contributes to maintaining a permanent state of frustration. In many cases their behavior generates chaos in the organization.

The present scientifically elaborated study aims to highlight the existence and impact of the destructive leaders in the secondary education, and in this sense a theoretical and practical approach of the concepts takes place. The first part presents the stage of the awareness of the notion of destructive leader. In the second part we present the results of a survey applied to teachers in Dâmbovița.

Key words: leder, destructive leader

Jel: I 20

1. Theoretical aspects

An effective leader must take care, first of all, of the impact of their states and behavior on those around them, those with whom they interact, they must always be: **optimistic, sincere and realistic** (Goleman D, 2015, pp. 142-146).

This can be an important source of stress. Psychologists believe that the onset of stress prepares people for the short-term crisis, which makes the body susceptible to more diseases (McCullogh E, 2003, p. 56):

- intestinal pain;
- infections;
- sleep disorder.

The destructive behavior of the leader is defined as being systematic, repetitive and it violates the legitimate interest of the organization. In the specialized literature, three types of destructive leaders are spoken about: (Posner B, 2010, , p. 45):

1. tyrannical;
2. derailed;
3. unfair.

This type of leader, destructive, is harmful, and this category includes those who have deceived, who engage in acts of violence, the bad people and those who cause crises, through a series of bad decisions. In the absence of constructive leaders, the destructive ones abound.

Destructive leadership has the following characteristics (Callan S, 2003, pp. 1-14):

- involves, rather, control and coercion, than persuasion and commitment;
- the destructive leadership has a selfish orientation;
- the effects of destructive management are seen in the organizational results that compromise the quality of life.

Specialists in the field have expressed concern about evaluating leaders who have the potential to exhibit destructive behaviors. In an attempt to define toxic leaders, finding a

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comprehensive definition is difficult because it is used to describe a range of dysfunctions, from lack of honesty, to cruelty.(https://jonestown.sdsu.edu/wp-content/uploads/2013/10/06-07-EdmondsDissertation.pdf).

2. Study on the destructive leader and the impact on secondary education

2.1. Purpose, objectives and hypotheses

Purpose of the research: to identify the perception of the teachers regarding the destructive leaders of the school

Objectives:

O1. Awareness of the existence of destructive leaders in the educational environment, but also their particularities;

O2. Observing the attitude of the teachers on the destructive leaders;

O3. Framing the link between school performance and the destructive leader;

O4. Highlighting the way in which the destructive leaders' behavior can affect the students.

Hypotheses:

H1: In the Romanian secondary educational environment, there are destructive leaders, and their main characteristic is tyranny;

H2: A very small percentage of respondents do not react to the destructive behavior of leaders;

H3: There is a direct link between school performance and the leader's behavior ;

H4: The destructive behavior of leaders generates a decrease in school performance.

2.2. Research methods, sample and instrument

This is a direct field research, a survey applied to the teachers from Dâmbovița county who work in the secondary educational environment. The researched collectivity - the teachers. The sample consists of 100 teachers from several high schools and vocational schools. Sampling method - non-random.

The selected instrument was the questionnaire (elaborated by the authors) because it has a high degree of objectivity and ensures a better interpretation of the obtained results. It was pretested on a group of 10 people. The pretesting has led to the elimination of unclear questions.

Only questions with a default answer were formulated, and thus a series of open and mixed questions were dropped.

2.3. Analysis and interpretation of results

1. Are there destructive leaders at school level nowadays?

Table no. 1 Destructive leaders

Answer	Percentage
Yes	100
No	-

The study participants unanimously confirmed that there are destructive leaders within the schools.

1. What is the main characteristic of the destructive leader?

Table no. 2 The peculiarity of the destructive leader

Answer	Percentage
Tyrant	60
Disloyal	20
Both	20
I do not know	

Over half of the respondents believe that the destructive leader has tyranny as its main feature.

2. Care este atitudinea dvs. în fața unui lider distructiv?

Table no. 3 Attitude towards the destructive leader

Answer	Percentage
I try to show them that they are wrong, but also the ways to change their behavior	30
I let them know that they are a role model for children	30
I ask the management to solve the problem	30
I leave things as they are	10
I do not know	

Of the respondents: 30% take the necessary steps to show them that they are wrong, 30% rely on the behavioral model, 30% ask for help from the management, and 10% do not intervene.

3. The behavior of the destructive leader has an impact on:

Table no 4. Impact of the behavior of the destructive leader

Answer	Percentage
Teachers' performance	10
Students' performance	10
Both	80
I don not know	

A considerable percentage of the respondents chose both the first and the second variant (80%).

The correlation between school performance and leaders' behavior is reflected in the table below.

Table no 5 The correlation between school performance and leaders' behavior

		School performance
Leaders' behavior	Pearson Correlation	**,876****
	Sig. (2-tailed)	,000

The previous table outlines the type and intensity of the connection between the items the behavior of the leaders and the school performance. For this purpose, Pearson's correlation coefficient was used, which denotes the existence of a strong and direct link.

4. How do you think the destructive leader's behavior is affecting the students?

Table no 6. The reflection of the destructive leader's behaviour on the students

Answer	Percentage
Regression in terms of individual performance	30
Class performance is diminished	50
There is a decrease in self-esteem	20

According to 30% of the respondents the behavior of the leader causes the regression of the school results, 50% are of the opinion that it diminishes the performances of the class, and 20 states that it generates the diminution of the self esteem.

5. What do you consider to be the most effective way to transform the destructive leader into a constructive one?

Table no. 7 Transforming the destructive leader

Answer	Percentage
Psychological counseling	50
Support from colleagues and the community	10
Accepting the fact that their behavior is inappropriate, problematic	40

Half of the respondents say that counseling is an effective way, 10% believe in the support of their colleagues, and 40% think of accepting the fact of having inappropriate behavior.

7. Express your opinion on the following statements

I am optimistic and believe that the ways of transforming the destructive leader into a constructive one are efficient.

Table no. 8 The level of optimism regarding the transformation of the leader

Answer	Percentage
Totally agree	50
Agree	40
Indifference	10
Disagree	
Totally disagree	

Most of the respondents are optimistic and think that these methods of action are effective.

Because in this case the Likert scale was used, it is necessary to calculate the average score.

P= (50*2+40*1+10*0)/ 100, a result of 1.4 shows agreement

The change will only yield if the person concerned is aware of its necessity.

Table no. 9 Awareness of change

Answer	Percentage
Totally agree	50
Agree	40
Indifference	10
Disagree	
Totally disagree	

90% of the respondents show a positive attitude.

P= (50*2+40*1+10*0)/ 100, a result of 1.4 shows agreement

Each school has the necessary resources to implement the change regarding the leader.

Table no. 10 Owning the resources needed to implement the change

Answer	Percentage
Totally agree	40
Agree	40
Indifference	20
Disagree	
Totally disagree	

80% of the respondents agree with this statement.

P= (40*2+40*1+10*0)/ 100, a result of 1.2 shows agreement

8. What is your gender?

Table no 11 Gender

Answer	Percentage
Female	75
Male	25

Female gender predominates.

9. In what environment do you live?

Table no 12. Environment

Answer	Percentage
Urban	30
Rural	70

Most of the teachers participating in the study are from the rural area.

10. In what environment is the school where you work?

Table no 13 The environment in which the school is located

Answer	Percentage
Urban	90
Rural	10

In the case of 90% of the respondents, the school where they work is located in the urban environment.

11. What studies did you graduate from?

Table no 14 Graduated studies

Answer	Percentage
High School	-
Bachelor Degree	30
Master Degree	50
PhD	20

Of the respondents: 30 graduated from the bachelor's degree, 50 master's degrees and 20 PhD.

12. Do you intend to attend a leadership training course?

Table no. 15 Attenting a leadership training course

Answer	Percentage
Definitely yes	30
Probably yes	40
Definitely no	10
Probably yes	10

70% of the respondents are willing to attend such courses.

The table below outlines the hypotheses made and the extent to which they have been verified or not.

Table no. 16 The hypotheses formulated and their verification / invalidation

Hypothesis	Description of the hypothesis	Verification
H1	**In the Romanian secondary educational environment there are destructive leaders, and their main feature is tyranny;**	*YES*
H2	**A very small percentage of the respondents do not take the attitude towards the destructive behavior of the leaders;**	*YES*
H3	**There is a direct link between school performance and leader behavior;**	*YES*
H4	**The destructive behavior of leaders generates a decrease in school performance.**	*YES*

It can be seen that all hypotheses have been verified.

Conclusions

In many situations, leaders in the educational environment are perceived as rescuers of organizations / institutions in crisis, but there is also a dark part of leadership, where they are not constructive. Thus, behavior that can lead to a state of stagnation or decline is ignored.

The ethical factor distinguishes between constructive and destructive leaders. Identifying them can cause behavioral disruptions at the organizational level.

The study carried out among the teachers from Dâmbovița county revealed that the current society faces a very important problem, the existence of destructive leaders. They are and will remain one of the causes of school failure.

All the hypotheses formulated in the beginning part of the present study were verified by means of the percentage of participants' answers, but also of Pearson's correlation coefficient.

The most relevant conclusions highlighted the fact that the participants would take on an attitude if facing a destructive behavior, and an effective way of transforming the leader into a constructive one is psychological counseling.

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DASHBOARD - TOOL FOR IMPROVING FINANCIAL PERFORMANCE FOR ENTITIES IN THE ROMANIAN CLOTHING INDUSTRY

Teodora Maria Suciu (Avram)[1]

Abstract

This article aims to emphasize the importance of the dashboard on the financial performance for the entities in the clothing industry in Romania. The analysis presented by the Dashboard is based on those results that can be used by the decision makers in the clothing industry for the elaboration and implementation of the necessary measures for improving the financial position and the economic performance by using modern tools for managing the organization's activity with perspectives. clear and solid for the future. The results of the research carried out show an upward evolution of the majority of the volume indicators of the presented dashboard, which can be used by the decision makers in the clothing industry.

Keywords: *financial performance, dashboard, clothing industry, accounting results, managerial decisions*

JEL classification: *M41, L67*

1. Introduction

The economic-financial environment is influenced by uncertainty and information asymmetry. Starting from this idea, we consider the economic and social transfigurations to be imposed by the change of the way of thinking and of the business undertaken. The present state plays a fundamental role in the economic entities, namely the one of the increase of the performance, although the competition for each division of the market, it has been found that it has become more and more tight, and the mechanisms of globalization remove from the horizon the few competitors. According to this principle, the chances of surviving in this competition are greatly diminished by the companies concerned.

By this, it is deduced the importance of the utilization of the accounting information that is imperatively needed, through the continuous study of the economic-financial performance, to establish the performance problem in a global manner and to highlight the performance evaluation within an industry. For this we propose highlighting them through the dashboard as an instrument for piloting responsibility centers within companies, which proves its usefulness due to the conditions under which its users use it to understand the economic reality of the company, in order to make appropriate decisions.

The difficulty of achieving the performance and the necessary continuous transformations, of economic and social level, at global level, which are the basis of the needs of renewal and improvement, according to the requirements of those involved in the flow of activities and for the correct management of future actions, are only two of those more important reasons underlying the choice of investigating the topic addressed.

We believe that the current socio-economic development imposes a continuous improvement of the accounting information, through modern methods of studying the financial performance, so that it can respond both to the requirements of the company, through the fundamental decisions implemented, but also to the informal needs of the clients and business partners. Therefore, we consider that the quality of the information that the company provides through the financial statements that add value to the financial reporting framework is important first and foremost.

In the national economy, the clothing industry presents through an extensive analysis (Adriana Gîrneaţă, Marius Potcovaru, 2015) an important segment due to the considerable share in the gross domestic product, the number of exports and the number of employees in

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these companies. However, from the specialized statistics (Adriana Gîrneață, Adriana Giurgiu, Cosmin Octavian Dobrin, Ion Popa, Doina Popescu, Sunhilde Cuc, Laura Voicu, 2015, pp. 108 - 113) we can see that the socio-economic and political changes that have held in Romania during the last two decades, they have affected this industry, which has been forced to constantly adapt to the changes that have taken place, and which has made the market a continuous change.

2. Literature review

Over time, the dashboard has been developed continuously to meet the needs of users, especially - managers. The various researchers in the economic field (Sorinel Căpuşneanu, Ileana Sorina Boca (Rakos), Cristian Marian Barbu, 2012, p. 3) consider that regardless of the form of presentation of the dashboard, as a graph, table or modular - it is part of those more useful tools for making the best decisions, the basics and the vials by a manager.

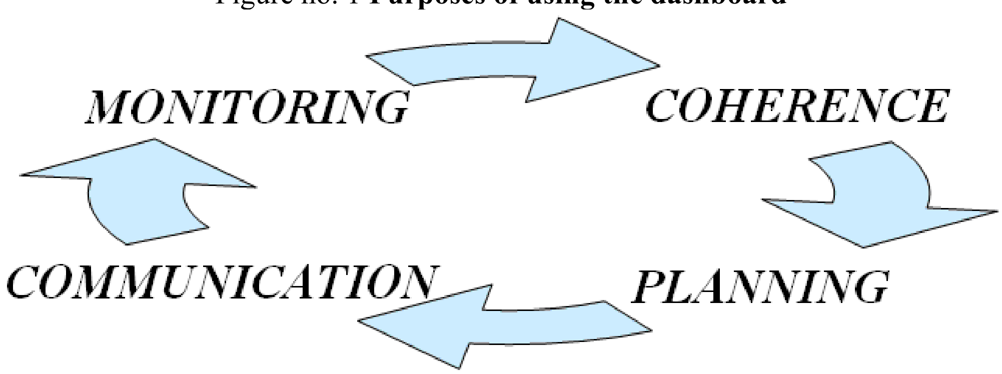
The evolution of the dashboard with the aim of improving the financial performance of companies is still on the rise, which, as Ogan Yigitbasioglu also states, Oana Velcu (2012, p. 49) believes that in the future it will be integrated into the systemic workflow management.

The dashboard according to Ion Verboncu (2001, p. 23) is "a set of relevant information regarding the results obtained in the field conducted, presented in a synthetic form, predetermined and transmitted operatively to the beneficiaries" and also meant to synthesize. the information necessary for the management (Niculai Tabără, Gabriela Chetrariu, 2002, p. 2).

David Arnott, Graham Pervan (2005, pp. 67-87) points out that the dashboard is considered to be a particular type of decision support system and a visual and interactive performance management tool that displays the most on one screen. important information about one or more companies, in an objective way that allows the user to identify, explore and communicate the problem areas that need corrective and immediate action.

Multiple international researchers (Koen Pauwels, Tim Ambler, Bruce Clark, et al., 2009, p. 180; Oana Velcu, Ogan Yigitbasioglu, 2012, p. 42) according to figure no. 1, considers that there are 4 purposes for which the dashboard would be used.

Figure no. 1 **Purposes of using the dashboard**



Source: Own processing by Oana Velcu, Ogan Yigitbasioglu, 2012, p. 42

1. *Monitoring* refers to the daily evaluation of the values that should lead to corrective actions. This could be considered the most fundamental function of the dashboard.
2. *Coherence* refers to aligning and measuring procedures used in departments or for the whole company.
3. Dashboards can also be used for *planning*, given that scenario analysis is present among its features.

4. *Communicates* information to both financial performance managers and stakeholders for choosing company values.

Claudia Guni (2011, p. 555) shows that the dashboard represents a suitable way for framing, selecting, arranging and presenting the indicators that form an overview of the general trends of evolution. From here we can deduce that the dashboard has the following functions: (1) the function of informing the manager about the factual status of the managed work; (2) the warning function on the unfavorable situations or on any deviations from the norm that might occur; (3) the function of evaluating the results that must be in accordance with the decisions and actions taken; (4) the decision function on the basis of its foundation and its proper accomplishment.

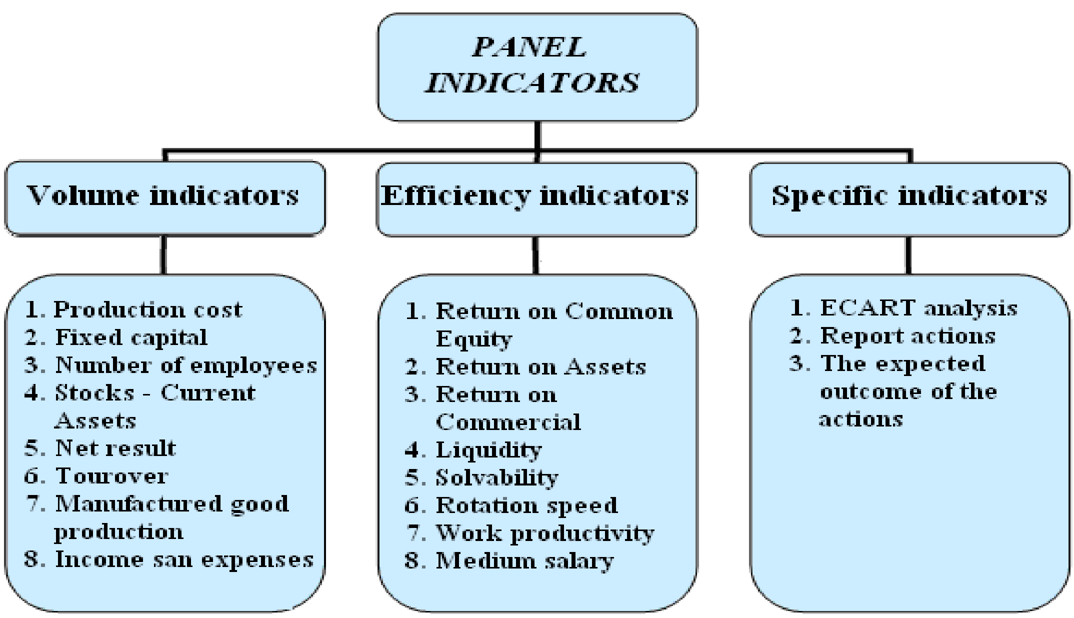
We agree with those stated by Simona Elena Dragomirescu and Daniela Cristina Solomon (2013, p. 175) who believe that an effective dashboard should allow the evaluation and management of performance using the progress modalities established in the strategy and it should also or a useful tool for performance management that can constantly adapt to changes and challenges in the context of today's economy. Therefore, we can say that its outline and development offers the possibility of satisfying a wide range of requirements that may arise at the level of companies from a microeconomic perspective, or at the industry level from a macroeconomic perspective.

3. Research methodology

The implementation of the financial dashboard in companies in the clothing industry as a technological solution (Ivo Damyanov, Nikolay Tsankov, 2019, pp. 428-429) makes it possible to quickly create, maintain, retrieve and provide updated accounting information at the right time, in order to making the most optimal managerial decisions, as well as their use in various procedures related to quality evaluation or publicity of accounting information.

After researching the specialized literature, we found that there are no universal indicators for the composition of the dashboard applicable in all fields of activity. We believe that in order to ensure the coherence and visibility of the scoreboard in the clothing industry, the indicators that can be used are divided into the following types (figure no. 2).

Figure no. 2 **The system of specific indicators of the dashboard in the clothing industry**



Source: Own processing by Niculai Tabără, 2004, pp. 199-208

In order to design and use the dashboard to improve the financial performance of the confectionery industry entities in Romania, we believe that the following steps are necessary (Ion Lead, Andreea Zamfir, Ion Popa, Cosmin Dobrin, Sofia Colesca, Oana Sabie, Răzvan Corboş, Irina Popescu, Vasile Deac, 2011, pp. 252-255):

Stage I - Outline of the dashboard

This stage is preparatory, but fundamental in ensuring the success of using the dashboard as a decisive tool for improving the financial performance of the clothing industry. The main aspects that this stage deals with refer to:

- setting the objectives of the company, as well as those regarding the design, completion and use of the dashboard;
- specifying the ways of visualizing the information and designing the information methods that can be used by the dashboard;
- fixing the circuits related to the information situations and determining the procedures for processing the information;
- prioritizing completing and submitting the layouts used for the dashboard.

Stage II - Diagnosis of the information system specific to the clothing industry

In this stage, the primary components of the information system are analyzed - the data, information, procedures, flows and information circuits, in order to:

- framing from a typological perspective the information, flows and information circuits;
- establishing the quality of the information in the system and adapting it to the beneficiary information requirements;
- analyzing through the deficiencies of the information system and identifying the causes that cause these deficiencies;
- analyzing from the perspective of some principles of functioning of the information system (the principle of correlation, the principle of methodological unity, the principle of flexibility of the information system, the principle of focusing on deviations).

Stage III - Redesigning the information system needed to make managerial decisions

We consider that when the information system fails to provide qualitative information in the first phase, it is necessary to redesign it, taking into account the following methodological aspects:

- reconceiving some components specific to the information system (information, information flows and circuits);
- increasing the degree of information on the execution and management processes;
- re-creation of some informational documents, by modifying their content;
- diminishing the causes that cause malfunctions of the information system;
- promoting the image of the information system in the clothing industry.

Stage IV - Drawing up the dashboard

This stage involves the realization of the dashboard from a structural-organizational point of view, by completing the informational models and transmitting them to managers in order to make the most optimal decisions in order to increase the financial performance of the companies.

Step V - Use the dashboard and continually improve it

This stage can be discussed in three ways:

- the decisional use of information, which we consider to be the most important task within the dashboard;

- operational intensification in the garment industry according to the information transmitted and the application of the decisions already adopted;
- informing the decision-making forum about the achievements in the company, or at the industry level (degree of achievement of objectives, manner of allocating resources).

The dashboard found that it uses accounting information from the financial, management and budgetary accounting systems. We believe that this dashboard can be shaped on the accounting structure in companies by applying the principle of deviation analysis. Therefore, the dashboard presents a set of universally accepted indicators that can be used according to needs and which the management of companies must regularly analyze in order to evaluate the activity carried out.

4. Results and Discussion

The research continues with the systematization of the volume indicators of the financial performance and the drawing up of the dashboard for a representative company in the Romanian clothing industry, entitled CONF Ltd. for privacy reasons. Although at national level the activity of garment manufacturing is attributed to a large number of similar companies as object of activity with CONF Ltd. in the following we will focus our attention only on it in order to identify punctually the implementation of managerial decisions in correlation with economic-financial results obtained.

In order to analyze the current assets, we highlight in table no. 1 indicators the component indicators of the stocks for the final analysis and preparation of the General Dashboard.

Table no. 1 **The size of stocks of current assets during the period January-December 2017**

-lei-

Month	***Raw materials***		***Consumable materials***		***Packaging***		***Accessorys***	
	Planned	*Accomplished*	*Planned*	*Accomplished*	*Planned*	*Accomplished*	*Planned*	*Accomplished*
January	780,850	787,977	315,000	322,799	110,500	124,781	35,000	34,139
February	705,000	709,438	270,950	295,410	100,350	118,476	33,550	32,349
March	730,500	688,915	140,000	141,789	90,000	75,490	29,500	28,442
April	700,340	691,753	205,500	219,391	101,000	108,567	30,100	29,567
May	690,000	679,878	280,300	292,741	99,000	104,451	32,500	31,471
June	697,300	664,213	260,000	158,263	70,550	76,438	25,050	23,521
July	560,000	554,725	134,500	148,335	48,000	52,501	22,450	21,432
August	580,800	523,572	135,550	138,674	45,000	45,889	19,450	18,454
September	550,000	525,094	125,500	139,728	41,500	45,939	20,090	19,096
October	715,500	682,370	130,000	156,967	65,000	71,622	24,050	22,673
November	750,380	745,417	135,500	152,140	55,500	67,890	24,500	23,838
December	780,500	775,699	215,500	218,371	100,450	111,436	31,000	29,065

Source: Own processing

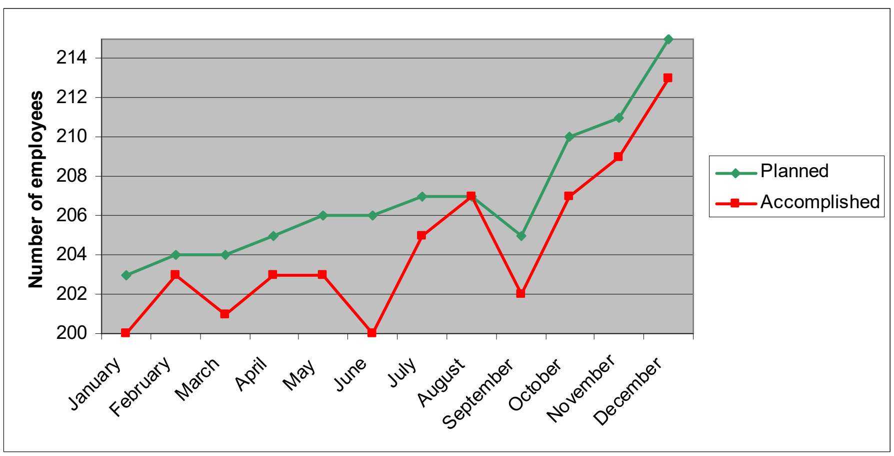
According to those observed in table no. 1, we can say that CONF Ltd. it failed to realize its activity plan proposed for the months of 2017, due to the small size of the goods held and intended for sale following their processing in the production process. We hope that the focus of the company has been on long-term assets in the company - fixed assets, and this is why the company has a low and even unrealized stock volume compared to its own forecast. In the general context, we observe a reduction of stocks in the summer months, and this is due to the leave granted to the employees, so that the workload and consequently the necessary stocks are reduced.

We find that the raw materials occupy a significant place in the total of these stocks, failing to fulfill the plan due to the difficulties arising in the production of certain articles of manufactured clothing and which was not taken into account in the planning made at the beginning of the year. By analyzing the technical documentation held by the company, we found that most of the raw material held by it is found in the finished products as it was consumed.

Consumable materials we find that they participate in the manufacturing process of garments made and that exceeds in most months the action plan. Also an oversupply of the plan is observed also among the packages intended for the sale of products that come as a result of a higher level of raw materials than the one foreseen. Because the raw materials made by CONF Ltd. they were bigger than planned, they increased - consumables and auxiliary materials (sewing threads, linings, protections, reinforcements), but also the packaging used for storage and transport (cardboard boxes, separators, biodegradable foils). An inverse situation is observed in the case of the accessories that as values expressed in lei according to the takeover from the annual financial statements are smaller than the forecast ones and this is due to the renunciation of some accessories (buttons, zippers, staples, embroidery) from the realized series production.

The evolution of the number of employees according to months for 2017 is presented in figure no. 3:

Figure no. 3 **Evolution of the number of employees during the period January-December 2017**

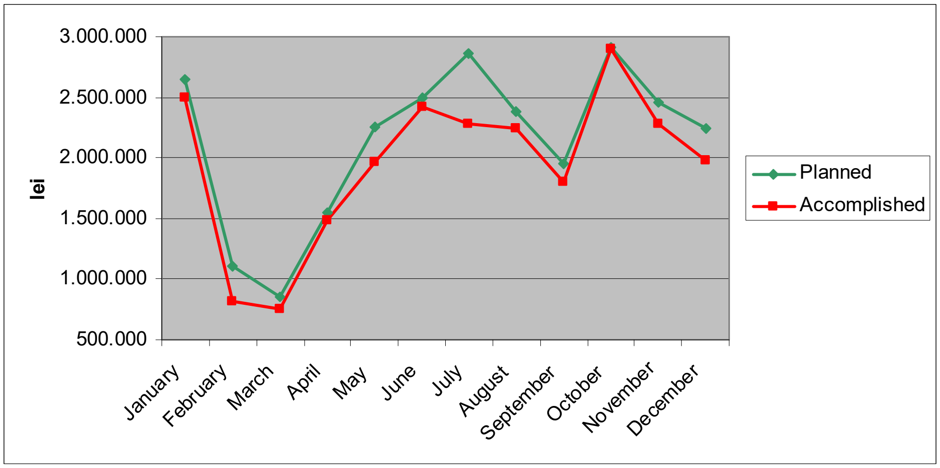


Source: Own processing

We observe from the figure no. 3 an increase in the number of employees as a result of the recruitment and employment plan elaborated by the company management. The average number of employees in the 12 months analyzed is equal to 204 employees, and after a wave of departures by resignation in September, the situation is worsening in the last months of the year, when CONF Ltd. almost manages (213 employees) to reach the forecast level (215 employees).

Manufactured merchandise for the volume of garments from CONF Ltd. from 2017 it represents the production (the value of the finished products) obtained and destined for sale. According to months, this is divided as follows (figure no. 4):

Figure no. 4 **Evolution of the production of goods manufactured during January-December 2017**



Source: Own processing

The data presented in figure no. 4 shows that the goods produced at CONF Ltd. is in 2017 below the planned level. However, we consider that in some months the forecast values are close to those achieved, which is encouraging because the competition on this type of market is increased, the clients referring in most cases to the value for money.

In addition to the indicators present at CONF Ltd. presented above, in the following we build the general scorecard of the company analyzed for December 2017 (table no. 2), which if desired can help in the elaboration of the business plan for the following year.

Table no. 2 **Dashboard at CONF Ltd. for December 2017**

-lei-

Indicators	**U.M.**	**MONTHLY VALUES**			**ACCUMULATED VALUES**			**CUMULATION n-1**	**TREND n;n-1**
		ACCOMPLISHED	PLANNED	%	ACCOMPLISHED	PLANNED	%	ACCOMPLISHED	
Raw materials	lei	775,699	780,500	99.38	8,029,051	8,241,170	97.43	7,723,147	▲
Consumable materials	lei	218,371	215,500	101.33	2,394,608	2,348,300	101.97	2,031,950	▲
Packaging	lei	111,436	100,450	110.94	1,003,480	926,850	108.27	943,238	▲
Accessorys	lei	29,065	31,000	93,75	314,047	327,240	95.97	279,526	▲
Number of employees	employees	213	215	99.07	213	215	99.07	123	▲
Manufactured goods production	lei	1,980,000	2,240,500	88.37	23,405,890	25,800,000	90.72	19,354,871	▲
Turnover	lei	2,350,805	2,500,000	94.03	35,041,010	37,855,000	92.57	32,670,478	▲
Total income	lei	3,482,244	4,645,000	74.97	38,774,696	50,480,000	76.81	39,100,328	▼
Total expenses	lei	4,553,924	2,800,500	162.61	38,392,970	24,700,000	155.43	38,237,055	▲
The net result	lei	20,752	58,000	35.78	381,726	500,000	42.64	863,273	▼

Source: Own processing

Following the analysis of the data in the General Dashboard of the CONF Ltd. we can say that the activity carried out from the perspective of financial analysis presents an upward trend, except making 2 of the most important indicators Total income and Net result of the financial year, profit that we observed that decreased from December 2016 to the same month of 2017 with 481,547 lei . We note an increase in the number of employees as a result of taking measures to increase the wage benefits as a result of a high number of dismissals of employees. We believe that the financial decision makers have a delicate mission to follow, namely - increasing the production and reducing the costs involved, which as we see in table no. 2 seems to have an upward path. A possible plan elaborated to increase the profit of the financial year will help the company management to determine which are the ways in which the revenues can be increased and the expenses reduced.

5. Conclusions

Through the above, we believe that through our research we have provided a modern perspective for measuring and tracking the ways in which financial performance can be improved through the dashboard as an instrument of the centers of responsibility within the analyzed companies.

The obtained results offered the possibility to identify the indicators used to construct the dashboard of the analyzed company in the Romanian clothing industry - CONF Ltd. For each described indicator, data were presented according to months for 2017, both from the perspective realized and planned by the management of the company.

Using the volume indicators the general dashboard for CONF Ltd. was built in December 2017 compared to the same month of 2016, which led to the establishment of the trend, with the purpose of observing which are the financial indicators of the scoreboard that need to be improved in order to increase the financial performance. The construction of the dashboard in the clothing industry is of the opinion that it is useful to the managers who make the financial decisions, the heads of corporations, as well as the business partners - customers, suppliers. This tool is a modern variant of financial performance evaluation that increases its influence due to the double perspective in which it was analyzed: planned results and achieved results.

Finally, we can say in other words that the dashboard offers the possibility to view the accounting information in a simplified way in order to evaluate the performance of the activity undertaken by the analyzed company with the help of representative indicators that help in making the best managerial decisions, as well as detecting the actions. and taking the necessary measures to correct the incompatibilities. We appreciate that the dashboard plays an essential role in improving the management of companies in the Romanian clothing industry, offering a complex and up-to-date model for evaluating financial performance.

Acknowledgement

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ENTREPRENEURSHIP BETWEEN NECESSITY, OPPORTUNITY AND RISK

Irina, Simionescu (Barbu)[1]

Abstract

Entrepreneurship involves the creation of a new thing, a process which includes a series of behaviors and activities designed to create organizations, the creation of a new economic activity, involving includes many sizes, unique features, like taking risks, recognition of opportunities, motivation and innovation. Entrepreneurship involves a dynamic interaction of entrepreneurial attitude, entrepreneurial activity and entrepreneurial aspiration which varies in the different stages of economic development. In this work are included both variables of the individual entrepreneurs, as well as institutional and environmental variables, reflected in the quality of entrepreneurial activity, in the aspirations and abilities of the entrepreneurs. Focusing on the various national, social, cultural, political and economic conditions that form an entrepreneurial profile for a type of economy, we also present how entrepreneurs influence their societies. In addition, an economy can have its own priorities, whether it stimulates innovation, reduces unemployment, increases trade or diversify their industries, the paper reveals both the shortcomings and the areas that need to be improved.

Keywords: *risks, context of entrepreneurial phenomena, entrepreneurial activity*

JEL Classification: F6, L26

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1. Entrepreneurship and its economic function

Entrepreneurship is seen as a positive economic activity because it brings innovations in business and on the market, it is a way for the development of the companies and to create a new world.

Many researchers have focused on the economic function served by entrepreneurs, focusing on the risks and challenges associated with the combination of various factors of production, to obtain the best results that will be sold on the markets in continuous change. In this context, entrepreneurship is discovery, adoption, evaluation and exploit the opportunities ... to create goods and services in the future" (Shane, Venkataraman, 2000).

At the same time, the opportunities associated with entrepreneurship may require the development of new markets, new products, new methods of production and management, the discovery of new materials, the creation and design of new enterprises and organizational forms. The mechanisms of change and innovation are an integral part of the economic function of entrepreneurship.

The quantification of the economic function of entrepreneurship is made difficult by its polymorphic character, but there are various theoretical models for the analysis of entrepreneurship. In the understanding of entrepreneurial action the individualistic approach suggests that the entrepreneur transforms the economic environment due to his decisions.

The entrepreneur is inherently placed in a competitive, even conflicting environment. Entrepreneurial ability is measured by the entrepreneur's ability to take risks related to this uncertainty. He takes risks when he innovates, because he does not know in advance whether the consumer will accept his innovations. He is in a constant state of alertness to detect the often unexpressed needs of the consumer.

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Thus entrepreneurship embodies three interdependent elements of the capitalist economy: uncertainty, risk and innovation. Entrepreneurs are agents of change through their ability to take risks, having a real function: they support the movement of the economy in its growth dynamics or on the contrary, of crisis.

2. Contextualizing the entrepreneurial action

Being entrepreneur is not just about taking risks and the conditions of competition in a particular market. The entrepreneur is a social agent formed in a society that has inspired (or not) a taste for risk. Entrepreneurial action can have many implications at macro and micro-economic level, that's why entrepreneurial behavior can be understood only in its economic and social environment. In this case, social variables are involved, at the macro level but also in relation to the individual himself, economic variables related to the nature of the market, technical variables and political variables, for the purposes of economic policy.

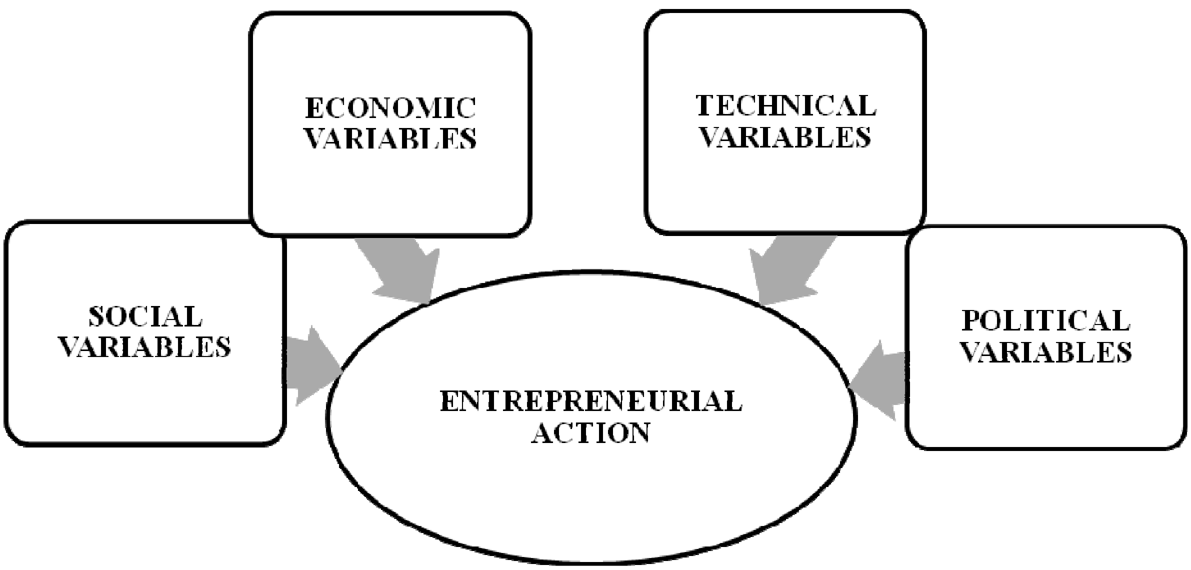

Figure no. 1 The variables of the entrepreneurial environment

Source: Author's processing, after Dimitri Uzunidis, Sophie Boutillier, The Entrepreneur, Wiley, 2016

Thus, entrepreneurial action is influenced by major factors related to the economic environment (eg income, tax level, capital resources, economic growth, etc.), the political environment (liberalism, the right to property, decentralization of power, etc.) and the socio-cultural environment. (recognition of the role of the entrepreneur, the presence of entrepreneurial models in society, cultural values, etc.).

At the same time, in order to establish a market, the entrepreneur should have a large amount of technological, commercial and competitive knowledge, but the entrepreneur's knowledge is limited. Therefore, the entrepreneur learns through the market, from his mistakes and successes, makes decisions and builds an alternative strategy (if necessary) that allows him to take advantage of opportunities.

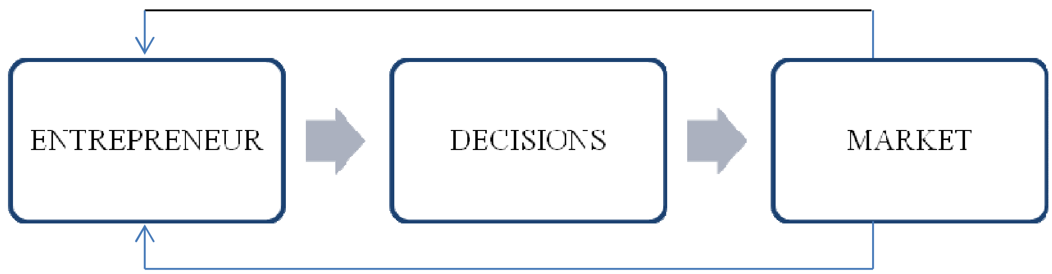

Figure no. 2 The approach of entrepreneurship in individualistic theory
Source: Author's processing, after Dimitri Uzunidis, Sophie Boutillier, The Entrepreneur, Wiley, 2016.

In other words, the entrepreneur is an economic agent whose ultimate objective is to create a business through a well-defined project. In order to carry out his project, he takes decisions, mobilizes a series of resources, from which he produces other resources (jobs, innovation), interacting with his environment. Thus, the entrepreneur must be rational in order to maximize his resources and achieve his goals. At the same time, he is an opportunist, because he tries to take advantage of all the opportunities that are offered to him, the context (economic, social, political, cultural) in which the entrepreneur is integrated, being decisive as an opportunity base.

How the entrepreneur makes the decisions determines several perspectives. The **rational approach** involves taking into account factors such as the tendency to take risks, the information and the options available. The **intuitive approach** is a distinguishing feature of many successful entrepreneurs. Improvisation comes because of the unstructured nature of opportunities, entrepreneurs have to deal with problems as they arise and create solutions. In such situations, they cannot use detailed and elaborate plans. Given that uncertainty plays an important role in innovation, individuals and organizations are often required to rely on creativity to cope with the existence of uncertainty.

The social, cultural, political and economic context is regarded as directly influencing entrepreneurship, as well as indirectly through the values of the society and the individual attributes. These influences can be positive or negative. In turn, entrepreneurship creates jobs and a new value that then contributes to socio-economic development.

The social, cultural, political and economic context is represented by the national framework conditions, such as finance, government policies, governmental entrepreneurship programs, entrepreneurship education, research and development capacity, commercial infrastructure, physical infrastructure, internal market dynamics, entry regulations and cultural and social norms (GEM, 2018).

Social beliefs about entrepreneurship and the social status of the entrepreneur, the positive or negative way of presenting the entrepreneurial domain in the media, are included in the social values.

Demographic characteristics and self-perceptions (perceived capabilities, perceived opportunities, fear of failure) and reasons for starting a business (ie, necessity versus opportunity) are the individual attributes of the entrepreneur (GEM, 2018).

In figure no. 3. is presented the entrepreneurial activity in this contextual environment

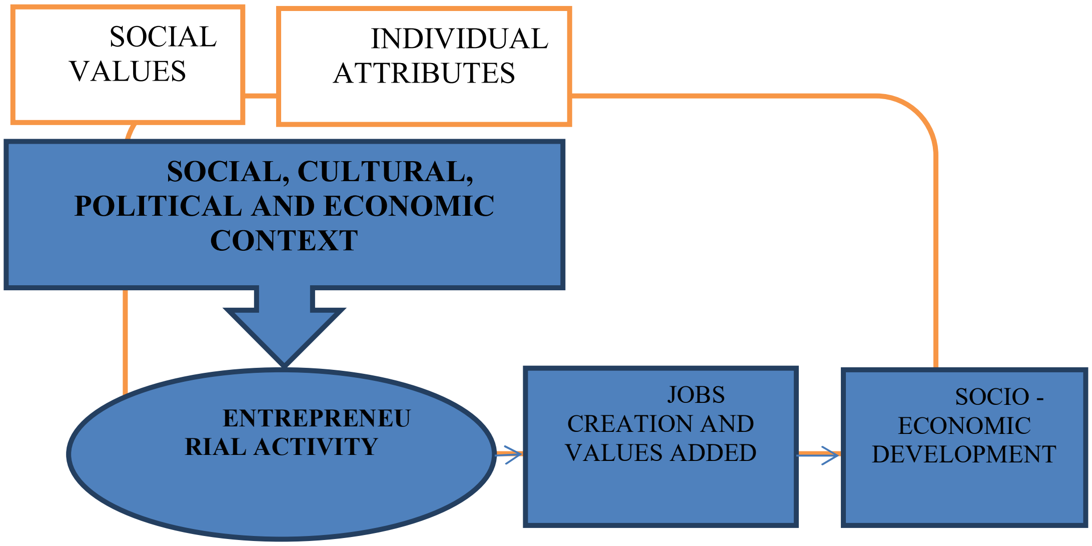

Figure no. 3 The entrepreneurial activity in the social, cultural, political and economic context

Source: Author's processing, after Niels Bosma, Donna Kelley, 2018/2019 Global Report, Global Entrepreneurship Monitor, 2018.

3. Factors of influence in the entrepreneurial activity

More global events and the evolution of the world economy over the last two decades have also affected entrepreneurial behavior. Since the beginning of the new millennium, very serious terrorist attacks, deep financial crises, global economic downturn and a refugee crisis have taken place. As a result, tensions and uncertainty over international trade agreements have increased over the last few years. At the same time, polarization has increased due to increasingly advanced digital technologies that have allowed for new forms of entrepreneurship and networks, due to public debates about potential threats, confidentiality issues and fake news.

The discovery of the factors that encourage or impede the entrepreneurial activity, especially in relation to the values of the company, the individual attributes and the conditions of the entrepreneurial framework, facilitates the understanding and analysis of the local, regional, national economic environment.

The factors of influence of the entrepreneurial action must be analyzed in a multidisciplinary approach, bringing together academic fields such as: economics, psychology, sociology, anthropology (Shane, et.all. 2003) as they cannot be reduced to mere economic criteria.

By combining the contributions of sociological, economic, psychological and anthropological analysis, we can sketch the perimeters of the entrepreneur's personality - in other words, the specificity of his character - to better understand his disposition, his reasons, his behavior and his contribution to the economic dynamics.

Table no. 1. The factors of influence in the entrepreneurial activity

The field of analysis	Factors of influence	Results
Economy	Economic factors	They increase or reduce the entrepreneurial behavior.
Psychology	The personal characteristics of people trying to engage in entrepreneurial activities, personality traits, the need to achieve and the locus of control, the ability to take risks, innovation and tolerance for ambiguity.	Tendency to take advantage of opportunities, high level of creativity and innovation, managerial skills and business knowledge, optimism, emotional endurance and mental energy, intense work spirit, commitment and perseverance, desire to excel and to win, the tendency to to be dissatisfied with the status quo and the desire for improvement, the power to use failure as a catalyst
Sociology	The social context of entrepreneurship	Building social relationships and relationships that foster trust, analysis of life situations and characteristics of people who have decided to become entrepreneurs.
Anthropology	The social and cultural context as a determinant of successful entrepreneurship.	Cultural attitudes towards entrepreneurship and the integration of cultural values and norms in the processes used to launch new initiatives.

Sursa: Autor processing

Skills and knowledge play a crucial role in discovering opportunities. But even more important is that when the opportunity has been identified, it must be exploited. Individual attributes play the most important role in the entrepreneur's decision to exploit an opportunity. Non-psychological and psychological factors contribute here (Shane, 2003):

- non-psychological factors: education, experience, age, social position, opportunity cost;
- psychological factors: motivation, evaluation and knowledge.

The basic characteristics of the entrepreneur's personality directly contribute to how they can anticipate and judge what opportunities they have to choose.

Situational factors that occur in motivating individuals to engage in entrepreneurial activities include the frustration of the entrepreneur with his current lifestyle, influences of childhood, family environment, age, education, work history, role models and support networks. In many cases, entrepreneurs can be pushed into entrepreneurship, often against their will, by unexpected and unwanted life cycle developments, such as job loss, extreme dissatisfaction with a current job, and other obstacles in the workplace career. Unfortunately, these entrepreneurs are often viewed in a somewhat negative way as misfits. On the other hand, entrepreneurs can be attracted to starting a new business, looking for opportunities to exploit.

There is also an entrepreneurship, called by improvement, whereby people pursue an opportunity and do so to improve their income or independence in their work, as opposed to need entrepreneurship.

Instead, need-based entrepreneurs choose entrepreneurship only because other options are not available or are considered unsatisfactory. The term reluctant entrepreneur is sometimes used to describe these people pushed to set up their own business because they have lost their jobs and have no other means of survival (Smallbone, Welter, 2006).

Between countries there are differences regarding the incidence of entrepreneurial activity, attributed to the differences of "risk tolerance", because there are significant differences regarding the level of risk and the possibility of failure, which people are willing to assume before starting a new business. Within countries, the incidence of entrepreneurial activity can be influenced by age, education, economy and location. On the other hand, necessity-based entrepreneurship tends to decrease as the level of economic development of a country increases and stabilizes the general business environment. It should also be noted that necessity-based entrepreneurs, creating jobs for themselves, do not contribute to economic growth, and the so-called entrepreneurial need is not considered an active factor in national growth and development.

Entrepreneurship is a process that extends over several stages, thus allowing opportunities for assessing the entrepreneurial status in a particular company, in different phases. The entrepreneur exists only when he creates his business being socially integrated as any economic agent. Here comes the problem of the social function of the entrepreneur that applies to a series of heterogeneous realities, sociologists proving that not all entrepreneurs share the objective of creating a business starting from innovative ideas.

Moreover, the entrepreneur acts in a competitive environment, his choices being influenced by those of other people. Not all have the same information, they do not have the same vision about risk, hence the degree of uncertainty they perceive, the social environment offering both limitations and opportunities.

4. Necessity or opportunity in the entrepreneurial activity

Many international organizations are trying to understand the phenomenon of entrepreneurship in its complexity, first of all to establish public policy measures that respond to the needs of aspiring entrepreneurs, regardless of their reasons.

Quantifying entrepreneurship also means a better understanding of its impact on the economic environment, first of all in terms of creating productive activities and jobs (Uzunidis, Boutillier, 2016).

The Global Entrepreneurship Monitor (GEM) studies entrepreneurship at a global level, both quantitatively and qualitatively. GEM has established a series of indicators to quantify the dynamics of entrepreneurial activity in an economy and its impact on job creation and wealth. Monitoring indicators of globally entrepreneurship analyze:

• **entrepreneurial attitudes and perceptions** - reveals the company's views on entrepreneurship: perceived opportunities, perceived aptitudes, fear of failure, entrepreneurial intentions, entrepreneurship as a good career choice, high status of successful entrepreneurs, media attention on entrepreneurship;

• **entrepreneurial activity** - their forms are very different depending on the economies and the persons concerned: number of emerging entrepreneurs, number of young entrepreneurs, rate of entrepreneurial activity, number of established entrepreneurs, cessation of activity, entrepreneurial activity by necessity, relative prevalence, activity entrepreneurship by opportunity, relative prevalence, national activity in the field of social entrepreneurship, entrepreneurial ambitions, rate of entrepreneurial activities in force with considerable growth potential;

• **entrepreneurial ambitions** - which represents the qualitative aspect of the entrepreneurial activity.

According to GEM, there is a misconception that entrepreneurs in emerging or developing countries are largely need-oriented and start up businesses with low potential. Opportunity drives most entrepreneurs in the global economy and many entrepreneurs strive to improve their lives through better income or more independence in their work. It is also highlighted the impact that entrepreneurs have worldwide by introducing innovations in their companies, creating jobs, competing globally and contributing to the emergence and growth of industries (Bosma, Kelley, 2018).

Entrepreneurs in low-income economies are indeed more motivated by necessity than in wealthier economies. Of the low-income economies, 35% of entrepreneurs say they started their business because they had no better choice for work (Bosma, Kelley, 2018). The level of the reasons for necessity decreases as the level of economic development increases. Among low-income economies, on average 35% of entrepreneurs identify reasons for need, and this is reduced to 28% for middle-income economies, then 18% among high-income economies. Despite these smaller environments, there are still economies of great need in both groups (Bosma, Kelley, 2018).

Entrepreneurs can close their businesses for a number of reasons. They may not be able to achieve or maintain profitability or they may run out of capital. Conditions in their environment, such as excessive bureaucracy, can hinder long-term sustainability. On the other hand, business outflows are not always due to negative reasons, a business can be sold, the owner can retire, or he can start something else.

Over the years, academic research has emphasized that the various national characteristics have an impact on the rates of entrepreneurial activity. He also pointed out that not all entrepreneurial efforts have the same impact on economic development. This may depend on many issues, such as whether entrepreneurship seems widely accessible, or only available to a few. The environmental conditions, the requirements associated with starting a business, the level of competition, the size and the receptivity of the market, can influence a person's beliefs about the prospects of this career alternative. Beliefs may also depend on the availability of other career options, if good jobs are available in a company, entrepreneurship may seem less attractive, especially if the potential for rewards is low or unpredictable.

Hence the importance of reducing the barriers around entrepreneurship and even facilitating these efforts, in order to increase the tendency to consider it a career. The low rates of entrepreneurship can be the result of few opportunities or the few people who recognize them. It should be mentioned that people may have a different picture of what a business involves and from one economy to another. In some economies with low opportunity perceptions, there is a large share of people who believe they have entrepreneurial capabilities. This imbalance could explain the low rates of early-stage entrepreneurial activity, it shows the fear of failure among those who see good opportunities to start a business. Among those who say there are good opportunities for entrepreneurship, more than half are prevented from starting a business due to fear of failure.

As the GEM reports show, each economy has its own specific entrepreneurial profile in terms of activity rates, at different stages of the entrepreneurship process, the characteristics of entrepreneurs and their businesses, as well as the attitudes and perceptions that people hold towards this activity. . Also, the environment in which it operates has its own profile, containing the strengths that entrepreneurs can use and the constraints they have to overcome to start their business. The connection between the starting rates and these conditions is not obvious. In some cases, entrepreneurship thrives in economies with seemingly weak support. Entrepreneurs can find ways, rely on their social networks, operate in the informal sector or give up on corrupt practices. And some large organizations may have a disproportionate influence and access to key resources, which allows them to thrive in these unfavorable environments, often to the exclusion of other small businesses.

Constraints from an inefficient business environment can actually lead to entrepreneurial opportunities.

Therefore, it is important to understand how the environment influences the quality of entrepreneurship. Ideally, in a society, entrepreneurs should include growth-oriented, innovative, globally competitive people operating in advanced sectors.

Conclusions

Entrepreneurship is built in us as people. We are made to take risks even if it affects our world, we use our creativity to make things work. There are many ordinary people who have never thought of themselves as entrepreneurs but have entrepreneurial characteristics.

Once found the motivation to become an entrepreneur, the challenge is to discover the method. For entrepreneurs who want to change the world there are levers for change. Anyone can become a change agent worldwide, given how many things to do. We must be strong and self-determining, able to respond to the call to a healthier society. Each of us can change something for families, communities, nations and Earth. Even the smallest business has the opportunity to contribute to this important work.

This is why entrepreneurship matters, because human will is a powerful and necessary social force if we are to successfully make major changes on a global scale.

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THE BENEFITS OF IMPLEMENTING INNOVATIVE TEACHING APPROACH. STUDY CASE

Abrudan Denisa1

Abstract

Since the European Union become more and more integrated the need for companies to have knowledge of HR practices in member countries increases.

Moreover, HR departments are increasingly confronted with an European workforce.Therefore universities who educate students in the field of HR need to address the topic of International or European HR.

Though theoretical insights are important, the innovative teaching of competences to work in a European environment might be even more essential.

The present paper presents as a case study the benefits of implementing innovative teaching approach which is focusing on experiential learning and self-reflection.

Keywords: entrepreneurial education, digital generation, lifelong learning, labour market

JEL Classification: A20, J23, L26

Introduction

The contemporary society is developing very fast. The global social and economic context, the new societable changes all categories of life, included education.

Those changes visualize new experiences, the acquisition of skills and abilities, which lead to more individuals who are "more educated, competent, adaptable individuals and who can work collaboratively " (Barr and Tagg, 1995)

To face those global challenges, just reforming the current educational systems is no longer sufficient, it is necessary now to transform them (Robinson, 2006). We are talking in this context about a new paradigm, a new educational re-thinking. Einstein once said: "The important problems which we are facing, can not be solved with the same level of thinking which was used for their creation."

Paradigm change from the *focus on teaching* to *focusing on learning* emphasizes the *quality of learning.*

Learning is a complex process, a dynamic one. It is complex because is takes place based on a lot of plans: cognitive, affective, volitional, characteristic, behavioral. Learning is dynamic because it involves the process of informational transformation into knowledge, by internalizing them, by passing from the external to the internal plan of *knowledge for others, knowledge for oneself.* Learning is the goal not only of what educators know but also of what they can do with what they know.

In the *central model of learning*, students are seen as co-producers of the learning system and not simply recipients, they have to take responsibility for the proper learning together with the other actors of communicational education.

The *learning paradigm* includes learning holistically. A higher education institution which adopts the *learning paradigm* is characterized through a constant search for new structures and methods which work well for the student learning and success and assumes that they will be permanently redefined and evolved over time, the whole being reconstituted from component parts. In the *learning paradigm*, the professor is creating learning on building collaborative and supportive subjects,while in the instructional model, the professor offers a simple instruction (transfer of knowledge) (Serbu, 2010).

Therefore, we are witnessing the transition from educational atomism to a holistic approach of education with curricular models increasingly focused on cognitive skills

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development (OBE model - outcome-based education; CBE model - competency-based education; CTCM model – critical thinking curriculum model; TC model - thinking curriculum) (Schuyler, 1997)

Developing the personality of students, encouraging learning through cooperation and discovery, building collaborative networks between student, professor and other communityactors, stimulating intrinsical motivation, the *educational model focused on learning* is a *real model of education.*

1. Curriculum - realities and perspectives in romania

Is there a need for a curricular reform in Romania? Current research in the learning sciences, as well as the beneficiaries of the educational system, argue that the problem of changing the curricular paradigm is a difficult task.However, this change is needed because in Romania we have to deal with an overloaded curriculum and with low relevance for adult life and the labor market.

Theories of the personality show that there is no person without having qualities.As a result, the role of education is to identify the potential of the educated person, to stimulate the formation of the personality, to orientate the educated person towards those areas where they can obtain the performance, according to their talent (Lasnier, 2001).

The rethinking of teaching is an important part of the curricular reform. Including a variety of curricular documents –scholar programs, school textbooks, teaching materials, the curriculum coordinates the entire educational process.The curricular reform, a real change of educational paradigm, was one of the most controversial processes of change that took place in the Romanian education after December 1989.

Today, more and more, we discuss about a curriculum focused on skills and competences because this curriculum responds to the demands of the labor market by training capable, young peopleof adapting and integrating effectively into the workplace and into society.

According to the Report of the Curriculum Review Group of 2004, education of the 21st century is characterized by training and development young people in four capacities: study with successful, become confident individuals, become responsible citizens and contribute effectively to the well-being of the society (Raportul Grupului pentru Revizuirea Curriculumului către executivul scoţian 2004).

What exactly do these 4 capabilities mean?

Capacity 1: LEARN SUCCESSFULLY. This means enthusiasm and motivation for learning, determination to reach high standards of performance, receptivity to new ways of thinking being able to use technology to learn, to think creatively and to learn being both, independently and as part of a group.

Capacity 2: BE CONFIDENT INDIVIDUALS. This capacity assumes self-respect, a feeling of emotional, mental and physical well-being, strong beliefs and values. In this way, young people become able to establish relationships with others, live a healthy and active life, develop and communicate their own beliefs and opinions about the world, evaluate risks and take decisions.

Capacity 3: BE RESPONSIBLE CITIZENS. This capacity is reflected through the desire to participate responsibly in the political, economical, social and cultural life.

Capacity 4: BRING EFFECTIVELY CONTRIBUTION TO THE WELL-BEING OF THE COMMUNITY. Characterized through adaptability and empathy, young people will be able to communicate in different ways, different situations, taking the initiative, thinking critically in new contexts.

When the potential, the competencies, the skills acquired through education will be valorized, when the demand of the labor market and the offer of the educational system will be compatibil, the quick insertion of graduates in the field of the labor market will be a reality.

2. From knowledge acquisition to skill mastery. Illustrative cases

Learners are not interested in knowledge, they want new skills and competences to develop themselves and to reach their own goals. Reorienting education from knowledge acquisition to skill mastery makes education more relevant and increases learners' motivation. Mastery of both practical and cognitive skills is the new frontier that every individual should pursue in their communities of like minded people, and in formal educational settings.

The question that educators are asking themselves more and more in the context of the changes generated by globalization, digitalization is not at all simple: How can we have students nowadays, who are capable of sustainable learning, coming out of their comfort zone, pursuing a long-term task, processing double or triple requirements?

We are talking about a digital generation, the Z generation that needs stakes, a stable setting of learning missions, that needs immediate feedback (Petre, 2019)

Maybe we'll find the answer in knowing and understanding the profile of this generation.

Today, the transition from one level to another of learning is done through connection and active-participatory teaching strategies.In order to be able to form and develop the thinking of the generation Z student, it is preferable that the work tasks are organized in short, portions of 5-10 minutes, with immediate feedback,together with the scoring criteria elaborated previously.

1.Today's Generation Z needs challenges - at least one element of a new subject every day, an element that will attract their curiosity;

2.Generation Z is a network thinking type. It gets bored very quickly if there are no connections between information and especially if they have no chance to apply it in practice;

3. Generation Z is an emotional generation. Z gen needs strong experiences to retain information and needs permanent admiration of efforts, not results. The emotion is fundamental for keeping it in memory and working energy;

4.Generation Z needs less information, than working and thinking strategies;

5. Generation Z needs strong educational leaders – to empathize, inspire and motivate through the power of example;

6.Generation Z is a pro mindfulness generation;

7. Generation Z can be called the digital generation so technology must be integrated into learning;

8. Generation Z needs confidence and fair play from the mentors.

It is obvious that today, more than never, the creation and development of new educational models within individuals become responsible for taking actions, have more freedom of action, more information and wants to get involved into the community to identify solutions to the problems it faces, it becomes a natural requirement of the current educational system.

The experience of countries with the best performing education systems in the world Denmark, Finland, Norway, Sweden, Canada, Australia, UK, China, New Zealand, shows that it is needed to have a new set of capable values and principles to generate the well-being for the society.

More then that, these countries have invested heavily in education and research because they are aware that, in the long term, the financial support of the value-creating industries will lead to the development of their nation in the conditions of the evolution of the labor market and technologies. They understood that their competitiveness at international,

national and regional level can increase through educational decentralization, cooperation between educational institutions, research - business environment and administrative environment, new training and development programs.

- Finland – an example of best practice

Lifelong learning is the leading governing principle of the education system in Finland.The education in Finland aims for individuals to have a set of key skills and not necessarily more information.

Public authorities ensure equal opportunities for every citizen so that they can benefit from education after graduating mandatory school and develop as a person regardless of financial possibilities.

- *The JA-YE model*

In Finland, particular emphasis is placed on the development of vocational education in correlation with the labor market. Entrepreneurship is a real way of life for Finns. Vocational education is a first choice among young people after graduating from general school.The vocational institutions benefit from public fundings based on performance, developing important income-generating projects.

Professional education in the central of Finland develops a network of centers for learning about entrepreneurship. For example, the Junior Achievement – Young Enterprise (JA-YE) model is an entrepreneurial education program for young people that includes activities, type of *learning by doing*, which is held in class.This program benefits from a strong support from the business community. *Learning by doing* is the main idea for the entire JA-YE process. The young people acquire essential skills for life, participate in unique experiences with the opportunity to be part of a global educational and professional network.

- *University of Applied Sciences Laurea - P2P Method*

The principle that governs the method of teaching at the *Laurea University* follows the initiation and development of real business projects. The Laurea University prepares the students for the labor market by supporting young people in developing and implementing their own business ideas.

The Peer-to-peer teaching method (P2P means "as from equal, to equal")

The Laurea University emphasizes peer-to-peer (P2P) teaching.This method has been applied since 2008 and has been adopted by other universities around the world - Harvard and MIT. The method consists in working groups of students for develop business projects, projects carried out in partnerships with organizations which are belonging to the public and private sectors.

The students have the opportunity to find out how projects are carried out in the real business world and the opportunity to apply the new knowledge acquired to courses by solving the problems which could imply to such a business project. Students receive from companies a real case by which they must offer practical solutions. Projects involve a number of tasks and responsibilities that includes working in a team. According with the P2P Method, the role of the professor is like an older colleague who has a lot of experience. In these terms, teamwork, taking responsibility, participating in projects that simulate real life problems, adaptability, creative thinking, authenticity become the new abilities of the 21st century learners.

- Education in Denmark, Best Practices

Study areas. The Danish school Orestad Gymnasium in Copenhagen is famous for its organization where there are no classes.

More specifically, those over 1,000 adolescents, between the ages of 16 and 19, the commonly learn in the so-called "study areas". For this, the school was fully digitialized, and the lessons were taught exclusively on tablets within applications. In a school like this, teacher act as a coach, promoting alternative methods of communication and engage students into innovative projects. The main idea of this educational methods is to transform the learners into technology producers, not consumers (Garaiman, 2015).

- Education in USA, Best Practices

In the USA, trainers, mentors, educators are not talking about a problem, they talk in terms of a challenge. As a motivational method for engage students, they congratulate and encourage everyone, offering rewards. From a simple "Well done" to offering different diplomas like: "Diploma of good colleague", "Perseverance" etc, these gratifications has the scope to give the feeling that each individual is appreciated, is valuable for the community regardless of their age, their education. Interesting is that the American evaluation system not only gratifies the best in the its academic field, but also all those involved in the community life, thus being an inspirational model for others.

Providing young people a stimulating and innovative learning environment, the USA is recognized as a promoter of an entrepreneurial education model, model characterized by: support and development of collaborative projects between: universities, public institutions, business organizations; recruitment and attract of the main scientists-the principal creators of knowledge; development the entrepreneurial spirit, continuous increase of the degree of qualifications of human resources, commitment to achieving excellence.

- *Academic- Business Environment - Community Model*

Entrepreneurial education institutions in the USA are generally part of the private systemandless of the public system, which explains the consistent funding of research and educational funding. In the US, the private funding sources allocated to higher education outweigh the public ones, which makes the US private university system extremely competitive, where private companies invested significant amounts in education and research (OECD, 2011).

There is a strong partnership between the academic and business environment. From the perspective of the labor market, the American educational system develops strong relationships between academics- business environment –community , vital partnership for create and develop the abilities and competences demanded for the labor market.

Educating the young generation about what it means to start and run a business, cultivating and developing entrepreneurial skills and competencies in the American education system, especially at the university level is the approach of one of the most advanced and performed educational systems from the world.

- *The Player, an innovative educational method*

The "Quest to Learn" school in New York uses innovative educational methods (Garaiman, 2015). Following a partnership with the "Institute of Play" and the city's department of education, the school teachers use the game in an intensive way, leading to the acquisit the knowledge and motivation of the young people for increase the performances. The lessons always involve activities in which all students are trained, from storytelling exercises to creativity exercises.The program itself is structured as a game that involves a challenge offered by teachers at the beginning of the school year.

Thus, throughout the year and within the lessons, activities and projects, students accumulate knowledge to meet the final challenge and to win the game.Throughout the years of study, the games are adapted for the age of the students, being encouraged to find solutions for real problems of the community in which they live in.

This way, teachers and students are encouraged to create their own learning methods and continuously innovate.

- Education in Romania, Best Practices

If in the case of Finland, Norway or the USA we can speak about effective educational systems, in Romania, the education system is still oriented on colecting and transfer the information and less on creative thinking style, entrepreneurial skills, entrepreneurial education (Vlăsceanu et al, 2010)

The average academic-business-government partnership is still poorly functioning, as multinational companies are not been interested in cooperating within universities in R&D area. The positions of the two main actors: educators-business environment strongly contrasts when it comes to the problem of quality of the learners.

While most teachers has a strong positive image about the level of employability like a result of the Romanian educational system, when it comes to provide qualified graduates in the job market, employers are more cautious (Vlăsceanu et al, 2010)

The problems that the current education system in Romania is facing are related to inefficiency, irrelevance, inequity and poor quality (Miclea et al, 2007). In addition to these problems, there is also an external phenomenon with major consequences for the education: demographic evolution.

Within the framework of the reconstruction of the educational system in Romania, specialists recommend restructuring measures connected with entrepreneurial approaches starting even at the primary education level (Vlăsceanu, 2010;Miclea, 2007).

Reconsidering the role of the school in the community, stimulating continuos learning, a new educational management style –can be the first measures for the restructuring the Romanian educational system.

If we talk about modernization of H.E. and Research, Romanian specialists propose differentiated and flexible financing of universities and research institutes, reorganization of the research system, create new resources by implemented a strong entrepreneurial culture

- *BCT, a successful project of innovative education*

If we really want a strong change, it is crucial to make a commitment of all the responsible forces within the dual: academic institutions - business environment.

The international project in Human Resources Management “BRINGING CULTURES TOGETHER” Romania – The Netherlands is an innovative approach regarding the university education, an international project that offers the students from The Faculty of Economics and Business Administration within The West University of Timisoara an an excellent intercultural and business experience.

Started in 2003 in partnership with Christelijke Hogeschool University of Ede from The Netherlands, the program of "BRINGING CULTURES TOGETHER" is a successful one (Abrudan, 2016)

The international program "BRINGING CULTURES TOGETHER" presents a holistic approach because it involves a process of transforming information into knowledge through a different way of learning compared to the known one in Romania. Within this project with an applied research part, students discover that learning is not just what an educable knows, but also what an educable can do with what he knows.

If at the beginning of the project, only the Dutch students have had included this HRM project in their curriculum with ECTS credits and the involvement of the Romanian students was voluntary, during the last 2 years, BCT project was included in the Romanian curriculum of the master’s program of Human Resource Management as an optional discipline. It is an important step in the curriculum of Romanian partener because in these terms, the Romanian participants also receive ECTS credits, which is another motivational reason for implicate in the next editions.

This HRM international project is an attractive program because connect academic and corporate world which means a lot of benefits for the students, universities and companies involved. For over 15 years, this partnership with mixed teams of Romanian and Dutch students, carry out comparative research and analysis on human resources topics, such as: New Generation of Leaders, Team engagement- modern methods of motivation and involvement of teams, Development and Careers, Talent Management, Coaching- Mentoring, Compensation and Benefits, Labor Law for European Migrants, Appraisal Systems etc. benefiting from the expertise of human resources specialists from multinational companies in Romania and The Netherlands: Continental Automotive Timisoara Romania, Accenture Managed Services SRL, Atos IT Solutions, Bosch Service Solutions, TRW, Profi Rom Food SRL, Lideea, ADR, DUOGROUP, BRD-SG – from Romania and NEDTRAIN, Permar, Delinuts, Plantion – from The Netherlands.

From the arguments that stood behind the involvement in project of these firms from Romania and The Netherlands, we can mention: the positioning as a company interested in the education and development of future Human Resources specialists, access to innovative ideas, generated by a cross-cultural environment, by solving real situations in Human Resources domain, access to a database with cross-cultural work experienced young people.

Promoting principles such as cooperation, critical thinking, creativity, communication and finding solutions to real HR problems faced by companies, the project shows its attractiveness and usefulness based on the high number of participants (over 600 participants) within the last 15 years, which shows that students want to have numerous challenges to discover what it means to, and especially, how to achieve performance in the field of international business.

This project can be seen as a model of best practice in education, because promote innovative teaching and creative learning.

Conclusions

Unfortunately, for different reasons, creativity and innovation are not current among the educational practices in Romania.There are by far too few examples in the Romanian education where creativity and innovation are encouraged. Rethinking education is mandatory needed. A transition to a culture of lifelong learning and entrepreneurial education. If we do not rethink the education, if we not rebuild the educational system, if we do not invest in research and innovation –the future colaps.

It is a fact that an authentic and high qualitative education system does not exist without investing significant amounts, sources which are mostly private.

The American H.E. system is one of the best example to mention, but in Europe, a possible mark for higher education may be considered in the UK. Universities such as Oxford and Cambridge are included in all international rankings.

These countries are joined by the Nordic countries as - Finland, Norway, Denmark but also Canada and New Zealand - which recognize that education contributes significantly to the economic growth and increase the productivity.

Creating efficient financing schemes in correlation with the diversification of financing sources, rethinking education programs continuously adapted to the labour market can represent represents some possible solutions to increase the quality of education in Romania.

It is a fact : the reconstruction of educational system in Romania must be radical. This requires commitment, active involvement, accountability and rationality.

It is possible to have performance in education in Romania?

The answer is given by the best educational system in the world: Finland. The model of Finland explains what construct the performance in education: family, school and a culture of respect for the values.

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THE IMPORTANCE OF TRAINING AND DEVELOPMENT AT THE WORKPLACE

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Abstract

Today, more than ever, developing a strong learning culture at work is vital. With the advent of HR technology, become easier to adapt learning and sharing professional knowledge with the employees.

Learning culture in an organization encourages employees to share their ideas openly and collaborate effectively with other team members.

Since a company's performance is completely dependent on the individual performance of the employees, organization should plan and implement effective employee training and development programs to help employee reach the highest performance edge.

Through investigated the perceptions of the employees regarding the need of training and development programs offered by two companies from West region of the country, the present paper work emphasizes the importance of training and development of the employees – both new and experienced.

Keywords: training, development, new technologies, lifelong learning, employees

JEL Classification: J24, M12, M14

1. Introduction

Among the main challenges affect companies today and in the special department of human resources we find and process training and can be done to employees.

In the last year, influential and dramatic technological technologies can also be learned, so that various digital learning tools and platforms can be displayed, used and fitted to the personalization of the consumer.

However, most companies are still embedded in traditional care-learning systems that do not incorporate the needs for employment care they currently have in the digital age. Various studies show that few are open to the current digital learning environment (Bozbiciu, 2015)

It is therefore necessary that more and more companies invest in training and development programs. But the new technologies represent only one aspect of the new configuration of the training and development programs. Currently when we talk about the new design of the training and development programs of the organization we also refer to the personalization of the learning process according to the needs of employees, promoting a learning culture among them, transmitting not only content, but also purpose and meaning to motivate and inspire employees to achieve performance.

2. The future of skills. The role of learning and development in global, social

Providing development opportunities from the organization is an increasingly strong motivation for candidates and employees alike, because development offers not only new skills but also new ways of thinking. The learning and development programs allow to improve the skills of the employees, their involvement and the development of the leadership potential in the company. Managers want to recruit people with skills, abilities and potential just to be able to cope with new problems that may appear in organizations.

How technology can completely influence the workforce as we know it should not be a cause for concern but a preoccupation for a healthy development of any organization. The relationship between humans and technology, seen as a vital symbiosis for the development of organization, will have to be understood currently by all of us. Given the technological progress, both cognitive and manual tasks can be automated. It is considered that human employees will

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only be required to do tasks that cannot be automated, task such as critical thinking, creativity, emotional involvement and innovation thinking (Schneider, Bakhshi Armstrong)

This is a challenge for learning and development (L&D) experts, as most of the current workforce do not even have the necessary skills or are not competent enough to be competitive.

2.1. A global, societal change?

In a digital age where Industry 4.0, block-chain technology, Artificial Intelligence is transforming business strategies, it is natural for people to increasingly wonder what their role will be in a company of the future (Denis, 2019)

The fourth industrial revolution or Industry 4.0 is transforming economies, jobs and even the society we live in today. Technologies of all kinds, especially digital ones, combine with each other using data analysis, artificial intelligence, cognitive technologies and the Internet of Things (IoT) to create digital businesses that are not only interconnected but perfectly capable of making informed decisions. In short, the revolution incorporates smart technologies, connected to the one another, transcending the framework of organizations and interfering with our daily lives (Bumbacea, 2019)

The fourth industrial revolution has practically begun. Smart factories need new skills. Man brings and will generate added value in the management of these new technologies in the future. "The human positioning in the center of the digital factory, surrounded by virtual technologies and industrial robots, mean to increase productivity, quality, but also the responsiveness is the key to success today. In fact, full cooperation between people, industrial automation solutions and innovative technologies will enable companies to achieve not only much higher productivity, but longer product life and lower overall costs. Without humans, it will be impossible to carry out digitized processes, implement Industry 4.0 or create smart factories. Humans will play an even greater role in the new industrial revolution", said Karoly Kali, WSQR Consultant (Sibiu Quality Days, 2019)

"In the digital age, employers and employees are much more connected, but technology is no longer about employees. Developing high-performance technologies means providing an exceptional customer experience. (…) People play the major role in the technology century. At the same time, the professional development of the employees is important, in order to keep the knowledge updated on the evolution of the market and technologies", says YuliyaPrakopchyk, Head of Training and Professional Development, VDA QMC, Germany (Sibiu Quality Days, 2019)

Digitalization generates informed customers and partners, who have access to a lot of information and as a result know how to make informed decisions. The client becomes a partner with full powers and is often consulted by the research and development department. It really is an innovation. The production teams will go on the field so that the real world and the virtual world connect and interact to meet the needs of the customer.

Digitalization does not just change the number of people involved in production, but it also changes the level of education that will be needed. People will need more knowledge. This should make people learn more, consider Werner Seeger, trainer and founder of Werner Seeger Quality Management Romania (Sibiu Quality Days, 2019)

Digitization brings with it an important new dimension - that of the trained corner, capable of handling the high technologies. The era of technologies is transforming into the era of continuous education of employees. " People need to put more effort into improving their knowledge. In order to remain relevant and necessary for the labor market, employees will have to continuously learn . The ability to be in constant change is essential and research shows that the adaptability, flexibility and ability to learn continuously " are the most important criteria that must be demonstrated by employees and the companies (Prakopchyk, 2019)

2.2. L&D the responsibility of the employees and also of the organization

Not only the employees have the difficult task of continuous training. Both HR and L&D are key departments that training and development programs help to train and improve employee skills and capabilities to cope with new jobs required by the company. In addition, L&D must provide training programs to harness the latent talent of its employees.

As shown in the study "L&D Industry Survey - Romania 2019" in the last two years have seen a growing trend of investment in employee training programs. Over 60% of the respondents confirmed that the budgets allocated for L&D are the same or higher in 2019 compared to the previous year and over 70% of the respondents confirmed that the allocated budgets increased in 2018 compared to 2017. The amounts allocated by the companies for training and development is on average 1097 euro / person per year for managers and 483 euro / person per year for employees. The most sought after areas for the professional development of the employees in the human resources departments are related to recruitment, while the least chosen topic is related to inclusion and equal opportunities.

According to the study, the courses in which the Romanian employees participate most are those of communication, leadership and business & management, over 55% of the respondents confirming that they have carried out such programs in their companies, while topics such as marketing, creativity & innovation or well-being companies are still under-researched, with only a third of respondents opting for such programs for their employees.

The study was conducted in 2019 at the national level on a number of 576 specialists in human resources, L&D and managers from Romanian and multinational companies (LearningNetwork.ro, 16 Oct. 2019)

Another study in 2012 in terms of subject programs for continuous training involving employees in the group survey (refer to the last course completed) found that the highest frequency registers courses that concern new technologies and methodologies profession (42%); on the second places management and training are placed in various professions / professions, with almost 17% each; and on the last places are the courses aimed at personal development and customer relationship - with 7% each - and communication / interpersonal communication (6.5%) (POSDRU/108/2.3/G/81188)

More than provide the necessary training, which must truly professionals L & D is to introduce a culture of learning continues and helps employers to develop a mindset that they need to excel to meet the skills learned. These can be from discovering how to learn, how to listen and give feedback, collaborate with colleagues to accomplish important tasks, etc. This, in essence, requires the creation of an organizational culture that encourages employees to excel not only in their professional development but also in their personal development (LearningNetwork.ro, 12 Dec. 2019)

Building a learning culture in the workplace involves a kind of being of the employee, a permanent curiosity in exceeding their own limits and obtaining remarkable results in the professional and personal life. When integrating learning into day-to-day operations is seen as normal, when learning is not just a unique event but a strategic result-generating initiative, we are talking about organizations with learning cultures in the workplace.

2.3. What is it and what benefits does a learning culture bring to the workplace?

According to a study conducted by the Association for the Development of Talents (ATD) and the Institute for Corporate Productivity (I4CP), which obtained answers from 832 leaders of talent development regarding the organizational learning culture, this is the culture in which employees seek, share and apply new knowledge and skills to improve individual and organizational performance. It is found in organizational values and has an impact on all aspects of organizational life. The study found that only 31% of organizations have a learning culture. There are many obstacles that can hinder the development of an organization's learning culture. For example, in the top of the L&D challenges that LinkedIn organizations face, it found that "creating contexts for employees to make time for learning and development" was listed on the 2nd place, the first being the challenge "of having a" limited budget” (LearningNetwork.ro, 28 Oct. 2019)

Without a culture of learning, employees will not understand why learning and development is important to them and implicitly to the organization. While the role of learning and development programs may be difficult to prove, the benefits of a workplace learning culture are much easier to show. As a result, a culture of learning helps to develop organizations by: increasing retention and employee involvement, encouraging innovation, identifying new solutions to existing problems.

Experts in the field speak of design- specific thinking as a strategy in the learning and development process of employees

Integrating design-specific thinking into employee development can help solve problems such as maximizing learning, improving engagement, reducing dropout, and managing their attitude (LearningNetwork.ro,7 Nov. 2019)

We are in an era of collaboration, which transforms every person and every organization exponentially. Man and technology are a symbiosis in this new era of collaboration: organizations that provide sustainable, innovative, efficient learning experiences demonstrate a commitment to the future of the individual, helping to propagate human learning and innovative technologies, to identify and develop talents. and the training of very well trained professionals in a constantly changing environment.

Digitization does not mean more or less. Digitization means "different." Digitalization is a tool for people, in our favor, not the other way around. Technology does not use us, does not manipulate us, but vice versa. Acting alone and following the same pattern, as you have always done, is a failure. Digitization and the options that come with digitization involve transforming the way we think that changes occur much faster, and planning over the medium or long term may no longer generate the results we initially envisioned (Werner Seeger, trainer and founder of Werner Seeger Quality Management Romania 2019).

This may be a new approach to the business world or, more broadly, society.

2.4. What are the differences between learning and development?

Often managers face the resistance of the employees in meeting the needs of the company. In order to stimulate interest in the learning process, the manager must clearly communicate its relevance in achieving professional, personal and organizational goals. Without stimulating the learning process of employees, companies reiterate outdated practices, make superficial changes and produce changes only in the short term. For an organization to develop and capitalize on new opportunities, it is important for employees to understand that they must continually improve their skills and knowledge in order to be more efficient in their activities (LearningNetwork.ro,18 Dec. 2019)

What is learning process?

Learning is the process that causes a change in knowledge and behavior. Not all change is but the expression of learning. Only selective, permanent and directed changes in a given direction can be considered as learning changes. Performance is the expression of learning. Learning is a process that generates performance, but not every performance is a result of learning and not every learning will have an observable performance. In an organization, the purpose of managers is to have informed employees. Thus, learning is an important part of training in any organization of all levels of employees. Learning takes place at all ages, and people generally learn when exposed to new situations, which makes sense.

What is development process?

The development aims at the skills learned and the inclusion of these skills in behavior in order to turn them into habits. Development is a process that takes place after learning and requires constant practice and refinement in order to transform newly acquired skills into behaviors or habits. The development includes activities and experiences that have as their final goal the improvement of the state of awareness, the development of personal talents and abilities, the improvement of the quality of life and the contribution to the realization of personal aspirations and dreams.

Differences between learning and development

• ***Short term versus long term***

Some human resources experts explain very simply the differences between learning and development: learning is about the present and development on the future. In general, learning faces an immediate challenge. It's about "here and now".

On the other hand, the development focuses on the long term. Human resources managers propose an implementation strategy over several months or years, including a set of initiatives that are expected to bear fruit over a long period of time. It is a continuous process. Development is the process that begins when the employee decides to invest more time and resources, because he wants to be given more credibility and, automatically, better job options, better paid. This cycle has no set time and no set completion date and makes the connection between training and performance.

• ***Position of job versus professional career***

Due to its precision and short-term commitment, learning such is concentrating on working position while developing less we focus on building a professional career success.

• *Specific objectives versus open objectives*

In learning, the objectives are specific and well defined: learning how to use a program, gaining a certain personal ability However, when it comes to development, the objectives are always much broader and can cover all types of knowledge and skills.

Compared to learning, development is less tangible and often focuses on philosophic issues, changing habits and improving skills.

2.5. What types of employees are found in the learning process?

Activists - they are totally involved in a new experience. They like the feeling here and now and are happy to be dominated by the immediate experience. They are open and this makes them enthusiastic about every new thing. Their philosophy is "At least I can try anything!" They tend to do something first and then think about the consequences. Their days are full of activities. I find solutions to problems through brainstorming. As soon as one activity ceases to interest them, they look for the next. They tend to seek the challenge of new experiences, but are bored with long-term implementation or consolidation. They are gregarious people and always involve others, but in this way they are really trying to become the center of attention.

Reflectors - like to take a step back to think on my experience in many ways. It gathers data, both directly and through others, and prefers to think about them long before reaching a conclusion. Detailed data collection and analysis of significant experiences and events is what matters, so they tend to delay reaching a final conclusion for as long as possible. There are people who think a lot and like to consider all possible dimensions and implications before making any move. They are the ones who prefer to take the back seat during meetings or discussions. They like to watch other people in action. He listens to others and takes the pulse of the discussion before expressing his views. They tend to have a deleted profile and have a slightly distant, tolerant air. When they act they do so keeping in mind the whole ensemble that includes the past and the present as well as other personal observations.

Theorists- adapt and integrate observations into complex theories and logic. They think about problems from the bottom up, step by step and logically. They assimilate desperate ideas into coherent theories. They tend to be perfectionists and tend not to stop until things are as clean as they want and fixed in rational schemes. They like to analyze and synthesize. It prefers basic assumptions, principles, theories, models and systemic thinking. Their philosophy values rationality and logic, "If it is logical, then it is good." The questions they frequently ask are "Does it have logic?", "How does this fit in with the other?", " Where do we start?" They tend to be detached, analytical, and devoted to objective rationality rather than ambiguous or subjective situations. It addresses logical issues. This is their mental model and they reject anything that does not fit into it. It maximizes certainties and feels uncomfortable with subjective judgments, side thinking and anything that happens at random.

Pragmatists- they love to try new ideas, theories and techniques to see if it works in practice. Look for and research new ideas and look for any opportunity to experience them. There are those types of people who come back from a management course who are inspired and full of ideas they would like to try and put into practice. They like to get involved with various things and act with confidence when they come up with an idea they like. They tend to have no open-ended discussions. They are essentially practices, with their feet on the ground who like to make practical decisions and solve problems. They respond well to challenging problems and opportunities (Rosewell,2005)

2. Professional development - illustrative cases

For many people, especially the younger generations, the ability to develop both personally and professionally is highly valued and a key consideration in deciding where to work. In addition, the access to training and development on the job and through courses or conferences are listed as important.

According to a case study coordinated in 2019 within two companies located in the West part of Romania (Forest and Biomass Romania (FBR) and Rosman Group RG) in order to identify if their employees appreciate the training and development programs, the results obtained confirmed the role and importance of L&D programs in companies' life.

The results show that in both cases, the respondents answered that they have participated in this type of activity multiple times. Employees can discuss with managers the need for a training / developing program and can suggest specific trainings if considered relevant and management agrees to cover its cost if feasible. Thus, the training / development programs exist within the company and are adjusted according to individual's needs.

In addition to supporting employee's pursuit of training and development opportunities, research organizations also highlighted that they take into consideration their employee's career development support. Supporting an employee's pursuit of their career goals and possible advancement into more responsible positions in the organization means that there are not only benefits for the employee but also for the organization as the employee can move into roles that enable them to deliver their greatest value to the organization.

3. Conclusions

Training and development are not only the responsibility of the organization, but also of the employees.

Training and development requires investment both at the individual and organizational level. Training and development do not appear in an organizational vacuum; these should be connected with the general objectives and strategies of the organization but also with the life goals and the individual strategies. There is a dual relationship on learning and development at the organization, individual: on the one hand successful organizations know that learning is a process continuously, while employees performing also recognize that we must invest in themselves to be as attractive as possible at work.

The benefits of employee training and development programs are manifold. Part of a culture of learning, these training and development programs help develop organizations by: increasing employee retention and involvement, increasing confidence in their own strengths, encouraging innovation, increasing initiative and responsibility in terms of service tasks, building teamwork capacity, communication with colleagues and managers, increasing the quality of products and services.

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SECTION: MARKETING AND TOURISM

LONGER LIFETIME FOR PRODUCTS, PRODUCT SUICIDE CODE AND SUSTAINABLE DEVELOPMENT

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Abstract

Extending the product life cycle can be one of the viable solutions for implementing sustainable development and circular economy. However, there is evidence of some consumerist approach to product development and promotion. From the intrinsic quality and design, to the packaging, the consumer cannot extract all the benefits that the products can offer. These modalities of producers and distributors are extremely negative on the environment: more valuable raw materials are consumed, more garbage is produced and more harmful substances are generated. Thus, climate protection is contrary to the desire of any producer: a higher profit as easily obtained. Thus, the article comes to highlight a number of solutions both for the benefit of the environment and the consumer as well as for the producers.

Keywords: life – cycle assessment, circular economy, longer lifetime for products, repair and material-recovery services,

JEL Classification: M31, P48, Q01, Q53

Introduction

For half a century now, major concerns, based on increasingly visible consequences, indicate the need to analyze the impact of human activity and especially of economic activity on the environment.

In this context, the efficiency of the products and their resistance over time are becoming increasingly important.

Considering that the present business models are no longer viable for the future economies, concepts that are more and more used such as sustainable development and the circular economy are putting even more pressure on the need for a change of paradigm.

In addition to the significant financial impact, the social and cultural impact, as well as the growing need to protect the environment and human health, but also the judicious management of resources outlines a favourable response for the prolongation of the products' life.

The increasingly visible technology and robotization of the world we live in changes the perception of work and life, but at the same time, it offers the chance to create a future with fewer, but more sustainable and more qualitative material resources.

In this context, this article aims to be a plea for the reconsideration of resources, focusing on the need for recycling and reuse, starting with a first step: highlighting the need for longer lifetime for products.

In this article we consider intermediate or final goods with a life span of less than one year up to 30 years. The idea promoted by the article is that, in reality, the life of the products can be easily doubled or even tripled by the producers, bringing significant savings, of several billion of EUR per year, to the aggregate economy of the EU.

At the same time, the article wants to highlight the shortcomings caused by the lack of a self-destruct code of the products, the producers having to produce less, so to sell less (Stegeman and Jansen, 2015), in order to maintain longer and better the products launched on the market and to constantly look for new markets. By extending the life of the products, the producers can experience losses of profit and market shares. In view of these disadvantages of the extension of the product lifespan for producers, the EU initiatives and the legislation to

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stimulate the prolongation of the life of the products must consider offering important benefits (including tax reliefs and subsidies) for companies in exchange for implementing on large scale this economic model.

Literature review and the motivation in approaching the subject

According to Stahel (1994), the extended life of the products can be ensured by measures that take into account the materials used and how they retain their value through recycling. Also, the extended product lifetime can provide additional jobs in the economy and provide a better connection between products and services and between clients and producers through collaborative economy and servitization (Tukker and Tischner, 2006). Also, Warneryd (2008) notes that the longer lifetime for product determines more consumer confidence in supplying companies.

According to a study of European Parliament (2016), regarding the longer lifetime for products, a minimal increase of value added of 1% by economic activities related to this domain would have an aggregated effect across the European economy of 7.9 billion EUR per year.

In the literature, there are presented a series of product classifications depending on the average lifetime. Thus, in the first table (Table no. 1) it is presented a classification of products according to their lifetime. Thus, we can easily observe that the first three categories of products can be designed from the beginning with a more successful lifespan, and the last two categories have periods that can be easily extended through repair, redesign, recycling and reuse services.

Table no. 1. Average product lifetime according to literature

1–2 years	3–4 years	5-6 years	7–10 years	> 10 years
Small electrical appliances, (e.g., tooth-brushes, toys) mobile/smart phones, general clothing, shoes	Portable devices, personal computers, bed items, specific clothing (e.g., sports), bicycles, coats	Cameras, general kitchen-ware, lighting, power tools, vacuum cleaners, washing machines, curtains	Automotive, TVs, kitchen appliances, general furniture, carpets, beds, refrigerators	Appliances attached to house (boiler, sunroof, etc.), kitchen and bathroom, specific furnishings

Source: European Parliament (2016), Cox (2013), Huisman et al. (2012), TNO (2015), WRAP (2010).

But to speak of extension of the products lifetime, first we should have in mind that there are many definitions and methodologies on products lifetime. Thus, in figure no.1 we briefly present these differences in definitions as they exist in the literature. Some definitions contain more aspects than others, punctuating some key elements: „total lifetime”, „duration of use” and „domestic service lifetime”. We can easily see that, regardless of the definitions, all the periods of lifetime of the products can be extended, especially if the process of recycling, reuse, maintenance, would be included between users' transfers and especially if these services had the help of companies specialized in this field and of national or regional public authorities.

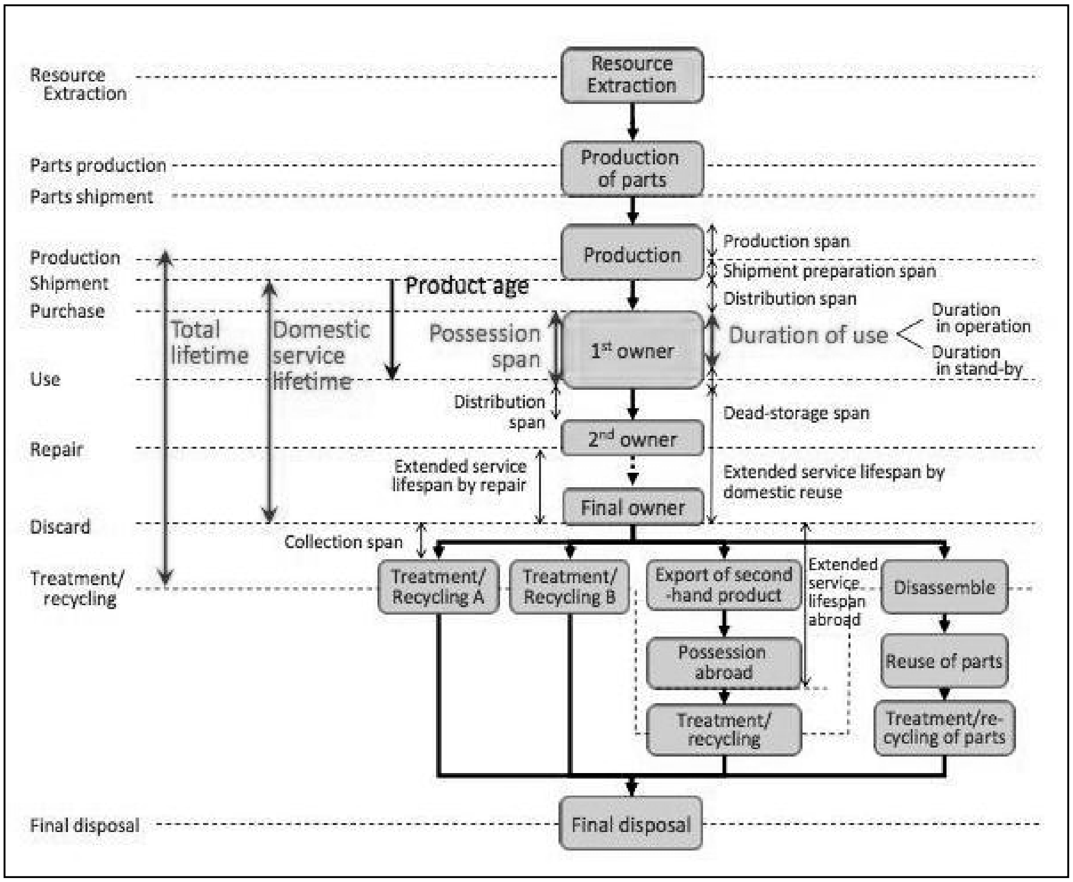

Figure no. 1. Some lifetime definitions as they appear in literature

Source: Murakami et al. (2010) in Oguchi (2019).

It should be specified that, with each cycle of repair, reuse, recycling, redesign, etc. at the initial product numerous changes of content take place: some components there are been removed, new ones introduced, and the estimation of the life of the new product as a whole is more difficult to perform.

At the same time, many authors, including Cooper (2010), observe that a longer life of the product is influenced in addition to the intrinsic durability of the product (and therefore of its components) also by the behaviour and attitudes of consumers and social and cultural norms. That is why, it requires a deeper change in the mindset of society as a whole than one might think at first sight.

If we look at the profile literature from the perspective of the European legislation, we find that the European Union has one of the best developed regulatory frameworks on product design and life cycle issues from entire world, focusing in particular on issues related to consumer protection, the development of the single market, energy policy and environmental protection. Although some seeds of development have been put through the circular economy, however, EU regulations do not explicitly contain the concept of longer life for products and therefore the mechanisms for implementing this concept are lacking. At the same time, the conflict between the need for innovation, through highly competitive new products, and the prolongation of the product life, so the sustainability and responsibility of the resources use, has not been solved by the EU legislation.

Results

The transition of the linear economy to circular economy can be also insured through making products and services to extend their lifecycle. In the circular economy, the strategy of the producers to create a limited time of operation of the products or the planned obsolesced is not a viable solution. Significant savings and profits with a circular economy model companies come precisely from the ability to reinvent products, to reuse and recycle them, so that they can still work.

According to Vernon (1966) any product goes through several phases (introduction, growth, maturity, decline and desertion) starting with introduction and end with its decline. Longer lifetime for products means that it is important to keep the product in the maturity phase of the product or service lifecycle, preventing going into decline phase.

If we consider that the introduction has a development phase, it contains the product conceptualization, designing, preliminary market research, testing, validing and possible means for implementing, funding, making the product visible and also searching for new attributes and technologies to make constant improvements of functionality and appearance. In order to last longer, even from this stage, the manufacturer should consider the possibility of creating easier upgrades and re-formatting of the product.

In the growth phase, in order to prolong the life of the product, the manufacturer must improve its product, customize and promote the distinct qualities of the product compared to its competitors, as well as develop services related to the product, inducing the idea of a better maintenance of its product. Also, it necessary that the producer to improve the distribution channel and try to connect faster and more efficiently with the customer, putting at the centre of the increased performance of the product the customer's needs. Also, the price must reflect the qualities of the product, including maintenance, but it cannot be set too high in order not to put customers away. In this phase, although it is important to maximize the market segment of the product and ensure a considerable profit, maximizing opportunities, however, for the prolongation of the product life cycle, the producer, having a considerable profit compared to other phases, must analyze and combat the product's defects or obsolescence.

Having a strong market position, in the maturity stage, the producer might consider redesigning and enhancing some aspect of the product. This strategy might help the producer to attract new customers and to prevent the stagnation of the product' market. In this phase, for extending the life of the product, it is necessary to have a better understanding of the market operation, and besides the intense marketing and promotion activity, it is important for the producers to open new markets, new sales areas and to attract those consumers who until then were tempted by the products of the competitors.

To prevent the product from maturing too quickly, manufacturers often have to think unconventionally, introduce innovative approaches and continue to work on improving the product in order to be always ahead of competitors. In the case of reused or recycled products, functionality, unconventional use and presentation mode, as well as promoting the idea that "the old is the new new", so targeting a type well identified of buyers, can keep the product longer in this phase. Searching for new market segments, new zones, new customers, new profile of the customers, new services attached to the product can prevent smoothing of the sales market and the profits attached to the product.

In the decline and desertion phase, when the saturation point is reached, the product is no longer attractive. In this phase, in order to re-enter in a new functioning circuit in the economy, the product requires withdrawal, redesign, listening to the complains over the product, rethinking of its utility, analyse what feature should be improved and what features should be eliminated, total, partial or subcomponent reuse, channelling on the sentimental value of the product and uniqueness given by old age and of course, a lower price for resale when is the case. Thus, the operational model has to be rethought, returning to the introduction or the growth phases, adding new and well distinguishing features, new designs and new complementary services, maintaining and improving where it is possible permanently the product to keep market requirements fulfilled and reducing the gap between product market and users.

Considering the above, it is possible to triple the life of the products according to figure no.2.

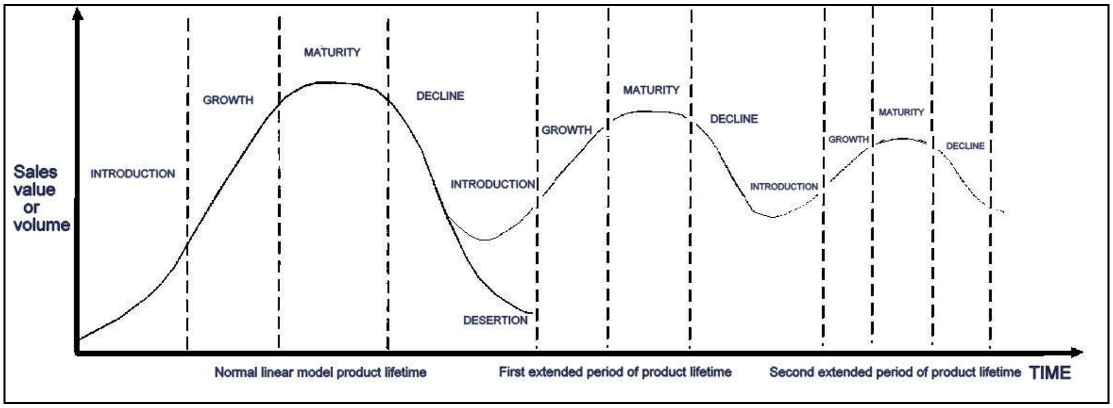

Figure no. 2. Tripling product life cycle

Source: authors' conception after Vernon (1966) and others.

Another way to keep the product as long as possible on the market is to resell it with a new product, or together with an old product reinvented - in tandem, offering a better quality, difficult to refuse by customers.

Also, when the manufacturer's ability to reinvent and refresh the product is limited, for the prolongation of its life cycle, the product idea can be resold to another company with high refresh power.

Thus, in order to extend the useful life of a product it is important to consider: - serious price discounting, - repairing and recovering services included, - rebranding (including product updates, new features, new packaging, better quality, advertising, product image redesign and marketing campaigns), - sharing, exchanging or lending agreements for comparable or compatible products or services, promoting the modularity (ex. car sharing, IT components etc.), - for products that have failed due to low resistance, increase the wear resistance factor of the products - second-hand selling, - coupons discounts and rebates for products reintroduced into the economic circuit (including bay-back system), - better calibration of the dosage for the products that can de dosed, -re-using and re-purposing and last but not least seeking and finding new markets.

If for perishable products, it is necessary limiting the distribution route in order to reach fresher to the customers, for extending the lifecycle of a product it can be necessary to extent the distribution channel or to return to the same distribution loop whenever necessary (e.g. for successive repairs or maintenances over time).

At the same time, the personnel dealing with the redesign, reuse, reconditioning of products with a long life cycle must understand on the one hand current needs of the consumers, and on the other hand be able to bring to light the intrinsic quality of the initial product. Also, the personnel dealing with the promotion and sale of these products should be very well specialized and trained so that they can explain to consumers the need for more judicious use of resources and implicitly these products with a long cycle of use. Providing a constant target group through loyalty services, technical assistance, distribution and even payment and credit facilities can be extremely good solutions for extending the life cycle of the products.

Conclusions

Promoting sustainable development and the circular economy is not only a problem of public policy orientation but an increasingly felt need. From pollution, agglomeration, public health, the emergence and disappearance of companies on the market, competitiveness, poor external trade performance, exaggerated domestic consumption, waste and poverty ... all of these translate into a simple solution - more respect for human life and the environment surrounding. This respect can also be identified by a prolongation, reasonable, efficient, of the lifetime of the products.

If consumers and the state (through public procurement) can be more tempting to adopt a lifestyle and functioning in the direction of extending the life of the products, the companies can be seen in the position to feel significant losses related to sales and market share in the context extension of product lifetime. Although there are numerous companies, including social companies, that adopt the appropriate mindsets for the implementation of the circular economy, through public pressure, steps should be taken much faster.

With little effort and involvement, manufacturers can feel put in the situation of losing contact with consumers if they do not take into account concrete and effective measures to extend the life of the products.

Thus, through reuse, recycling, reassembly, redesign, etc. the products can gain economic significance over a longer period of time, even up to three times higher than at present.

Legislation can play a decisive role, but the education of all social actors involved will be the only one that can model human, social and economic behaviour in the true sense, in depth in the direction for a more sustainable life on this planet.

The role of the states of the world should not be neutral, as they must be actively involved, beyond legislation, through tax facilities, subsidies and other available public instruments to tilt the balance in favour of the circular economy and implicitly of an extended product life.

As a proposal, besides public procurement, in our country and in other parts of the world, the state could be actively involved in extending the product life cycle by establishing a national waste collection centre. This centre could have branches in the main cities of the country offering a wide range of services to the population and companies. Among these services we can distinguish: the service of collection of furniture and appliances from home, the restoration service, services of easier connection between citizens and company by offering by the state vouchers for furniture and household electronic waste. The vouchers could be presented by the citizens to companies for significant deductions when purchasing new products. At the same time, for companies that have in their activity also the sale of products that can be sold in bulk, the state could offer vouchers to stimulate more environmentally friendly packaging and even the use by the consumers of their own packaging. These vouchers, above a certain threshold, could represent a significant deduction for those companies when they pay taxes.

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THE IMPACT OF THE TOURIST ACTIVITIES ON THE NATURAL ENVIRONMENT IN THE DANUBE CLUSTER

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Abstract:

At present, the natural environment has a fragile balance mainly due to the development of economic activities. In intensely populated regions, man has radically transformed the natural environment, creating the anthropic areas. This transformation is done at the expense of the natural areas, being more serious and the fact that the change of the environment is done without taking into account the reprecursions that may occur. The Danube Cluster is one of the most beautiful regions in Romania, I would even venture to say from Europe, the area where the Carpathians meet the Danube, where traditions are kept alive and where you feel you can be filled with energy even if you do not linger in the area. In the last years the tourist activities in the Danube Cluster have had a major increase, on the one hand due to the increase of the number of visitors and on the other hand by the construction of numerous accommodation and public food units. This transformation is beneficial if we reflect on the increase in the number of accommodation places as the number of tourists is large, but the anthropic impact on the environment is a high one especially if the development of economic activities is not in accordance with the principles of green tourism. I believe that preserving the integrity of the natural environment must take precedence over the development of economic activities if we want to implement a sustainable tourism in the Danube Cluster.

Key words: *sustainable tourism, environmental impact, Danube Cluster, natural environment.*

JEL Classification: Q53, Q56

Introduction

The research study on the sustainable development of ecotourism in the Danube Cluster is part of a series of works that have a regional character, placing a strong emphasis on the sustainable development of the area in the context in which the analyzed area has a great tourism potential at national level, although, at present, it is under-utilized.

1. Environmental protection and conservation

The analysis of the tourism potential in the tourist area Danube Cluster, through numerous specialized studies, in the update resumed in the study of foundation for the exploitation of the tourism potential in Mehedinţi county, shows that the tourist activity in this region, is permanent throughout the year, ensures many jobs and it is fundamental for the economic development of the area related to the Danube Cluster.

The growth rate of this activity depends on the clarity of the development programs developed and applied by the local authorities, on the clarity of the offer for attracting investments. At the same time, it must be taken into account that the increase of the tourist activity leads to degradation of the natural environment.

The degradation of the environment is a consequence of the human activity, the functioning of the economic objectives. The problem that arises is finding the most appropriate solutions to slow down or stop this phenomenon and to analyze the harmful effects on the environment, and implicitly on the human being.

In the territory of the Danube Cluster, there is a great diversity of activities that involve modifications of the natural environment and all the categories of pollution have been identified: in air, in water and in soil.

1.1. The air pollution

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The air quality is affected by the emission of carbon oxides, sulfur oxides, hydrogen sulphide, nitrogen oxide, suspended powders (dust, radioactive powders), noise and vibrations caused by road and river traffic.

The polluting noise is observed from the activity of road traffic for the neighboring houses.

The measures to permanently track the pollutant emissions from the atmosphere in the territory, with the alert-alarm system, ensure the necessary protection of the population at present.

Also, uncomfortable smells are noticed in the living areas due to the storage of garbage on platforms without sanitation measures.

1.2. Water pollution

The Danube River, a collector of water in Central and Western Europe, is subject to a variety of pollutants over which the pollutant emissions in the Danube Cluster area overlap.

Characteristic for the pollution of the Danube river, it is the quality of the Danube water as a source for drinking water for the riparian localities in the area, continuously degrading by the continuous increase of the oxygen deficit, which justifies the renunciation of the Danube water as a drinking source and the transition to new sources.

The main polluting sources of the Danube River in the Cluster area are the following: navigation on the Danube with leaks of oils, fuels and various other pollutants used to clean the ships; specific biogenesis of accumulation lakes, oxygen consumers, noxious generators, suspension generators, etc .; spillage of polluted water; the discharge of the industrial waste water of the economic units in the Danube; wastewater discharges without purification prior to evacuation.

It is a priority to establish measures to improve the wastewater disposal facility in the Danube for water quality rehabilitation.

1.3. Soil pollution

There is degradation of the soil on the Danube, in the areas without shore defense works and in the areas of irregular streams of rivers that flow into the river. At the same time, it is observed that no measures are being taken to rehabilitate the land in the areas of exploitation of the construction materials.

The area with degraded and unhealthy land is mentioned by wastewater discharge in the vicinity of the Danube cliff - the area of Orșova city.

The protection and conservation of the environment remains one of the essential priorities of human society, taking into account the interdependence relations that exist between man and his environment.

2. Development of sustainable tourism in the Danube Cluster

Tourism is a temporary movement of people to destinations other than work and residence, and involves the activities and facilities they have during the trip. Such a move involves the enjoyment of leisure and recreation (Goodal, 1987, p. 475).

During the tourist act, visitors can undertake different activities that can affect the natural environment, sometimes up to the stage when it exceeds its self-regeneration capacity. Precisely for this reason, the ecotourism has been affirmed, which involves carrying out tourism activities in harmony with the natural environment, in order to protect and protect it.

Ecotourism is also called responsible tourism, alternative tourism, sustainable tourism or green tourism.

Awareness of the practice of this type of tourism materialized when people realized that worldwide species of plants and animals were on the verge of extinction, thus they imposed a system of protection of them, of regeneration. Often the tourist activities come in opposition to the nature as the arrangement of the access roads, the structures of accommodation and public food lead to the degradation of the natural environment. In addition, as the number of visitors in a region increases, the more the environment does not meet the increasing tourist demand.

The practice of ecotourism is the only way that can lead to ensuring an unaltered environment for the development of future generations. It must be understood by the agents involved in the tourism activity, both at the global and national level that natural resources are limited, which is why tourism must also have certain boundaries in accordance with the sustainability of the relief.

Green tourism in order to be actively involved in environmental protection must be based on certain manifestation criteria. They refer to:

- change the attitude of the people who practice tourism with a view to sustainable development;
- protecting the fragility of terrestrial or aquatic ecosystems;
- consideration of the way of life of human communities;
- giving local communities the chance to preserve their environment unchanged;
- limiting the exploitation of natural resources;
- practicing conscious tourism.

The development of responsible tourism implies the development of the rural-urban relationship, the use of alternative means of obtaining electricity, modernization and efficient management of the infrastructures of access, accommodation and food, but also the development of the areas related to the tourist activities to avoid over-exploitation.

The Danube Cluster is a region with a strong tourist attraction at the level of Romania, both due to the particular beauty of the natural setting, where the Danube is the central element of this landscape, as well as due to the anthropic areas that comprise numerous historical or art monuments, some unique in Europe.

The Danube Cluster area has great potential for ecotourism development, especially due to the fact that the area overlaps the “Iron Gates” Natural Park where some rare flora and fauna species are protected in our country. The implementation of sustainable tourism, in harmony with the natural environment, should begin with the population living in the area, with the parties involved in the tourist act, hosts and visitors, all being possible with the support of local authorities and with educating the population on the importance of preserving the environment intact, but also of the customs and traditions because ecotourism in the area of Cluster can not miss the two major components: the natural environment and the native population that will enhance this environment.

The Danube Cluster has the criteria necessary for practicing quality tourism, where visitors are charmed not only by the components of the natural fund, but also by the hospitality of the hosts, the area being burdened with ancient customs.

From the point of view of the attractiveness of the area, the Cluster is visited year by year by an increasing number of tourists. At certain times of the year, especially during the winter or Easter holidays, but also during the summer season, the occupancy rate of the accommodation units in the area is almost 100%. The predominance of Romanian tourists is observed, but the area also enjoys tourists arriving from outside the country's borders.

It is practiced both the tourism of stay with the included meal, as well as the tourism of transit, the visitors also enjoying the possibility of practicing the hiking as the area has numerous ecotouristic routes. Tourists purchase holiday packages both through specialized agencies and on their own directly from the hosts.

At the level of the analyzed area we identified a number of problems that prevent the development of sustainable tourism:

- the lack of an authorized body that contributes to the real promotion of the area both nationally and internationally;

- lack of tourist information points which leads to difficult access to tourist information;

- the area is faced with poor access infrastructure, lacking road information panels or bus parking;

- small investments made in tourism;

- the region is facing an insufficiently trained workforce in the field of tourism.

From the point of view of the tourist offer, the Cluster area has a high potential, noting the Danube Boilers, a unique place in Europe due to its size, which makes you compare the area with the presence of the Norwegian fjords constituting an attraction for nature lovers. In addition to the variety of natural landscape in completing the tourist offer, the anthropic potential is added.

In the area of the Danube Gorge, many types of tourism are practiced:

1. the rural tourism practiced mainly for rest and recreation, there are numerous villages that still keep alive the traditions and customs. The area also enjoys the presence of agrotourism pensions or the existence of traditional festivals that are becoming more and more spectacular year by year: the Festival "Different ethnically, but culturally united" from Eşelnița, the Banat Festival from Eibenthal, the Festival of Accordionists from Moldova Nouă and others.

2. cruise tourism characterized by rides with boats or yachts on the Danube. This type of tourism attracts a large number of visitors, who are eager to enjoy the adrenaline rush of the old river, while admiring the main sights.

3. gastronomic tourism, also known as culinary tourism, attracts visitors who travel especially in the Danube Gorge to enjoy traditional dishes. The slice is famous for fish preparations (fish brine, grilled fish) which is a magnet for tourists. At the same time, the bean sausage and the traditional zacusca complete the menu. Serbian communities in the area offer visitors grilled meat, grilled meat in spicy sauce and Serbian rice.

4. sports tourism attracts visitors with the desire to practice different sports and get out of daily sedentary life. The area has a number of 15 ecotouristic routes arranged where hiking, cycling, sport fishing can be practiced. These have varying lengths, and the degree of difficulty differs from one route to another.

5. cultural tourism based on a series of anthropic objectives that include churches, monuments, archaeological sites, museums. Among them a great tourist potential have the Face of King Decebal from the area of Mraconia Bay, Mraconia Monastery, Saint Ana Monastery and the Catholic Church, both in Orșova, Tabula Traiana.

6. Religious tourism, as a particular form of cultural tourism, is represented by the movement of people to places of worship on the occasion of different Christian holidays or church holidays. In addition to the pilgrimages made on such occasions, the consecrated monasteries of the Clisurii area are visited: Saint Ana Monastery and Mraconia Monastery (see photo. 1).

7. The speleological tourism by visiting the caves, the avenues in the area, the tourists being accompanied by specialized guides presenting the specific characteristics of each visited object. Since the Danube Gorge area has a rich karst relief, there are also forms of the endocarst, the most beautiful caves being the Veterans Cave and the Ponicova Cave.

Photo. 1. Mraconia Monastery - (Băbăț, 2019)

Following the presentations I can say that the Danube Cluster area has a rich and diversified natural and anthropic tourism potential that makes this part of the country to become in the near future a top ecotourism region at national level and why not even internationally.

Conclusions

Sustainable development brings major, but positive changes for all, because population, but also nature, have become goals, not means. Even if this involves additional costs and decreased productivity, they can be offset by additional quality of life benefits.

The inhabitants of the Danube Cluster must understand that the approach of sustainable development in the context of tourism development represents the optimal choice for a future as best and the only way to enjoy both present and most important generations, and future generations of everything on Earth.

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DEVELOPMENTS OF THE ROMANIAN BALNEARY TOURISM AT THE BEGINNING OF THE 21st CENTURY

Bălan, Mariana[1]

Abstract

In recent decades, through its important social and economic effects, the balneary tourism has become a major international tourist market segment. Within it, important material and human resources are concentrated, with ever deeper involvement of science and technology in the provision of tourist and medical services with a complex and high-quality invoice. They are meant to meet the vital requirements of modern man, determined by the evolution of living conditions and the health of the population.

The balneary tourism is the only form of tourism in our country based on a permanent potential highly complex, practically inexhaustible. Romania is among the European countries with a remarkable balneary fund. This value is accentuated by the complexity of the natural factors, namely, in the same resort, the main environmental factors are alongside a wide range of mineral substances for treatment, with beneficial polifactorial effects.

The paper presents a brief analysis of the evolution and current situation of the Romanian spa tourism at national and regional level, as well as a quantitative analysis of the evolution of the attendance and occupancy of accommodation capacity, investments and new infrastructure and equipment, elements that can contribute to understand how this sector responded to the challenges.

Key words: *balneary tourism, tourist potential, investment, accommodation capacity*

Clasificare JEL: *L83, Z32*

Introduction

In the last decades, through its social and economic effects, the balneary tourism has become a major segment of the international tourist market, towards which important material and human resources are concentrated. In this sector, the deeper involvement of science and technology, the provision of tourist and medical services of a complex and of a high quality level, contributes to the satisfaction of the vital requirements of the modern man, determined by the evolution of the living conditions and the state of the population health.

The balneary tourism has "not only medical, prophylactic, recovery and functional rehabilitation valences, but also a major economic potential" (Umberto Solimene - president of the World Federation of Hydrotherapy and Climatotherapy).

Today, the balneary tourism has become a real industry generating beneficial effects, both from an *economic* point of view (creator of benefits, energizing factor, creator of foreign contribution and creator of new jobs), and *socially* (to prevent illness and initiate tourists in recognition of signs of premature illness or aggravation of their health).

Over time, there has been a diversification of the population that is accustomed to practicing this form of tourism. Thus, in addition to the elderly, predominant in these resorts, more and more active persons, involved in the economic life of the society, have appeared, motivated either strictly by the desire to rest, to recover physically and mentally, or by organizing numerous meetings in the spa resorts, which have adapted their offer, by means of adequate equipments and services, to this type of demand, in a continuous growth.

Also, there was an important segment represented by children, whose motivation is the treatment of the respiratory disorders, of the skin, of the nervous system, etc. Another important category of people attending the spa is the one made up of athletes, because, balneotherapy, through its association with sports prophylaxis medicine, is used to reduce the risks of sports activities.

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Romanian balneary tourism represents an important sector of the tourism industry due to its specific features. Almost a third of the thermal and mineral waters that Europe benefits from are concentrated in Romania, and their health effects have been attested over the centuries.

The complexity of the natural factors (in the same resort, are found, along with the main environmental factors, and a wide range of mineral substances for cure, with beneficial polyfactorial effects), the existence of all the kinds of spa mineral substances that can be used for the whole range of balneary treatment profiles, are the main characteristics of the national spa heritage.

Another particularity of the Romanian balneary tourism is generated by the wide spread in the territory of the natural factors, which makes it possible for this to be practiced in any area. The objective need for treatment is the main motivation for the demand for balneary tourism, and this motivation relates to the three types of medical assistance: for treatment and therapy, for functional recovery and prophylaxis.

The balneary tourism implies, both the accomplishment of complex treatments of recovery in the spa resorts, as well as making excursions and trips in the surroundings and rest.

1. Brief history of the balneary tourism in Romania

The mineral waters and the therapeutic sludge have been known since ancient times. In the ancient Greeks and Romans, the mineral waters and especially the thermal ones were well known as points of appearance and medical qualities. They knew how to make good use of the mineral waters, which were used in the treatment of rheumatic diseases (as shown by Plinius in his work). The ruins of the works of capturing the mineral springs, the stone inscriptions by which the healed thanked the gods for the benefits of the mineral waters are some of the testimonies of the use for healing purposes of mineral and thermal waters throughout the former Roman Empire.

On the territory of Romania, most of the treatment factors, especially mineral waters, were used for spa treatments almost two millennia ago. Thus, the Romans, after conquering Dacia, discovered and used for therapeutic purposes the mineral and thermal waters of Băile Herculane, building here spa establishments, public baths (also known as Ad aquas Herculi sacras or Thermae Herculis).

Thus, the Herculane Bath becomes the oldest spa resort in Romania (153 AD), being documented on a votive table: *"The gods and deities of the waters, Ulpius Secundinus, Marius Valens, Pomponius Haemus, Carus, Val, Valens, sent as Roman delegates to assist in the election as consul of their former colleague Severianus, returning unharmed, raised this cry of gratitude."*

Other Roman settlements are also found at Băile Geoagiu, Băile Călan, Ocna Sibiului, God, Buziaş, Călimăneşti, Căciulata, many of them being confirmed by the archaeological evidence found in these places.

But, about an organized spa exploitation of natural healing factors in our country, one can only speak from the 17th century, when a series of previously used mineral springs are rediscovered, but also new ones are discovered, their healing effect is recognized and there were build rudimentary settlements that will be the basis of the construction of the future seaside resorts of the 19th century.

In this context, new spa towns like Bazna, Borsec, Olăneşti, Saru Dornei, Vâlcele, Zizin appear, and in the older resorts like Herculane, Băile Felix, Geoagiu Băi, the exploitation of the spa resources continues.

The development of the spa activity in Romania starts in the 19th century when most of the mineral water sources are captured, the scientific bases of the exploitation of the waters are put in place (spa research, physico-chemical analysis, hydrological research, etc.). At the same time, the development and construction of spa resorts, such as: Cozia, Călimaneşti, Govora, Baltăţeşti, Strunga, Oglinzi, Borsec, Buziaş, Moneasa, Malnaş, Sangiorz Băi, Lipova, Tuşnad, Tinca etc., are started and the older ones are modernized and developed.

Also, during this period, the foundations of the therapeutic sludge and the salt lakes of the plain and the coast are laid (Sărat Lake, Balta Albă, Techirghiol). But the sludge will be introduced in the spa treatment from Bazna, Slănic and Săcelu-God.

During the First World War, the vast majority of the spa resorts were degraded or destroyed, the reconstruction of some resorts with tradition in the spa tourism (Băile Herculane, Băile Govora, Techirghiol, Sovata, Vatra Dornei, Amara, Băile Olăneşti, Băile Tuşnad, Pucioasa, Sărat Lake) being realized under the auspices of the Society of Hydrology and medical climatology (established in 1921). Between 1926-1928 there were about 80 spa resorts, and the activity of bottling water was carried out in the interwar period in 26 units of various capacities.

Out of the 160 resorts and spa resorts with natural treatment factors currently existing in Romania (out of which 60 resorts are of general and local importance), 18 were promoted in the international tourist circuit. In the recent years, in many of them the accommodation base has been modernized, modern hotels and sanatorium complexes have been built, in which the accommodation, dining, diagnosis and treatment services are offered within the same buildings. This did in resorts such as: Băile Herculane, Băile Felix, Sovata, Băile Tuşnad, Covasna, Călimăneşti-Căciulata, Mangalia, Slănic Moldova, Vatra Dornei, Eforie, Govora, Olăneşti, Buziaş, the balneomedical cures to be practiced like in the balneoclimatic resorts of world interest.

Also, in the treatment bases built or modernized there were created optimal conditions for the widespread use of natural healing factors, on a scientific basis. They have specialized compartments equipped with modern equipment and installations and in which, in addition to the natural procedures or physiotherapy, a wide range of therapeutic procedures using physical factors are used.

In this context, the balneary tourism is a branch of tourism with an important role in the national economy, both through its contribution to the GDP growth and the development of collateral areas: around the spa resorts a true hotel industry has been structured (which attracted the available labor force), the unknown rural localities were transformed into elegant spa resorts, where all the tourist props had found an ample opportunity for development. Also, balneoclimatology has become an important medical specialty involved in the process of improving public health, with prophylactic and recuperative possibilities.

2. The balneary-tourism resources in Romania

In the introduction of the work of Ţeposu and Puşcariu[1] from the year 1933 it was shown: "between the riches with which nature has endowed the soil and the subsoil of our country, the springs of mineral water occupy a leading place. From the deposits left by the sea and from the volcanic ruins that revolutionized thousands of centuries ago the Romanian soil gave birth to innumerable mineral springs, whose therapeutic properties are equivalent and even sometimes exceed those of the foreign mineral springs ".

In Romania, over 3000 mineral and thermal springs are spread over more than 20% of the surface of the country, at different depths and have a wide range of physical-chemical and therapeutic properties, according to their genesis.

Depending on the influence of the exogenous factors (precipitation, temperature, the morphology of the relief) and the endogenous factors (the geological, the tectonic

[1] Ţeposu E. şi PuşcariuV., (1933), „*România balneară şi turistică*", Editura Cartea Românească,

construction), the highest frequency of mineral springs is located in the area of the Eastern Carpathians and Sub-Carpathians, the Getic sub-Carpathians and the Getic Plateau, the Apuseni Mountains, The Plateau of Transylvania, the West Plain, and the smallest number, in the Romanian Plain, the Plateau of Moldova and the Plateau of Dobrogea.

The cold mineral waters, below 20° C, comprise several subcategories of waters, namely: oligomineral waters that are poorly mineralized; carbonated mineral waters; chlorinated-sodium mineral waters; sulphated mineral waters; sulphurous mineral waters; ferrous mineral waters; arsenical mineral waters; iodized mineral waters; radioactive mineral waters, respectively mineral waters containing radioactive elements from the uranium and thorium series.

The isothermal mineral waters (with a temperature between 34° and 37° C) and *hyperthermia* (whose temperature exceeds 37° C), also called thermominerals are not pure, but they represent different mineral concentrations of soluble salts, thus having thermal bicarbonate, sulfuric and chlorinated waters.

Romania also has an impressive number of *lakes* with a permanent character (about 3500), out of which 63% are natural and 27% anthropogenic. From the point of view of the genesis, the therapeutic lakes are liman lakes (Techirghiol), plain lakes (Amara, Slobozia, Strachina, Jirlău, Balta Amara, Campeni, Movila Miresii, Ianca and Sărat-Brăila) and lakes from the salt massifs (Sovata, Tg. Ocna, Slănic, Ocnele Mari and Cojocna - Cluj).

In Romania there is a long tradition of using *mud* for curative purposes. Depending on their content, plasticity and consistency, they can be grouped into: i) sapropelics, located at the bottom of some continental lakes (Amara, Sărat Lake and Balta Albă), of shores (Techirghiol) and salt lakes (Sovata, Ocna Sibiului) ; ii) minerals, formed by the sedimentation of the carbonate, calcium, ferruginous, sulfurous, salted salts (Govora, Geoagiu Băi, Turda, Sarata Monteoru, Săcelu and Bazna); iii) peat, representing organogenic deposits, formed by decomposing the vegetal remains on the bottom of some swamps, under the action of micro-organisms (Poiana Stampei, Mangalia, Imeni-Covasna).

Another resource is that of the *mofetic gas* emissions, which are found in the Harghita-Căliman area (at Băile Tuşnad, Borsec, Balvanyos, Buziaş and Covasna). In the composition of the skunks, from a scientific point of view, the radioactive gas radon is encountered.

The solfatars are another category of spa resource, these being natural sulfur hydroxide emissions, mixed with carbon dioxide and sometimes with radon (in special caves). The altitude carbon-sulfurous emissions, unique in Europe and used for therapeutic purposes, exist in Covasna and Harghita counties (at Turia - Pucioasa Cave is considered the largest natural skunk in Europe and has the highest carbon dioxide leakage) , Şugaş Băi and Harghita.

The therapeutic salines are an important resource, Romania having some of the largest natural salines in Europe. The speleotherapy has been described as a medical application since 1843, this being based on the beneficial effects of salt-dried aerosols and on the favorable salt regime represented by temperature, reduced microbial load and the lack of allergens in this environment.

The Black Sea seaside is also considered an important resource that is used for therapeutic purposes through thalassotherapy (the waves massage), through psanotherapy (the sand packing), through thermotherapy (walking through the hot sand), or through the marine aerosols that are formed by breaking the waves followed by the phenomenon of evaporation of seawater, the treatment consisting of their inhalation for the therapy of respiratory disorders.

All of the types of major bioclimatic factors in Europe are found in different areas of Romania. Thus, the exciting bioclimate of the steppe and the seaside is used for the helio-marine treatment, the sedative-indifferent bioclimate is recommended for the persons with over-exertion states and for the patients who cannot bear the stress of the climatic factors, the tonic-stimulating mountain bioclimate helps to improve the cardio-circulatory, respiratory activity, balancing the central nervous system, the metabolism and increasing the immune capacity, and the micro-climate of salines and caves is another favorable bioclimate in obstructive and chronic respiratory diseases.

3. The current situation of the balneary tourism in Romania

In 2018, there were 594 accommodation units registered in the spa resorts, representing 7.03% of the total number of accommodation units in the country. Regarding the tourist reception structures in the spa resort, the highest share is held by the tourist pensions (34.34%), followed by hotels (22.4%).

The accommodation capacity of the tourist reception structures in the spa resorts cumulates a total number of more than 36173 permanent accommodation places in 2018, most of them being found in the tourist reception structures of hotels (67.87%), in bording houses (11.72%) and in agrotourism pensions (5.3%). It is worth noting that, while the number of accommodation places in the hotels in the Romanian spa resorts has started to decrease since 2005, in the tourist and agro-tourism pensions it has increased.

Regarding the evolution of the accommodation capacity (in terms of places-days), in the last two decades, it has had a decreasing tendency (Fig. 1).

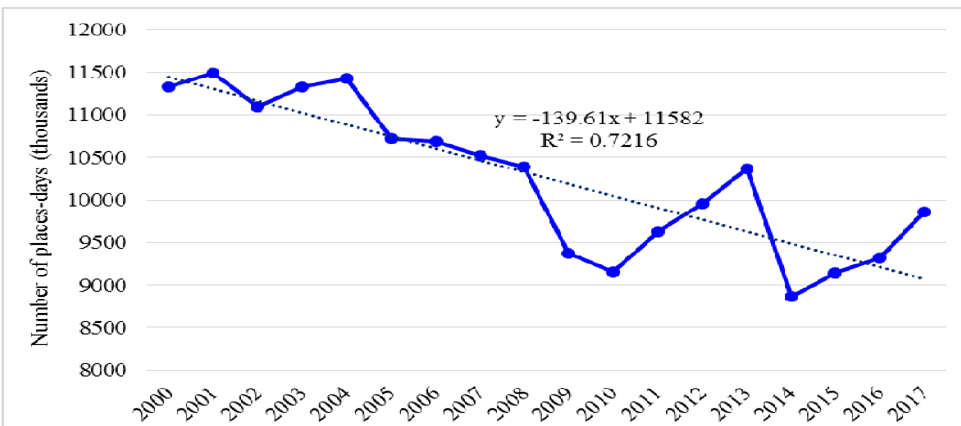

Figure no. 1 Evolution of the accommodation capacity at national level, in the spa resorts
Data source: TEMPO-online databank of the National Institute of Statistics, www.insse.ro

Starting with 2014 there is a revival of the accommodation capacity in the spa resorts, this being due both to the emergence and the development of new accommodation capacities of the type of pension (many built using the European structural funds) in the spa areas, as well as through the renovation and the rehabilitation of the already existing hotels.

The investments of the last years have led to an increase in the total number of tourist reception structures located in the seaside resorts, which reached in 2018 at 594 units, the highest number registered so far in Romania. Although realized in an unsatisfactory proportion, the investments in tourism of the last years and especially those made in units located in the seaside resorts, have led to the increase of the tourists' interest, both Romanian and foreign. Thus, the arrivals of tourists registered in the tourist reception structures in 2018, totaled 1014046 persons, increasing by 7.3% compared to 2017.

The arrivals of the Romanian tourists in the tourist reception structures with tourist accommodation functions in the seaside resorts, have had an oscillating evolution between 2000-2017, with an increasing tendency in the last 4 years. Regarding the number of arrivals of foreign tourists in the tourist reception structures with tourist accommodation functions in the Romanian seaside resorts, the situation is relatively similar, but the increases have been constant since 2010.

Regarding the overnights, they have a downward evolution in the last 20 years, with slight increases during the periods 2004-2006, 2013-2018 (Fig. 2).

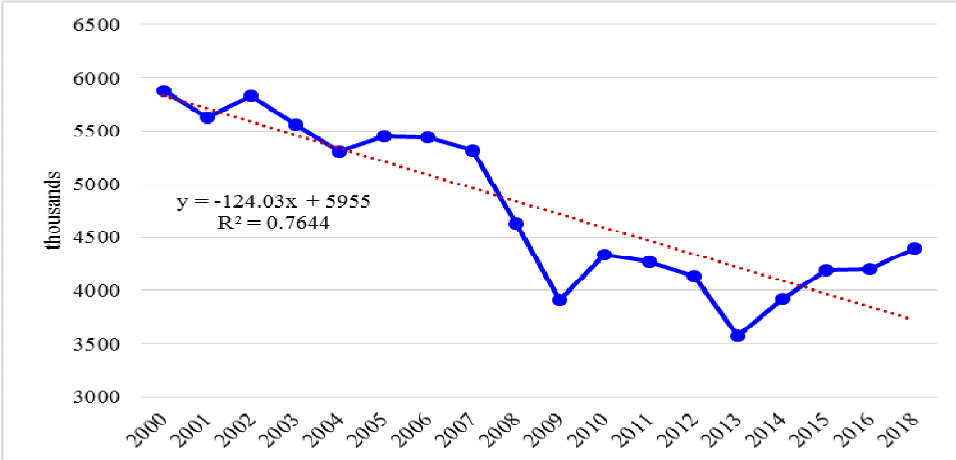

Figure no. 2 Staying overnight in the establishments of touristic reception by touristic destinations in the spa resorts, at national level

Data source: TEMPO-online databank of the National Institute of Statistics, www.insse.ro

This evolution indicates that the losses of tourists occur in the area where they spent stays that are characterized as "long", without this being from the area of persons coming with treatment tickets. But this phenomenon becomes worrying for the competitiveness of the spa sector because it may indicate that the sector loses its classic "paying" spa people (came for long cures), for various reasons (attractiveness, the purchasing power, etc.).

Despite the fact that the spa tourism remains the tourism sector with one of the longest average stays, due to the social spa system based on treatment vouchers (which requires long-term care), however, the statistical data indicate a decrease in the average length of stay in the spa resorts. This phenomenon is due to a general decrease in attendance (fewer arrivals) and not to the migration of the entire sector to wellness/short stay products.

Regarding the index of use of the capacity of accommodation in the spa resorts, this one even though it is superior to other tourist sectors in the country, nevertheless it registers fluctuations: from 45% in 2011, to 40% in 2013 and 42.3% in 2018. But the high value of the index of the use of the accommodation capacity in the spa resorts in the landscape of the Romanian tourist economy is still due to the social tourism subsidized by the state through the treatment vouchers. Therefore, the economic sustainability of the operators in the spa sector is threatened by their dependence on the persons holding treatment vouchers and who alone cannot ensure the occupancy of the additional capacities and implicitly of the income for the development of the sector. It is necessary to implement a sectoral strategy to develop the competitiveness of the sector, in particular by modernizing the treatment bases and the accommodation structures and their orientation towards wellness products.

The disparities and the regional particularities of the spa tourism in Romania since the beginning of the 21st century have been largely preserved, the development regions of Romania presenting a rather disparate picture in terms of investments that have been made in this sector of activity.

The spa tradition and the cultural-historical and natural heritage associated with it, makes the *West Region* to have an important potential in the development of the spa sector. It is the region with a great diversity of spa attractions and tourist traffic in its main urban centers, which can be used for a rapid increase of the tourist attendance of the spa sector. In which regards the arrivals in the Western tourism sector of the West Region, they have evolved close to the trends of the national level but, the nights have had a fluctuating and often divergent evolution from the tendency at the national level.

In the spa sector in the *North-West Region*, the largest share is held by the Băile Felix resort – May 1, and in this context, the spa tourism statistics at the regional level follow the evolution of this resort. In this region there is a divergence between the evolution of arrivals (which have been steadily increasing over the last ten years) and that of the overnight stays (which have a decreasing trend over the same period).

In the *Center Region*, the spa sector has the best results in the country: the arrivals and overnight stays register increases from year to year (+ 50% in terms of arrivals and + 15% in terms of overnight stays in the last ten years). In this region most investments are made in the modernization of the spa infrastructures, the resorts develop wellness products and modernized spa services, and the development of competitiveness is an objective of institutionalized cooperation of the professionals in the field (for example the creation of the first cluster in the spa sector).

The balneary tourism in the *South-West Region* is one of the best organized in the region (it has important resorts especially in Vâlcea county) and offers really complete tourism products. However, in the period 2010-2017, the tourist flows from the seaside resorts of this region showed an oscillating evolution: the arrivals recorded increases in 2011, decreases in 2012 and 2013 and increases in the period 2014-2017, while the nights have a general tendency of growth, except for the figures recorded in 2014.

Although the *South-Muntenia Region* is rich in excellent natural resources for the development of the balneary tourism (for example: the sub-Carpathian area is rich in saline and mineral waters) and in the recent years some spa infrastructures have been developed in resorts like Slănic Prahova, however, no investments have been made in the development and diversification of tourism products and their supporting infrastructure.

In this context, starting from 2012 the general dynamics of frequenting the spa resorts in this region has entered a downward slope, both in terms of arrivals and overnight stays.

The North-East Region offers wide possibilities for the development of balneary tourism, but a small part of the natural healing potential is exploited to a satisfactory level. At the level of the region for only four localities was granted the status of spa resort (Decision 1072/2013) (the area corresponding to the recreation-treatment area Nicolina in Iași municipality, Vatra Dornei municipality, Slănic Moldova city, Târgu Ocna city). Besides these tourist resorts, in the past, there were other localities that benefited from the status of spa resort: Sărata Băi and Moineşti (Bacău county), Băile Strunga (Iași county), Neguleşti (Neamţ county), Ghermăneşti- Drănceni (Vaslui county), or Cacica and Solca (Suceava county), but which, due to the failure to carry out major or even capital repairs, the malfunction of many appliances due to defective parts, the lack of qualified personnel to repair and maintain the equipment, the lack of investments for the modernization and development of the water and sewerage network in the localities, of the improvement of the road network, implicitly of the access roads, as well as other investments, led to their closure.

With all these shortcomings, the attendance of the spa resorts in the North-East Region had a general growth trend during 2010-2017.

Regarding the tourist attendance from the seaside resorts of the *South-East Region*, this also includes an important part of summer tourism on the coast (for example, the tourist attendance of the resort of Mangalia, includes a large part of the seaside tourists besides those looking for the spa offer). For the spa resort Techirghiol, the tourist attendance has a general growth tendency, both in terms of arrivals and overnight stays.

Conclusions

Tourism in general and spa tourism in particular has now become one of the most important and certainly the most dynamic sector of the national and world economy. The resources that can be used in tourism, managed in a sustainable way, through large investments with long-term orientation, based on the principles of sustainability, contribute to ensuring prosperous and equitable regional development.

Necessary in satisfying the vital requirements of the modern man, determined by the evolution of the living conditions and the health of the population, the trips for treatment and recreation are among the main tourist destinations in all regions of the world. With a wealth of natural cleansing factors, Romania can become one of the most important destinations in the international spa tourism.

Romania has important natural factors of cleanliness, with great diversity and even uniqueness (skunks), with an exceptional potential around the seaside resorts (parks and nature reserves), with seaside resorts with a great historical value.

Currently, out of the number of tourists arriving in the spa resorts (about 1000000), the largest share is of those arrived through the National Pension House (about 65%).

The foreign tourists are constantly at 10% of the total tourists and most of them come from the European Union. However, we notice the increase in the number of foreign tourists and the Romanians arrived through the tourist agencies, in the resorts where major investments were made (Băile Felix, Sovata, Tuşnad, Ocna Sibiului, Slănic Moldova, Covasna, Vatra Dornei, Buziaş, seaside, etc.).

The regional disparities are maintained in the spa tourism sector.

În ultimii ani a crescut paleta programelor de wellness şi numărul solicitărilor pentru acest tip de vacanţe în staţiunile balneare (tendinţă pregnant de altfel şi pe plan european) şi se conturează "nişe" clare ale celor care sunt interesaţi de întreţinerea sănătaţii proprii şi doresc infrastructură şi servicii de calitate superioară, comparabile cu cele din tările europene.

In the last years, the range of wellness programs and the number of requests for this type of holiday in the spa resorts has increased (a clear trend also on European level) and there are clear "niches" of those who are interested in maintaining their own health and want infrastructure and high quality services, comparable to those in the European countries.

In order to increase the competitiveness of the spa tourism it is necessary:

i) the elaboration of a strategy for a more efficient promotion of this sector of tourism that will highlight the unique tourism products;
ii) the creation of a public-private partnership in which the private sector plays a decisive role;
iii) the initiation and the development of thermal clusters according to the European success model;
iv) the implementation of quality standards recognized at the European level for the access of foreign tourists through the Private Health Insurance Houses or the Private Pension Houses; and others.

The efficient exploitation of Romania's exceptional natural and anthropic potential implies an effort and an important investment support directed, both to the tourist field and to the collateral areas that have direct or indirect influence on tourism.

By facilitating the entry of more investors into the market, globalization has imposed a competitive pressure that has often led to accelerated progress in many areas, including tourism.

The development of tourism in general and of the spa in particular, has positive effects and contributes to the increase of the gross domestic product, the increase of the volume of sales, the creation of new jobs, the increase of the revenues in the state budget, the improvement of the balance of payments, the improvement of the quality of life.

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ENHANCING THE VIABILITY OF FARMS BY PROMOTING INNOVATIVE AGRICULTURAL TECHNOLOGIES

Georgiana-Gabriela, Iacobuță[1]

Abstract

Support for investments in innovative physical assets in the field of agricultural production, processing and agricultural and forestry infrastructure will improve the economic performance of exploitations, including fruit trees, and lead to obtaining high value processed products. In agriculture, support will mainly focus on the use of plant varieties more suitably suited for drought, more productive livestock breeds, efficient and modern technologies, innovative facilities. In the agri-food processing sector, those technologies and equipment of an innovative character will be encouraged, which will lead to the wider use of modern technologies.

Innovation remains the key principle of LEADER and, as the approach is developed, support for a wide range of innovative actions based on community needs will be strengthened. LEADER will encourage LDS promotion of projects, focusing on the identification of innovative solutions at local level.

Keywords: Infrastructure, rural communities in Romania, strategy, LEADER instrument

Agriculture is the main economic activity in the LAG territory, but its productivity is reduced due to existing conditions:

- lack of jobs at the level of the territory;
- non-familiarisation of agricultural producers with new technologies.
- low profitability due to land fragmentation, small production units, reduced mechanization;
- lack of a support system for the implementation of agricultural marketing and management concepts;
- equipping with equipment and machines are insufficient.

Many farmers have production systems based on obsolete, poor quality mechanisation and inadequate buildings / facilities. Also, agricultural product processing needs investments to create new processing capacities, upgraded equipments and technologies, technological flows to meet new community standards and improve productivity.

The Local Development Strategy of the DBSW Micro-Region aims to support small and medium-sized farms to harness their potential and become competitive. Priority will be given to livestock investment, fruit growing / fruit trees, apiculture and vegetables cultivation in greenhouses and solariums. These sub-sectors have a great potential in the territory and need investments in modernization and construction of facilities, equipment, machinery, means of production, etc. To improve standards and reduce GHG emissions, zootechnical farms will need to improve manure management.

Also, Dâmbovița South-West Micro-region LAG will support and prioritize farmers who modernize their holding to participate in a quality scheme, especially those who attest a traditional product, thus encouraging farm processing and marketing of local food. Priority will also be given to investment in processing units for milk, meat, fruit and vegetables.

The use of innovative technologies is reflected in socio-economic and environmental effects, such as: increasing production, reducing fuel consumption, improving working conditions for farmers, maintaining soil structure, preserving and improving soil characteristics, significantly reducing the risk of erosion, the increase of the soil water reserve, etc.

In general, agricultural activities are performed fragmented, on small, family lands, in private, with a fairly low yield from lack of access to new knowledge and production technologies (lack of information, lack of funds). There are no local brands and the processing of agricultural products is low.

[1] Ph.D.. av.

The number of agricultural associations, milk collection centres, meat and vegetables treating and processing centres is low in Gura Şuţei, a milk collection centre in Mogosani), agriculture being further developed in individual agricultural farms (traditional type).

In agriculture the number of employees is reduced, the population in the villages being occupied in agriculture organized in individual agricultural households, namely subsistence farms that produce agricultural (vegetal and animal) products for their own consumption or for the sale of agricultural products (milk, vegetables, cereals, fruit) on the market in the towns of Târgovişte, Titu and Găeşti. Agricultural own-account workers or unpaid family help predominate.

Small farms from the Dâmbovița South-West Micro-region LAG's territory need support to become viable and market-oriented. To capitalize the potential of these farms, modernization investments such as construction, equipment, machinery, post-harvest facilities, access roads, means of production, etc. are needed.

This will improve cost efficiency, income diversification, increase work productivity and achieve quality standards.

The technical level of equipping existing agricultural equipments in the small farms in the DBSW Micro-region is insufficient, is not adapted to the production conditions and is not able to ensure the mechanical work in the optimal periods provided by the crop technologies. Existing capital is characterized by a high degree of wear, both moral and physical.

It is also necessary to orientate the farms production profile in line with the potential of the existing natural resources according to the zoning of the production and to promote the agricultural / food production with high added value (increase of the animal production, the production of vegetables and fruits, etc.), in order to increase the agricultural labour productivity and employment.

There is a need to diversify crops, especially vegetable crops, to meet market demands by diversifying the assortment range of production throughout the year and by improving marketing activity.

Meeting agricultural quality standards, environmental protection, hygiene and animal welfare standards is a prerequisite for market access to sustainable agricultural products, especially those from small livestock farms.

Farming also requires investment support to improve sustainability, adaptation to climate change, water protection and soil management.

There is a need to make energy consumption more energy efficient at farm level. Orientation to a more efficient consumption can be achieved by promoting the production and use of renewable energies based on the recovery of waste from agriculture and forestry.

The structural problems of agriculture in the area, the effects of climate change and the low degree of adaptation to market requirements can be addressed through innovative solutions that support the specific needs of farmers to increase agricultural productivity and resource efficiency.

The application and correlation of research and innovation results can be the solution to solve major agricultural problems such as the effects of climate change, varieties adaptation, conservation and improvement of soil characteristics, significant erosion risk reduction, and increase of the water reserve in the soil as a result of low soil work.

Implementation of innovative technologies also results in socio-economic and environmental effects such as: increasing production, reducing fuel consumption and improving working conditions for farmers.

In DBSW Micro-region LAG's territory there is a need for investment in the processing sector, particularly in the small-scale production of individual farms, to overcome the shortcomings of adapting to EU standards (food safety and traceability), increasing the share of processed products with high added value on the market. Thus, an increase in added value in sectors such as livestock farming or horticulture is essential.

The types of investments that need to be implemented consist of modern production areas and technologies to increase efficiency and productivity, as well as the development of new local products and brands.

Also, supporting marketing actions and improving strategic business planning and resource management leads to a strengthened approach in a competitive way.

The promotion of technological and organizational innovation must be encouraged for those agri-food products for which the local offer is relatively small compared to the existing potential, thus contributing to the growth of jobs.

The sustainability of investments in the processing sector is conditioned by a close correlation between the production potential and the raw material processing capacity, an integrated and complementary local approach being needed.

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QUICK ANALYSIS OF ROMANIA'S ECONOMY

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Abstract

This paper purpose is to present a quick analysis of the Romanian economy starting from the post-modern history of Romanian economic cycles, referring to the period 4th quarter 1999 – 2nd quarter 2019. The results of the analysis is the signal upon the following period which may reveal the start of another economic cycle for Romania.

Having into consideration the direction pointed by the indicators but also the global context, the policy-makers intervention should be as timely, visible and effective as possible.

Key words: economic cycle, downturn, recession

J.E.L. classification: E60

1. Introduction

Along the time, economies have experienced a series of economic cycles. Starting from the roots an economic cycle is defined as a series of ups and downs and has the following phases:

- ✓ Expansion - recovery it is the part of the cycle that is characterized by an economic improvement, manifested through positive growth of gross domestic product.
- ✓ Peak - this phase is generally revealed through peak of gross domestic product, high inflation and low unemployment
- ✓ Contraction- it is defined as a drop of economic output. If for two consecutive quarters gross domestic product decreases, this is considered an economic recession.
- ✓ Trough (lowland).

Bellow there are presented a list of key economic indicators used to assess the business cycle status for an economy:

- ✓ Primary economic indicators:
  - Gross domestic product is considered the main indicator of the economy business cycle
  - Inflation
  - Unemployment
- ✓ Other economic indicators: factors as hyperinflation, stagflation, stock market crashes and unbalanced interest and inflation rates. An example in this regards is represented by the 1929 stock market crash which was the trigger for the 1930s Great depression.

2. Case study – Romania

Based on the economic research, it was observed that Romania has experienced two economic cycles since the modern era began (after the World War II):

- The period 1990 – 2000 is was considered a transitional period to the market economy
- First economic cycle was assessed in the period 2001- 2008
- Second economic cycle was observed in the period 2009 – 2018

The figure presented below highlights the three different periods, evidencing also that the economy is in the last phase of the economic cycle, raising a warning signal upon the following period. This assumption is sustained by the pace of growth which diminished significantly starting with 2018. Annual growth of gross domestic product per capita decreased by 38% in 2018 related to 2017.

This is one of the signals which suggests a close monitoring of systemic risks.

[1] *The Institute of Economic Forecast, Ionitarodica.oana@yahoo.com*

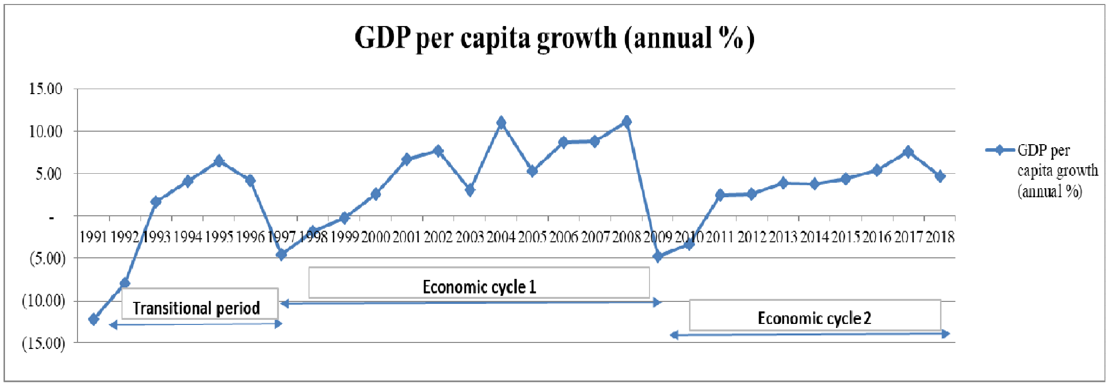

Figure no. 1 GDP per capita growth, Source World Bank Database

The Table no. 1 presents few statistics of gross domestic product for each of the three periods. It shows also the year when the minimum level was reached which may indicate the start of the economic cycle. The year when the maximum level was reached illustrates the peak of the economic cycle and is followed by a contraction of the economy.

Therefore the expansion of the transitional period started in 1991, continued to growth in the period 1992- 1995, reached its maximum in 1996 and started the contraction in 1997.

Economic cycle 1 started the expansion in 2003, experiencing the peak in 2004, thus being followed by a contraction of 52% of gross domestic product in 2005.

Economic cycle 2 reached its minimum level in 2009, started to grow until reached the peak in 2017, followed by a 38% drop in gross domestic product in the next year.

Table no. 1 Gross domestic product per capita

Column 1 title (Times New Roman, 10 pts., bold, centered)	**Transitional period (1990-2000)**	**Economic cycle 1 (2001- 2008)**	**Economic cycle 2 (2010 -2018)**
MIN GDP PER CAPITA	(12.16)	3.08	(4.73)
MAX GDP PER CAPITA	6.45	11.14	7.62
AVERAGE GDP PER CAPITA	(0.77)	7.81	2.68
YEAR OF MINIMUM GDP PER CAPITA	1991	2003	2009
YEAR OF MAXIMUM GDP PER CAPITA	1995	2008	2017

Source (Eurostat database, own analysis)

3. Data

In order to analyze the mentioned facts, we collected a dataset for the period 4th quarter 1999 – 2nd quarter 2019 of macroeconomic and financial indicators.

The indicators collected from Eurostat Database have quarterly frequency, while the indicators collected from World Bank Database are annually collected.

Table no. 2 Indicators collected

Current number	Type (macroeconomic/ financial)	Name	Source	Frequency
1	Macroeconomic	Real effective exchange rate	Eurostat Database	Quarterly
2	Macroeconomic	Exports of goods and services	Eurostat Database	Quarterly
3	Macroeconomic	Imports of goods and services	Eurostat Database	Quarterly
4	Macroeconomic	Terms of trade	Eurostat Database	Quarterly
5	Macroeconomic	Current account balance in % of GDP - quarterly data	Eurostat Database	Quarterly
6	Macroeconomic	Capital account in % of GDP - quarterly data	Eurostat Database	Quarterly
7	Macroeconomic	Volume index of production	Eurostat Database	Quarterly
8	Macroeconomic	Government consolidated gross debt	Eurostat Database	Quarterly
9	Macroeconomic	Net external debt in % GDP	Eurostat Database	Quarterly
10	Macroeconomic	Unemployment rate	Eurostat Database	Quarterly
11	Macroeconomic	Inflation, consumer prices	Eurostat Database	Quarterly
12	Macroeconomic	Gross domestic product per capita	World Bank Database	Annually
13	Financial	Domestic credit provided by financial sector (% of GDP)	World Bank Database	Annually
14	Financial	Bank capital to assets ratio (%)	World Bank Database	Annually
15	Financial	Interest rate spread (lending rate minus deposit rate, %)	World Bank Database	Annually

Source (Eurostat database, own analysis)

The analyzed indicators were grouped in the following five categories in order to highlight the worsening of macroeconomic situation of the analyzed economy:

a. Indebtedness

High indebtedness (leverage) periods are characterized by significant increase in loans volumes and also of the external and government debts of the country.

Moderation of industrial production growth combined with the increase of public and private debt level draw attention against the accumulated vulnerabilities inside the economy. High leverage taken by the public and private sector reveals also another risk which may contribute to the

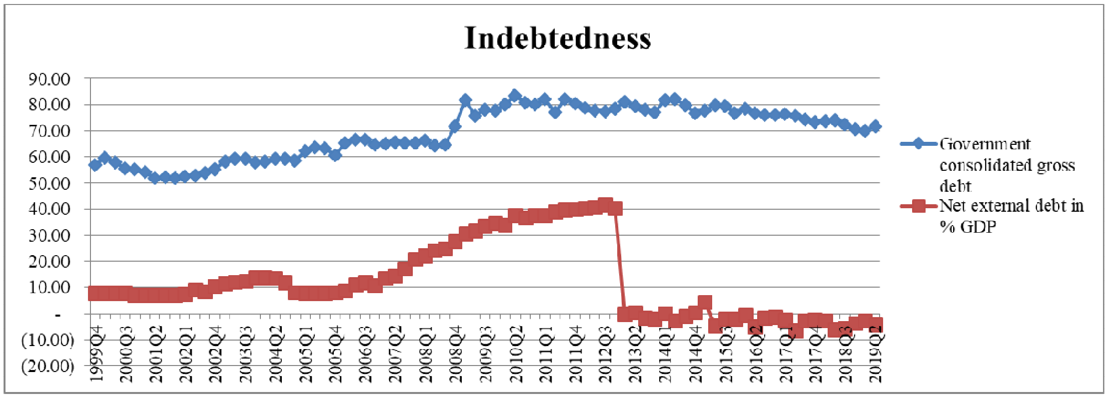

Figure no. 2 Indebtedness, Source Eurostat Database

The evolution of domestic credit provided by financial sector as weight in gross domestic product indicates the placement in the last phase of financial cycle expansion. This impose an effective monitoring of systemic risk.

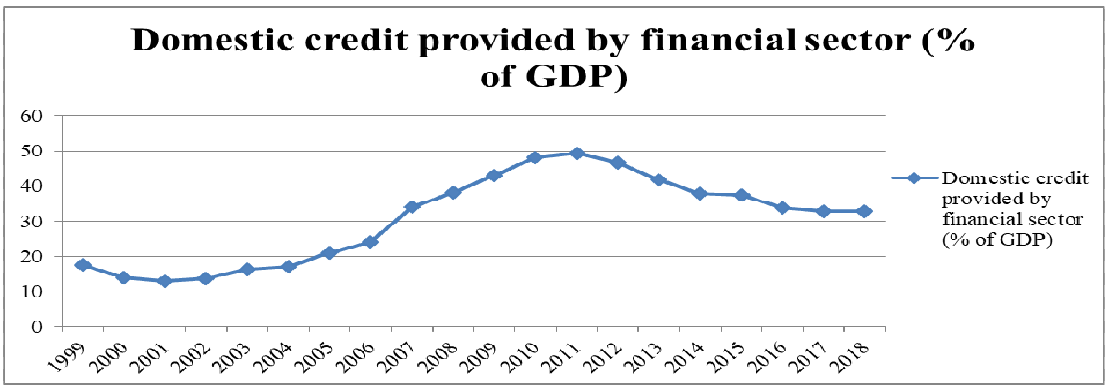

Figure no. 3 Domestic credit product provided by financial sector, Source World Bank Database

b. Monetary policy

An appropriate monetary policy has a key role in obtaining and maintaining financial stability of the economy within its objective of maintaining price stability, focused on inflation rate and unemployment rate.

If at the end of financial year 2018 inflation rate situated in the interval of variation established by National Bank of Romania, it continued to growth in 2019, reaching the level of 3,49% as of September 2019, the target for 2019 being 2.5% with a variation of +/- 1%. Unemployment rate continued to improve, reaching the minimum level of 3.8% in March 2019.

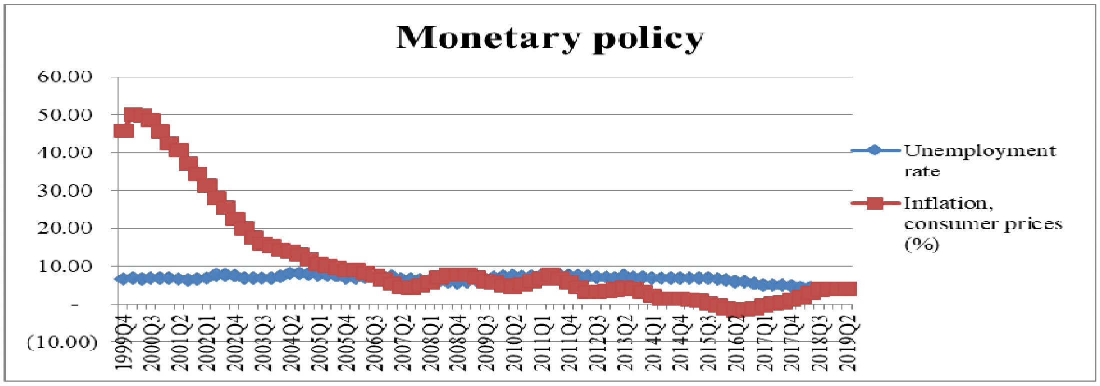

Figure no. 4 Monetary policy, Source World Bank Database

c. Current account

Current account status of a country represents a measure of international competitiveness. As a consequence of an economic downturn, its international competitiveness decrease, exports volume can be diminished as a result of over-valuation of local currency, imports volume increase significantly, while the weight held by current account in gross domestic product decrease as a result of lack of capital inflows.

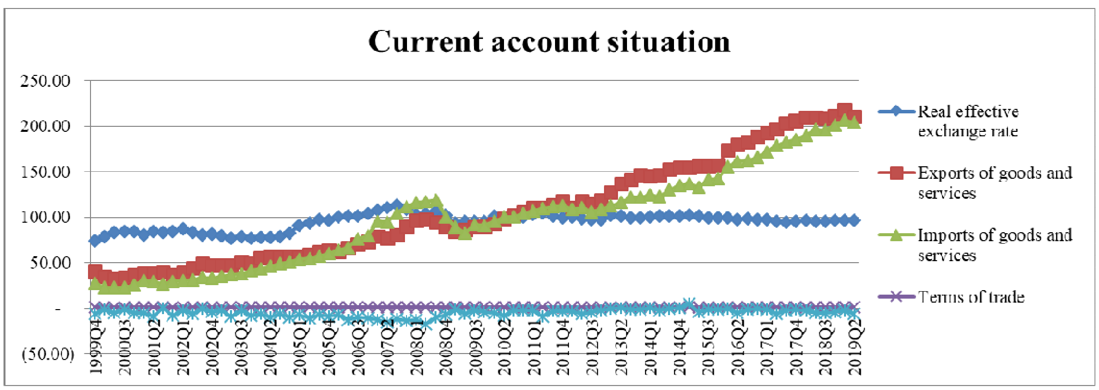

Figure no. 5 Current account situation, Source Eurostat Database

d. Capital account

The weight of capital account in gross domestic product registered a minimum level of -2.4% on 2nd quarter 2006, this level never being reached again. After the recovery of the last economic crisis, the weight of capital account in gross domestic product continued to rise, reaching the maximum level in 1st quarter of 2014 of 5.5%. This period was followed by a deep reduction up to the level of 0.6% in 3rd quarter of 2017.

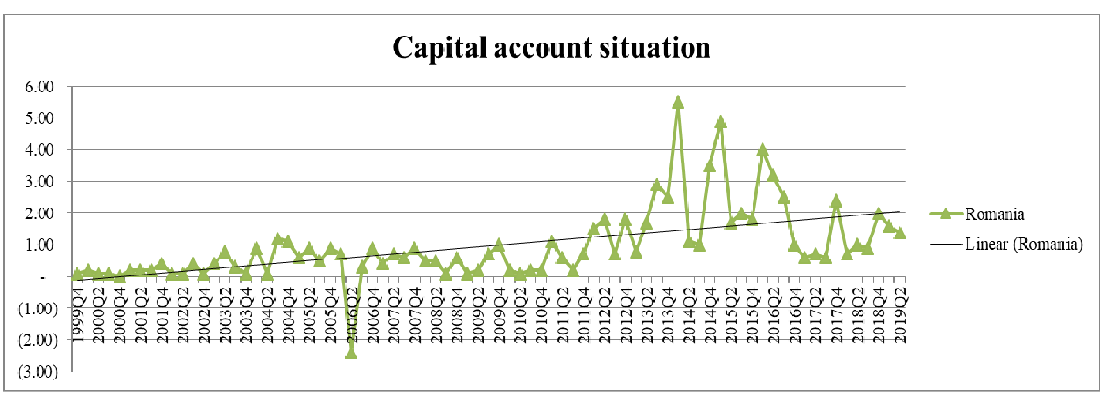

Figure no. 6 Capital account situation, Source Eurostat Database

e. Slowdown of economy

The economic downturn is revealed through the significant decrease of industrial production volume and also through the increase of interest rates level.

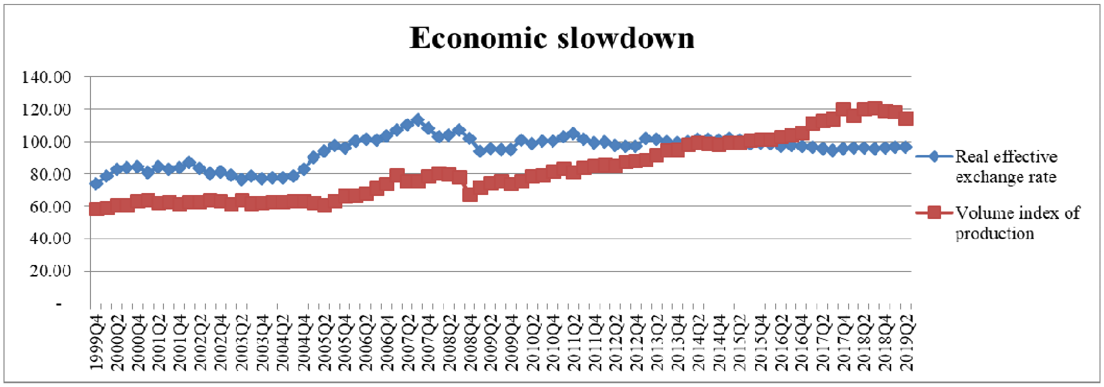

Figure no. 7 Economic slowdown, Source Eurostat Database

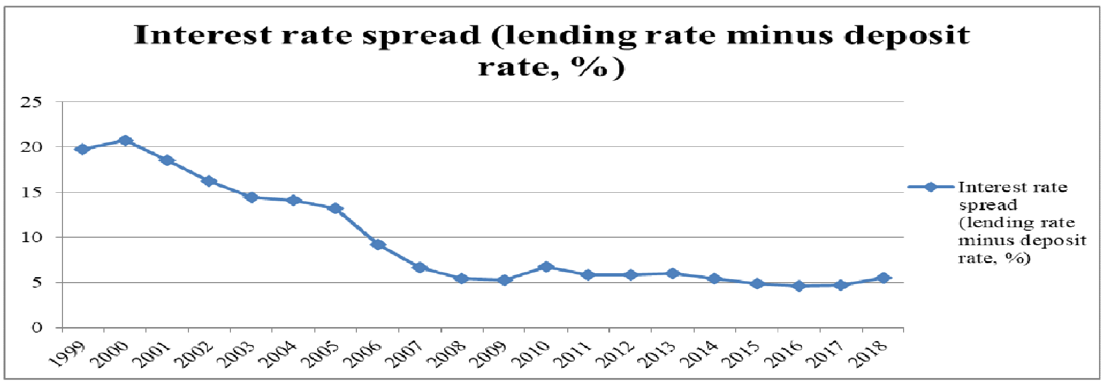

Figure no. 8 Interest rate spread, Source World Bank Database

5. Results and conclusions

Domestic economic tensions should be monitored together with the increase of external vulnerabilities as trade tensions between USA and China, uncertainties regarding the process of Britain exit from European Union (BREXIT) and reappraisal of the Euro Area sovereign debt increase. There aren't considered any significant negative effects upon Romanian economy due to BREXIT because of the low trade relations and insignificant presence of Britannic credit institutions in Romanian economy. Anyhow indirect negative effects are expected through the increase of risk premium as a result of lack of investment confidence. These may contribute to the increase of risk investor aversion on international financial markets.

All these elements highlight once again the need to maintain internal economic balances within adequate limits, but also to diminish the uncertainty associated the policies implemented in order to avoid the deterioration of the investor confidence.

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THE ROLE OF CONTROL IN DEVELOPING PERFORMANCE AND IMPROVING PRODUCTION

Abd Al Kareem Al Qaisy[1]

Preface

The legislator has granted the administration broad powers and privileges to perform its tasks and functions assigned to it.Therefore, this led to the high legal status of the administration and in the face of others within the entity of the state or its clients, where it has the ability to implement its decisions voluntarily or compulsion to achieve the high goal which is the interest of the public.The administrative decision is illegal if it is issued in order to achieve a goal other than the public interest, and this is known in the administrative judiciary as the defect of deviation in the use of power or exceeding it.

However, granting the administration these privileges to enable it to achieve its objectives of good operation of public facilities requires its commitment to the restrictions imposed by law on its freedom to exercise these means, including the law requires it to take certain measures when exercising a privilege or competence, and must The aim of these restrictions is to create a kind of balance between the freedom of the administration and its broad powers and the rights and freedoms of individuals and to protect them from the tyranny, control or bias of the administration. For these administrative decisions issued by the public administration are subject to the discretion and restricted competence and must be reconciled in the public interest.

The absolute authority of the administration may lead to major administrative corruption and abuse of the public money on the one hand and the rights of individuals and the violation of their legal or financial positions on the other, hence the importance of controlling the actions and actions of the administration, the most important of which is administrative and judicial control as means to ensure compliance. Administration for its privileges and non-delinquency to the public good.

Administrative control is basically self-censorship and includes all the main things, the most important of which is to ensure that the objectives set out in the plans, policies, and instructions directed are implemented accurately and efficiently and that the results achieved correspond to what the administration expects, as well as the disclosure of the obstacles that may intercept scoring goals, or lead to deviations.

The importance of oversight lies in maintaining public funds, fighting and preventing financial and administrative corruption, and promoting public accountability, transparency and integrity to serve the nation and citizens.

International constitutions, including the Jordanian Constitution of 1952 and its amendments, provided for the establishment of administrative courts as well as administrative control departments such as Integrity and Anti-Corruption Commission and the Office of Grievances, which is a feature of the state of law. Experience has shown that these institutions have a set of positive aspects that have opened the signs of the new era in the international community.

In our research, we considered the study of the administrative control system as one of the functions of the administration because of its great importance at the level of management and its decisions, it is an organized administrative activity, concerned with supervision, follow-up and measurement of performance, based on the plans and the objectives and the

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resulting policies and programs of action, with the aim of detecting the nationality of Weakness and imbalance to treat it first and foremost and to correct it and avoid repeating it.

First: The importance of research

The subject of censorship is one of the most important topics affecting the organizations of the private and public sectors of the state in this era, it is necessary to protect it and continue its work through the detection and treatment of errors, and to identify the shortcomings and propose appropriate solutions, hence the importance of the study of the importance of the subject itself and the need for it, The topic of the research focuses on the effectiveness of oversight and its role in achieving the desired goals and objectives, in order to develop performance and maximize production with the work of these facilities, as this study derives its importance through the scientific and practical addition that we can reach and make the necessary recommendations to raise the Efficiency, methods, and effectiveness of control

Second: The purpose of the study

Each scientific study or research has a goal or objectives that the researcher seeks to achieve through his interest in the phenomenon studied and summarizes the following:

-Implementing the objectives of the plan at the highest possible end.

-Identifying the general concepts of administrative control to ensure the validity and legitimacy of administrative work.

In order to correct the discovered errors and deviations and are considered as a permanent activity aimed at the careful follow-up to achieve the tasks and implement them to the fullest, so as to ensure the good performance of the functioning of the facilities, and to exercise full supervision of them prevents their deviation, and secure the legal system to protect the rights of others and the public interest, Internal or external control is one of the main pillars that must be exercised with high efficiency, to prevent abuses, mistakes, and sanctions, and on the other hand must take measures of motivation and reward.

Third: The problematic study

The importance of cooperation between the public and private sectors has increased in many areas, and increased financial and administrative corruption, especially in public administration, with the expansion of state activity to include all areas, and this led to the need to be strong and effective management, in order to be able to provide the greatest amount of services and the highest quality The less expensive and the more effective the oversight function, the closer the department is to achieving its objectives with high productivity, efficiency and integrity.

From this point of view, the problem of the study is concentrated in the following main question:

How effective is administrative control practice disanointing public and private facilities?

To answer the main problem, we ask the following questions:

What is the concept of administrative control?

How important are regulatory bodies in developing the administrative performance of the public facility?

What are the methods of exercising administrative control over public facilities?

Fourth: Research methodology

In our study, we have followed this descriptive-analytical approach, which is justified in being appropriate to this study, through extensive explanation that explains the role of effective administrative control over public and private facilities in the development of their performance, and work to dismantle these concepts by placing them in a set of titles that are useful The purpose of the study, therefore, is the descriptive-analytical approach, which is based on the study of the subject, as it actually exists and is concerned with an accurate description by explaining the role of this organ, the nature of its work and the procedures for applying and implementing the terms of its supervisory competence by reference to legal and regulatory texts.

Fifth: Reasons for choosing the topic

Our choice of the subject of the study was for two reasons, personal and objective:

1- Personal reason:

That the choice of the subject of the study for my personal conviction that administrative activity should be carried out with integrity and transparency when dealing with the subject of censorship, as it has become one of the foundations or solid systems on which the modern democratic state should be based, and that the researcher's sense that the responsibility for the success of the process In order to build a clear vision of individuals in society by creating a knowledge framework on the subject of censorship, the various methods and types of their impact on the level of organizations or public facilities are very important for the community.

2- Objective reason:

The firm desire in our research on the subject of administrative control is to reveal the effectiveness of the methods used at the level of public facilities, and the extent to which the laws, instructions, and directives issued by public authorities are applied, in order to detect the obstacles that cause the reduction of the application of an effective control system, from In order to preserve public money and reduce the manifestations of administrative corruption, the subject of censorship is at the forefront of the entire administrative process in various countries of the world.

Sixth: Study difficulties

The difficulties of this study are mainly that when I try to conduct practical research in some organizations or public facilities and try to take a sample to study it with regard to administrative control, I have not been able to obtain it, as this information is confidential and private and cannot be accessed and requires approvals. From the higher authorities.

Seventh: Search Plan

The research plan (the role of administrative control in improving performance and improving production) will be as follows:

Progress:

Part 1: The concept of administrative control, its importance, its relation to decision-making and its types

Chapter 1: The concept of administrative control and its importance and its relation to decision-making

Chapter 2: What are administrative control and its relationship to decision-making

Part 2: Types of administrative control steps and features

Chapter 1: Types of Administrative Control

Chapter 2: Steps of Administrative Oversight

Chapter 3: Features of the effective control system and its role in improving performance .

Conclusion, results, and recommendations

Introduction

Administrative control plays a key role in the development of the performance of public and private organizations, through its various means, through which the director can know the path of implementation of plans and achieve the goals, so that it can perform the functions of management properly by guiding subordinates and supervision They must qualify them or punish them accordingly or modify the plans to suit the reality and be enforceable, all under the guidance of the effective control system.

The existence of a well developed regulatory system applied in the organization leads to the development of the overall performance of the organization and improve and maximize production, as well as to control expenditures in its items without waste of money without any attention, hence the subject of administrative control, its concept and importance and many topics that fall within this topic.

Administrative control is a self-censorship carried out by the administrative authority through the allocation of a unit or department that performs the function of controlling its work in order to correct or review errors that have occurred or may occur in it either to modify, cancel or withdraw, and is carried out by the administration either on its own or on the basis of grievances from It concerns them whether you submit to the decision-maker or the president of the latter or a special committee.

Oversight is considered an element of the administration and one of the important responsibilities of the administrative leader, and he must prepare a system of effective control so that he can achieve under this control a high degree of system, and be able to achieve the objectives desired within the framework of the sequence of administrative levels within the administrative organization, because Every leader or manager of an administrative unit is accountable to the higher authority, i.e. the boss who can supervise him.

Part 1: The concept of administrative control is important, its relation to decision-making

The main function of administrative control is to measure and correct performance to ensure that the goals have been achieved (1), and that the plans have been properly implemented. In accordance with the established criteria(2) control is also known as the authority and influence through which to determine how to complete the work (3) and it is also a tool to measure the performance of subordinates and correct them to ensure the achievement of the goals.

Censorship in this sense assures each official that what has been done is what has been done as planned (4).

It is clear from these concepts that censorship is an important system that helps the administration to achieve the goals and objectives set out in the plans, and helps it to detect any deviations and thus enable it to correct them and make the work of the organization work properly that achieves the desired objectives.

The administrative control process is one of the important and basic functions of management, through which we can identify that the work and activities that are implemented are carried out as planned by the administration, and that the modern state has become managed through public facilities that have become the backbone of the life of society, where it performs a lot of Services to citizens, therefore it has become necessary for these institutions to conduct well-defined plans and studies, and it is necessary for competent authorities to ensure the validity of the implementation process and adherence to existing policies and plans, in order to reduce the imbalance and deviation that may be caused by the stages of administrative work, To remedy the imbalance at the time, while not allowing administrative work to deviate from the limits and policies set for it, and to find the necessary solutions to the deviations and reasons that led to this.

Accordingly, we will divide this part into two chapters and several lessons as follows:

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[1] - Mahmoud Assaf and Abdel Moneim Salameh, Management and Management Assets, Cairo, Ain Shams Library, 1978 p. 383

[2]Mohammed Shalsh and Nazim Haidar, The Entrance to business administration, Damascus Press, 1963, p. 28

[3] -Charles,p.BoniniJ.Managment Control(N.Y.McGRAW Hill Book Co.m1964).p.299

[4] Abdul Ghafoor Younis, Entrepreneurial Organization, (Cairo: House of Knowledge 1965), p. 196

Chapter 1: Definition of Administrative Control

Researchers in the public administration are interested in studying and analyzing many of the administrative issues and problems and the role of administrative control in achieving the planned goals with a high degree of efficiency and productivity of public organizations or facilities of all kinds and activities, the administration is only an activity seeking towards Achieving effective cooperation and coordination between the various efforts made in the Organization in order to carry out the objectives that have existed to achieve them due to the importance of oversight and its role in achieving effectiveness at the management point, as well as jurisprudence

Great efforts in trying to define and understand administrative control, but these attempts have dispersed and differed over the identification of the clear and persistent, the difference between the angle that is being studied by all of them. Therefore, the definition of a body of law and opinions is one of the most difficult, so the definitions of censorship are numerous, through the statement of definitions and opinions in which they are said, as they are known to be: Follow-up to the organization's workers in order to implement the objective plan, and to make its work first and then to achieve the objectives established by the organization in the best possible way and in the shortest time, with the greatest accuracy and the least possible errors(1)." Like i knew it was: To check that the execution is carried out in accordance with the planned and the instructions issued, and to detect and treat weaknesses and deficiencies and prevent their recurrence(2).

How we verify the commitment of the management of the institution to laws and regulations, detect and re-correct deviations and analyze their obstacles, and seek to remedy them to avoid them happening and exceedthem in the future.

Chapter 2: The importance of censorship and its relationship to decision-making:

The elements of the administrative process are closely linked to each other and integrated, mainly related to the planning process, as the control process means a set of works that aims to review what has been done and measure what has been achieved compared to the objectives set by the plans, and then take the necessary actions, To correct the course of any deviation from the plan (3).

Administrative control is important in most areas, both in the public and private sector, for several reasons:

1. Preventor repeating mistakes
2. Ensure that the work is properly conducted as planned.
3. Encourage administrative success.

Based on the results of the control, the decision-maker can make the necessary decisions to correct the course, if the defect is due to the method of planning and misestimating and setting goals such as subjective or realistic, the decisions must be issued so that they become realistic decisions and can be implemented, but if they The plans and the objectives they contained are correct and realistic and proved that the defect of subordinates, requires the President to make the necessary decisions whether it relates to the training and rehabilitation of subordinates or the issuance of disciplinary sanctions as appropriate.

If the President finds through regulatory reports that the imbalance is due to regulatory reasons, such as overlapping terms of reference or lack of sufficient powers commensurate

[1]Dr. Ahmed Hafiz Najm, Principles of Public Administration Science, Arab Thought House, 1997, p., 267.
[2]Mohammed Hassan Al-Juhri, Public Sector Investment Projects Control, ID Facility, Alexandria, 2007, p. 46
[3]Dr. Al-Quraiti, Mohammed Qassem, Principles of Management: Theories, Processes and Functions, Second Edition, 2004, p. 157

with the responsibilities to be fulfilled, he needs to make regulatory decisions to address the regulatory imbalances and gaps (1).

It may be clear through the regulatory system that the imbalance is not due to the previous reasons, due to the traditional management pattern such as the existence of problems between the subordinates themselves or with their boss, so the decision to send them to specialized courses to inform them of the best way to deal with each other, and to indicate the need to abide by the principles of work.

Part 2: Types of administrative control and its steps and features.

Administrative control is divided into different types as well as going in specific steps, so we will divide this part into two chapters deal with the first types of control and the second steps.

Chapter 1: Types of Administrative Control

1- Control according to standards:

It includes procedure-based control and results-based control.

- Supervision based on procedures: focuses on the actions of the employees as well as those issued by the units of the public administration, and not on the final results achieved, so that it measures these behaviors and conforms them to laws, regulations, rules and procedures.

- Results-based control: This type of control does not focus on the actions of administrative units, but is based on measuring the final results of the activities of public organizations according to objectively measurable criteria.

Censorship by its location of performance:

-Previous (preventive) control: its goal is to perform well or to ensure compliance with the provisions of the set of legal rules when issuing decisions or implementing procedures, and aims to implement administrative decisions correctly and effectively.

-Subsequent control: it is called documentary control, and it does its work after the issuance of administrative actions and decisions, so it is of a corrective or corrective nature.

1 -Censorship according to its sources:

-Internal control: represents the types of control exercised by each public organization itself on its actions and activities and at all levels of the organization to control its procedures and correct the violation of the group of rules and laws related.

- External control

It is considered complementary control to internal control, and the habit is comprehensive and not detailed and practiced through independent and specialized organs, which ensures the assurance that the administrative body of the organization does not violate the total rules and procedures, and usually follows the higher management to ensure that the executive bodies do not interfere with their work, and try Influence them, however, the control systems suffer from the resistance of their workers, due to many factors, the most important of which are:

Excessive control: Employees usually accept a certain degree of control, if they increase it, result in their rejection.

Inadequate focus: Some regulatory systems often focus on topics that do not agree with the views of employees.

The imbalance between responsibilities and powers: Employees sometimes feel that the responsibility placed on them exceeds the powers granted to them and at the same time the regulatory system may require detailed control of all the work molecules, which is negatively related to the acceptance of employees and the response to the regulatory systems.

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[1]Dr. Al-Quraiti, Mohammed Qasim, previous reference, p. 385

The imbalance between return and costs: Inadequate salaries and bonuses received by employees may be one of the reasons for their resistance to these regulatory regimes.

Lack of impartiality may result in non-neutral regulatory systems being not accepted by employees1.

Chapter 2: Control steps: Censorship includes three basic stages (2): see Figure (1)

1- Determining criteria: are the measures that are used to measure actual results i.e. it is the means by which one thing is compared to something else and these criteria may be physical as they are considered as certain points or measurements chosen to indicate the completion of the program or plan in question so that the measurement Performance through it gives the leader a specific picture of the progress of the work and the performance criteria vary according to organizational levels, these criteria are:

A. The amount of work to be done

B. His level of quality

The time needed for his performance

The most important precautionary measures that must be taken into account when setting the regulatory standard:

1- It is well formulated and cannot be questioned.

2- To be designed and built on the comparative analysis carried out by the institution in advance.

Types of criteria:

1- Standards according to activity and divided into:

- Input criteria
- Output standards

Input criteria:

- These are standards designed to measure performance results in terms of time, cost, quantity and quality.

1-4- Time Standard: Shows how much time it takes to provide a service or accomplish a commodity.

2.4: Cost criteria: It shows the amount of expenses spent to produce or provide a service or commodity.

3-4- Quantity criteria: Depends on the size, quantity or sales of an organization, or the number of activities or transactions carried out by any public administration facility.

4-4- Quality standards: Performance is measured in terms of the quality of the product or the commodity provided by a particular public or private facility.

These standards are digital on the one hand, clear and direct on the other, through which the president can distinguish between the conduct of the organization and whether its performance is good or low as planned, so that it rewards the glorious subordinates and punishes the defaulters.

In other cases, however, due to the difficulty of evaluating some of the work, the official may refer to indirect evaluation methods to measure the performance and capacity of subordinates as a demonstration of their ability to forecast as well as budgetary preparation, and the evaluation may be carried out through various field visits. Such methods are flexible and enable presidents to know the shortcomings and deviations that may be delayed if they are based on the course of official reports3.

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[1]Dr. Naeem Al-Zahir, First Edition 2010, World of Modern Books Press, p. 305,306

10- Mohammed Al-Quraiti, Principles of Management, Third Edition, 2006, p. 133

11 - William .H Newman and E. Kirby warren, The process of management, concepts ,Behavior, and Practice, Fourth Edition, Englewood Cliffs, N. j. Printice- hall, INC 1977, P. 465-466

Although the rule is that the standard of performance evaluation should be to contribute to the required results, at other times it may be appropriate to address the regulatory procedures.

Methods and procedures, not its results, for the actual cost on the one hand and the nature of some private business on the other.

There are a lot of work that can't be easily defined in the quality of performance, only to evaluate the ways in which it is done, for example, the field of scientific research or negotiation processes that are not handled by a team of officials with groups affecting the institution.

-Standards according to the method of evaluation and divided into:

-Historical criteria: which are based on comparing the current performance criteria with the previous performance .

-Comparative criteria: It is based on a comparison of the current performance rate of the organization's performance with performance rates in the competing or similar institution, for example, the average worker's output in similar institutions or competition is 40 units per day, which is similar to the current rate of the institution, if the average in the previous year was 45 u units. Mia, it's not an aberration.

-Technical criteria: Depends in calculating the time and activity necessary to perform the work on studies and scientific means, which determine the probability of machines and reasonable quality levels that are used by the administration, the institution may specify a period of 30 minutes to produce a commodity or specify 3 stages to produce this E the commodity.

1 -Measuring performance: measuring actual performance and comparing it with the previous criteria set in fact shows many differences and imbalances in the implementation of tasks as planned at the level of performance of individuals or different departments, so it is intended to compare the results achieved with the rates set in advance is an evaluation Achievement sat through a variety of means, including administrative reports, complaints, and inspections. In general, it should be available in the process of measuring performance and creativity, asmany works are difficult to measure directly, making the use of indirect means of control necessary.

2-The process of correcting deviations from the standards and plans:

This means the mistakes and deviations resulting from the process of measuring previous works, the process of comparing the performance of the scheme enables the monitoring of deviations and thus try to correct them and the managers take measures to remedy deviations This process is a step in which control meets the rest of the other administrative functions Through the control process, the leader can change plans or redefine and inform individuals of the tasks and duties assigned to them, and the control should not be seen as an independent and separate process from other administrative functions, but must operate within one framework that brings together all other functions (planning). The organization, guidance.

3 -Feedback:

After making corrective steps, the performance must be followed up to see if there is progress or improvement in it, or whether things are still the same even after the corrective measures have been taken. Its ability to control variables, and in administrative organizations, spend not a long time on detecting errors or defects and once they are corrected until other errors have occurred, making the process going on.

Two types of corrective measures can be distinguished:

Actions (short-term):

The leader resorts to doing business and making decisions that are in line with the current situation.

Preventive measures (long-term):

After treating mistakes quickly and returning things to what is planned, more and more attention is needed to the causes and to identify long-term corrective measures to avoid them in the future.

Figure 1 represents the steps of censorship

Chapter 3: Features of the effective control system and its role in improving performance

The methods of control vary by different projects, so you should take into account several considerations or qualities in any good regulatory system. We mention the following (1):

Savings on expenses

The administration should not lose sight of the fact that the purpose of the presence of control is to reduce deviation from the plan, thereby reducing lost expenses or losses. Therefore, the proceeds of the regulatory system must be greater than its expenditures. Many food companies, clothing companies, and others in industrialized countries realize that they lose a large amount every year as a result of thefts by some of their visitors. However, it does not appoint observer sit-ins because it will cost a lot more than what is provided. As a compromise, it follows some control methods and technology that deceive those who want to steal and psychologically by the presence of hidden control means, which mitigates many of these incidents.

Clarify the methods of correction:

The regulatory system must show mistakes before or when they occur and alert those responsible to do so, as well as identify ways to correct those mistakes. There is no point in delayed censorship, which merely records mistakes to the point of punishment only.

Clarity and ease of understanding

The control system must take into account its appropriateness to the activity on the one hand and the ability of managers to understand it and read its reports on the other, and the complexity of the maps and control networks should not be the rule because many managers may not be able to read such maps, making them ineffective in achieving the objectives of the organization. There is no doubt that the clarity of the objectives of the regulatory system follows from accepting the objectives of the organization and accepting the standards of control by the implementers

Timely

Good control is not a subsequent control, but a precedent for mistakes. Prediction is, therefore, the basis for sound control, although the errors usually accompany it. Therefore, time and importance must be taken into account by the regulators so that they arrive on time and not too late, making it difficult to act and correct mistakes.

Objectivity and realism

[1]Jamil Ahmed Tawfiq, Business Administration, Dar al-Nahza Al-Arabiya 1978 Beirut p. 443-451, Ibrahim Al-Ghamri, Management Theoretical and Applied Study (Alexandria, 1978 p. 453-457 Abdul Ghafoor Younis Organization and Business Administration Alexandria House of Knowledge 1967 p. 208-213

The evaluation criteria used in the control process must be as objective as possible, and not subject to personal elements that are not relevant to the work. In other words, the evaluation of subordinates on subjective grounds should be avoided because this would affect their productivity and their perception of the objectivity and fairness of the administration. The criteria must also be realistic and accessible, although this does not mean that they are intuitive but must be a kind of realistic challenge for the executors .

Flexibility

In order for the regulatory system to be successful, it must have the flexibility to adapt to the changes that are emerging on the organization, such as changing plans and objectives, if there are circumstances that have caused changes in objectives, this must be reflected in changing the standards of performance on which control is carried out.

Implementers must be involved in determining control standards

The participants must participate in the preparation of control standards to make sure that they understand what they are expected to do and to obtain their acceptance of objective criteria.

Conclusion

We can say from what has already been clarified in this research that administrative control is one of the functions of management important at the level of the organization as a whole, if a control system based on flexible and clear legal foundations is activated, and adapts to all functions according to advanced methods and means, depending on continuous modernization and technology. It will lead to an investment-stimulating environment and as a result, improve performance and increase production in general.

A good system of control should not ignore the humanitarian aspect of workers, and help workers to carry out their tasks without feeling that they are observers in all their work, which leads to preoccupation with the subject of control and dispersal of their efforts, on the contrary should encourage workers in a stimulating work environment Them physically and morally.

Therefore, we can conclude that administrative control over public and private sector institutions is necessary, but they must be exercised in reasonable and thoughtful scientific ways so that these organizations can continue and be able to provide their services and goods of high quality, with minimal effort, time and money.

Results and recommendations:

After analyzing and discussing the research topic in the previous chapters, a number of conclusions and recommendations can be highlighted below:

It requires from each public and private sector to build an effective control system not only for the traditional simple, applicable in many countries of the world which closes by traditional character simple, case follow-up and inspection, and administrative, and technical audit. As to the regulatory process which depends on the types of reports simple in accordance with the methods not well developed, such as periodic reports, examination reports, memos, and reports.

- Administrative controls should focus on detecting mistakes and working to fix them and avoid repeating them, not just catching mistakes.

- Relying on effective control methods and focusing on the overall quality system and the break-even point and others

The administrative control system was affected by several external pressures, especially political, economic and social pressures, especially in the Middle East.

The lack of autonomy of the administrative regulatory system enables it to evaluate well to work in all areas, so I recommend

1. To achieve effective administrative control of public and private sector institutions , mostly through internal control units and sections- I see that the directors of these units are appointed through the Council of Ministers and submit their periodic reports to him, and must not receive any rewards or privileges from the facility in which he works to ensure his impartiality and integrity and under liability.

2. The director of the public sector oversight unit should be as a judicial officer and be associated with the Anti-Corruption Department and report on corruption cases after verifying its authenticity.

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SECTION: SOCIAL AND EDUCATIONAL POLICIES

MODERN EDUCATIONAL POLICIES IN ROMANIAN EDUCATION

Leontina Codruţa, Andriţoiu[1]

Abstract

In this paper I aimed to outline an analysis of the current educational policies developed by the Ministry of National Education applied at the level of pre-university and university education in Romania. The present research captures aspects regarding the modern educational policies elaborated to be applied at the level of the Romanian education, the way of their implementation and the results obtained. The research will be carried out at national level in the period 2016-2019. In the research I used the observation method based on the description of policies developed by MEN. Secondly, we analyzed the reports on the state of Romanian education and outlined the positive and negative aspects regarding the state of education in our country. The results highlight that, MEN continues the reforms in the field of education and training, in order to ensure an education adapted to the demands of the labor market, centered on personal and social development, with a positive impact on preventing and combating early school leaving and school dropout. MEN continues to carry out annual social programs in order to support students from disadvantaged areas, by creating conditions for providing equal opportunities for education for students from high risk groups.

Keywords: *education, Romania, educational policies, vocational training, school dropout.*

JEL classification: I29, I25.

Introduction

The general definition of educational policies refers to the leadership of the process of change and innovations in the educational system, representing options materialized in official documents. In the specialized literature several criteria for classifying the types of educational policies can be identified [1]. Thus, the following types appear: positive educational policy, which responds to a given problem, or negative, which eliminates the effects of certain actions; explicit educational policy, which formulates predetermined or implicit codes that do not formulate, but are based on unwritten codes, not explained by regulations; normative policy, which establishes conditions and criteria, or procedural that establishes procedures, modes of action; public policies belonging to the state and nonpublic policies belonging to civil society; centralized policies, which are coordinated and implemented by a superior forum, a central institution, or decentralized, which are carried out at each level, domain, geographical area through responsibility and other institutions, local, local [2]. In general, the content of the educational policy aims to organize the education system, the functioning of the institutions at all levels, the financing of the education, the evaluation, the management, the curriculum, the selection, the training, the improvement and the promotion of the teaching staff. In the specific case, in order to ensure the connection and continuity between higher education cycles from the perspective of the qualifications framework, several basic dimensions have been identified: educational and institutional policies, qualifications and finalities, education plans, training contents, training process, internships. [3]. For higher education, the educational and institutional policies, the subject addressed in this article, results from the university's mission which is based on three pillars: training - capable and responsible specialists, with critical thinking, leadership skills and understanding of problems related to the progress of society; research - fundamental and applied in exact, experimental, social and humanities sciences; contribution to the development of the society - center of value formation, accumulation and dissemination of the values of human culture and civilization, elaboration of public policy proposals, technological innovation.

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Chapter 1. Educational policies in pre-university education in Romania

"Education is everything you see and hear" said great patriot Nicolae Iorga. Education can be regarded as a strategic development factor. Education has been and remains an area of major interest, always being on the public agenda. Education starts at birth and continues throughout life through the accumulation of knowledge. In all areas of society, the pace of change, the magnitude of them, as well as the absolute unpredictability of the problems that humanity faces require the development and cultivation of skills and abilities that allow the one who is subject to the challenges to be capable of permanent adaptation. The Internet, computers, tablets, smartphones, Facebook, Twitter, Youtube, commercial, educational or social sites have transformed the culture and economy of the entire world. The world is shaped by the mother intelligence through the ideas developed through culture, through scientific and technical creation, through the human capacity to understand, interpret and create the world in which we live. Education must be: captivating, continuous and coherent. Addictive can become for the schoolchildren through contact with the real world, centered on "doing" in full agreement with "knowing", to motivate and interest the student and the student in the learning process. It continues by maintaining the interest and motivation throughout the schooling, from the primary cycle to the completion of higher education. Consistent with the vision to deliver a consistent message at national level, to ensure an integrated approach, with infrastructure based on modern technologies at all levels of education and to have an entrepreneurial approach focusing on creativity and innovation. Education must stimulate and ensure continuity of approaches through relevant extracurricular and interdisciplinary activities [16].

Implementing the principle of equal opportunities in education, improving educational performance, skills and competences of all children and young people, through access to a quality, relevant and inclusive education system are the key to economic growth and prosperity. Under the conditions of a sharp demographic decline, the reduction of school dropout, which has reached worrying and increasing levels, education has become an extremely important factor for Romania's sustainable development, allowing the potential of each child to be exploited. Creating new jobs, increasing employment, especially among young people, so that they can have a fulfilled professional and personal life, can only be achieved through education anchored in the realities of the labor market, which, in addition to their skills. professional, emphasizes the entrepreneurial spirit and socio-emotional competences, as well as by promoting lifelong learning. Last but not least, we envisage increasing the international prestige of Romania, by capitalizing on the potential of the field of education and research, for example, by supporting young people who can perform, but also by internationalizing Romanian universities. It is absolutely necessary to increase the budget allocations, as the importance of the fields of education and scientific research, for the development of modern Romania, so that the proposed objectives can be achieved. The efficiency of the interventions, in terms of both the results obtained and the resources invested, can only be achieved by developing integrated public policies between education, health and social.

1.1. Curriculum policies

The revised variants of the Framework Plan for theoretical high school education have been completed. The Master Plans have been approved, especially moderate and mild intellectual disabilities, severe, profound, severe, associated intellectual disabilities, visual disabilities, hearing disabilities, locomotor disabilities and educational framework plans for school units and affiliated classes within detention centers. , schools and penitentiaries. The new high school curricula will contain elements to combat segregation, discrimination and gender-based violence. School programs for grades V-VIII, approved by OMEN no.

3393/2017, applies progressively from the 2017-2018 school year. The Institute of Education Sciences coordinated the elaboration of the school syllabus for the optional discipline Harmony and corporeal expressivity in sports, the 5th-8th grades, proposed for the national offer of optional. For the 2018-2019 school year, textbooks for grades I-VI were printed and distributed in 63 disciplines, as well as the related translations in the languages of national minorities. The manuals have been uploaded in pdf format, on www.manuale.edu.ro. For the first time, people with hearing disabilities have digital textbooks tailored to their needs. In November 2017, MEN started the implementation of the relevant non-competitive CRED project between MFE and MEN. The project implementation period is four years. The project will revise the curriculum for primary and secondary education, train 55,000 teachers, create educational resources to support them. Currently, the training activities of teachers at national level are in full swing. The CRED project will develop framework plans and methodology for the "Second Chance" program - primary and secondary education [15].

1.2. The quality of the educational act

In 2018, the project "Quality and equity for performance in rural schools" was started. The purpose of this project is to reduce the dropout in the secondary schools in the rural areas and to motivate the teachers who will spend hours, hourly, in these schools. The budget allocated to this project is 220 million Euro, for Phase I. The expected results are: 200,000 scholarships worth 2,000 lei each, to the students who have promoted the semester, have less than 10 absences / semester and have an income per member of family less than 600 lei, endowment of 1,300 gymnasium schools with educational packages for laboratories, maps, sports materials, cultural-artistic packages, endowment with furniture and computer technology, were allocated EUR 24,000 / school unit for endowments, reduced significantly the bureaucracy in the pre-university education units reduced the minimum number of procedures by 65% and the minimum number of forms by 70%. Through OMEN no. 4371/2018 was approved the methodology of exploitation of the SIIIR for the activities of pre-university education. SIIIR is functional, but the MEN will consider the possibility of introducing in this system the data on the students receiving financial support through the EURO 200, High School Money and Vocational Scholarship programs, in order to monitor the efficiency of these programs from the perspective of reducing school dropout [15].

Regarding the increase of the quality of the pre-university education, it is estimated that in the first quarter of 2019, the approval of the draft GD on the standards of authorization of provisional functioning and accreditation. The new standards simplify the activity of internal and external evaluation of the quality of education through: reorienting the activity of improving the quality towards the essential aspects, using the data and documents already existing in the educational institution, computerizing the activity of internal and external evaluation. Specific standards have been identified for: high school, vocational and technological education, vocational, post-high school, pre-preschool / preschool education, special and special education functioning within the re-education centers / penitentiaries / detention centers. ARACIP is carrying out an extensive evaluation process of pre-university educational institutions in the country. Nearly 600 schools were evaluated, and in 2018, ARACIP will continue the evaluation according to the allocated funds. Between January and September 2018, ARACIP authorized / accredited and externally evaluated 365 schools and set, for the first time, the maximum capacity of schooling of the pre-university education units [15].

1.3. Social programs

MEN continues to implement annual social programs to support students from disadvantaged areas:

Table no. 1 Social programs implemented in Romania

Program	Beneficiaries	Year
School supplies	337.001	2018-2019
High School Money	33.057	2018-2019
Professional scholarship	85.000	2018-2019
Euro 200	2771	2018-2019
Hot meal for students	23.455	2018-2019

Source: https://eacea.ec.europa.eu

Through these programs are created conditions for ensuring equal educational opportunities for students from high risk groups. These programs support students and families with a modest financial situation, giving them the opportunity to pursue a higher education.

1.4. The ROSE project for secondary education

In order to stimulate the graduates of the upper secondary education for the continuation of the studies in the tertiary education, it is continued the implementation of the subsidy scheme for the high schools within the Project on the Romanian secondary education - ROSE. The ROSE project is financed by a loan from the IBRD and targets interventions at the level of high schools and faculties and systemic interventions at the level of pre-university education. Activities include funding for high-performing high schools, through a grant scheme, to reduce the dropout rate, increase the graduation rate and improve the performance at the baccalaureate exam. The high schools carry out remedial activities, guidance, counseling and professional guidance, coaching and development of socio-emotional skills, extracurricular activities, information and minor renovation work, interior design of school buildings and acquisition of goods [15].

Chapter 2. Educational policies in university education

2.1. Internationalization

The internationalization of education is a complex concept, being viewed differently by researchers, institutional leaders, actors and organizations at regional, national and global levels. Internationalization should not be seen as a goal in itself, but rather as a way of developing the quality of higher education.

Jane Knight defined the internationalization of education as „a process of integrating an international, intercultural or global dimension in the purpose, functions and delivery of university education” [5]. De Wit updated Knight's definition of internationalization of education: the intentional process of integrating an international, intercultural or global dimension in the mission, functions and the way of providing secondary or higher education services, with the aim of increasing the quality of education and research for all students and staff, as well as to make a significant contribution to society [3].

According to Knight, internationalization has two main components, namely internationalization abroad, dealt with extensively in this chapter, namely internationalization at home, which is the subject of the next chapter. For each of the two components of internationalization, the activities through which they manifest themselves will be analyzed [14].

The National Agency for Community Programs in the Field of Education and Vocational Training (ANPCDEFP), with the support of the Center for Educational Policies (CPEdu), has published the impact study on the theme „Internationalization of universities in Romania through the programs of the European Union for education and training”.

In recent years, internationalization has become a significant indicator for the quality of higher education. One of the most visible components of the process of internationalization in higher education is represented by the European programs of education and training, especially the mobility programs organized within Erasmus. Here we find several activities such as individual study mobility, placement, staff mobility, transnational projects, working visits, institutional partnerships, etc.

The main results of the study show that: the choice of Romanian students to spend a period of academic mobility abroad is influenced by the level of Erasmus scholarships awarded and by the lack of national co-financing in mobility options. Thus, they remain among the fewest mobile students on the continent, despite some progress in the relative rate of participation in study mobility. The mobility options of the students have been reoriented in recent years to Eastern and Southern Europe. At the level of universities, the largest number of students left in mobility come from large universities such as Univ. Alexandru Ioan Cuza from Iasi, Univ. Babeș-Bolyai from Cluj, University of Bucharest, Academy of Economic Studies of Bucharest. However, when we compare the number of mobile students to the total number of students enrolled, the most performing universities are: Cluj Napoca University of Art and Design, Târgu Mureș University of Medicine and Pharmacy, George Enescu Iași University of Arts or University „1 December 1918" Alba Iulia. Among the most common problems faced by Romanian students are the lack of additional financial support, the relatively small purchasing power resulting from the transfer of incomes or savings from Romania to many other European states and the problems caused by the recognition of studies. In this regard, the study recommends facilitating student mobility by organizing national programs for co-financing mobility schemes, as well as increasing equity in student mobility. As for the foreign students who choose to come to Romania, they remain significantly less than the Romanian students who choose to go to other states. Although there is an increasing trend in the participation of foreign students in study mobility in Romania, it is important to intensify the efforts to attract students from other European states.

The mobility of the academic staff in the period 2007-2013 has increased significantly, Romania being in third place in the European Union in terms of increasing the rate of external mobility of the teachers. The impact of the mobility provided by the universities was positive, by modernizing the curriculum and increasing the number of partnerships with higher education institutions in other countries. At the same time, the number of teachers from Western, North and North-West Europe interested in coming to Romania through mobility programs has decreased considerably, as new efforts are needed to facilitate mobility and integrated cooperation both in the educational area and in the field of research.

Mobility programs, both for teachers and students, have had a major impact on universities at institutional level, in particular by facilitating access to academic and scientific communication networks and through new opportunities for institutional development. The study recommends a better adaptation of institutions in terms of interaction with students and staff from other countries, by extending the range of services and courses offered in English or other languages of international circulation and continuing institutional branding efforts. Analyzing the direct impact of the program on the degree of institutional internationalization, the study concludes that it contributed to the creation of a framework of activities that led to a wider European opening of the Romanian universities. Also, the new way of organizing European programs in the area of education and training under the umbrella of Erasmus + has been positively appreciated by higher education institutions, paving the way for new opportunities for partnership and collaboration at European level [13].

2.3. Funding

The financing strategy of higher education is, under the conditions of university autonomy, one of the main tools for implementing the governmental policies regarding national education. Both the funds allocated from the state budget and those from the extra-budgetary or from other sources are, according to the law, own revenues of the universities. Funding from public funds of state higher education institutions is made from the MEN budget and has three main directions: the basic financing covers the main expenses related to the didactic process and is allocated through grants of multiannual studies, following priority areas of study that ensure sustainable development and The competitive financing of the company, the complementary financing covers several aspects related to the didactic process, grants for accommodation and meals, funds for endowments, investments and capital repairs and funds for scientific research, additional funding is granted to stimulate the excellence of institutions and curricula, both from within the state and private universities. The financing methodology is carried out by MEN using mainly the methodological proposals elaborated by CNFIS. The effective allocation of budgetary allocations to universities is made by the MEN, based on contracts concluded with higher education institutions [12]. The consolidation and validation of the supporting information, the elaboration of the electronic applications and their use for the calculation itself, as well as the elaboration of the documentation related to the proposals regarding the annual and monthly allocations of the funds from the budget to the higher education institutions are realized by the F.I.S. of UEFISCDI, under the guidance of CNFIS. In the current activity are used a series of online tools for the collection, management and analysis of statistical data, developed in-house, essential for improving the capacity of the higher education system: Integrated Educational Register (REI), Unique Matriculation Register (RMU) - component part of REI, Students, Graduates and Labor Market (SAPM), National Platform for the Collection of Statistical Data for Higher Education (ANS), Study in Romania (SiR) [14].

The REI platform ensures interoperability between the existing management systems in the education sector - pre-university education, university education and lifelong learning - as well as with the related management systems, through a cloud solution, in order to track the educational and professional path of a person [14].

The RMU platform ensures the integrated management of the data regarding the students of the state and private universities in Romania, for all the university years and for all the cycles of studies, constituting a sustained initiative of collection and centralization in order to make the administrative activity more efficient and to improve the capacity to base institutional strategies and national policies in the field [14].

The SAPM platform supports the development of institutional mechanisms within the Romanian universities by providing access to questionnaire generation tools for periodically implementing studies on the professional insertion of higher education graduates [14].

The ANS platform represents an integrated information system, developed in a modular manner, compatible with data collection systems at European level, dedicated to higher education in Romania, which gathers the main statistical data on higher education accessible to all interested actors.

The Study in Romania platform promotes Romanian higher education globally, contributing to attracting national and international students in study programs from the educational offer of Romanian universities [14].

Conclusions

The analysis of the theoretical approaches, of the practical experiences and of the current situation with reference to the educational policies in the context of the need to adapt the vocational training to the demands of the labor market allows us to find that there are some discontinuities and non-adjustments between them and the current and prospective demands of the labor market.

In conclusion, it is necessary to perfect and develop educational policies in these areas, but also to capitalize on the opportunities that broad partnerships with the economic environment and civil society can offer. I should mention that a number of areas of educational policies to be set up for clear educational purposes in terms of competences / standards, orientation of vocational training to economic, social, cultural issues, implementation of mechanisms for selecting the most relevant to be debated Good candidates, focusing more on stimulating the student's thinking than on the ability to accumulate information, reviewing / adjusting the specializations at the National Qualifications Framework, directing the scientific research towards solving the social, economic, cultural problems of the country. The available statistical data describe a system of higher education, from an institutional point of view, in the face of significant challenges: increasing the number of students, the geographical concentration of IIS, the competition between public and private IIS in a relatively small space. The proof is the numerous faculties in the structure of an IIS, faculties which in turn carry out countless study programs. The mere assertion of some concepts or principles will not cause a significant change at the institutional level. Establishing by normative acts a "mission" of IIS will not solve the problem of diversity of contents, but will determine an even greater degree of conformity and similarities between IIS.

Following the analysis I propose some suggestions for improvement regarding the internationalization of universities, namely: creating more international opportunities, more foreign professors to teach within universities, partnerships between renowned universities abroad and those in Romania, more courses in English , more diversity (suggested by the presence of several international students), promotion of international programs and opportunities, professionalization of teachers on teaching English and other languages, development of MOOCs and online courses, development of events in which students participated in mobility or successful people, to share the experience gained (examples of good practice), to supplement the staff working in the international relations departments and to create a "buddhist" system and system ”.

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GLOBAL TRENDS IN ADDRESSING INVESTMENTS IN EDUCATION FROM THE PERSPECTIVE OF GLOBALIZATION AND PROMOTING INTERCULTURAL DIALOGUE IN THE KNOWLEDGE-BASED ECONOMY AND SOCIETY

Luminița-Claudia, Corbu[1]

Abstract

Along with ensuring equal opportunities, which represents an objective necessity of our day for the convergence to the knowledge society and at the same time a confirmation of the awareness of the egalitarian status of all coexisting individuals, "the intercultural dialogue represents a premise of the development of social cohesion and also allows the connection of different systems. cultural values that sometimes seem to be so different but still able to share so many creative and innovative ideas. Intercultural dialogue offers the opportunity to share national traditions, customs and specifications and to learn from different cultural traditions. It also facilitates collaborative relations at all levels between states and represents a link in the process of community, regional, economic and political integration. The transmission of cultural values is a complex process that is characterized by the intertwining and dynamics of social relations, both vertical, horizontal and oblique. In the specialty literature, cultural transmission is defined as: "the transmission of preferences, values and norms of behavior through social interaction". This transmission involves a process of socialization and imitation of the reference models through which the specific behavioral traits are transferred from one generation to another through the "mechanism" of the intergenerational chain and also disseminated among coexisting individuals of the same generation. Although this concept of cultural transmission has a long tradition in the field of anthropology, social psychology and sociology, the specialists have been concerned with the study of endogenous training and the transmission of preferences especially in the last two decades. As a result, a new area of particular importance has emerged in terms of transmitting preferences through socialization and by imitating behavioral patterns, namely that of attitude towards education. According to recent research by specialists, it was concluded that parents have a strong influence in defining and substantiating the attitudes related to the education of young people. This aspect presents, in my opinion, an indication worth considering in order to anticipate, design and develop appropriate educational policies for the knowledge society, as it corroborated with the present reality of an increasingly accentuated globalization that presents both social and economic benefits. obvious, as well as potential threats, gives us an overview of the level of education and training of future generations and implicitly of the level of economic and social development depending on the efforts made by the contemporary generation in the sense of investments made in education. We will continue to present the OECD recommendations on the instruments of educational policies whose practical application, I think would bring real benefits on a social scale.

Keywords: *education, investments in education, preuniversity, impact, globalization, knowledge.*

JEL classification: *I20, J01, J21, J6*

1. Indroduction

In my opinion, an indication worth considering in order to anticipate, design and develop educational policies that are appropriate to the knowledge society as it is corroborated with the present reality of an increasingly accentuated globalization that presents both obvious social and economic benefits, as well as potential threats, gives us an overview of the level of education and training of future generations and implicitly of the level of economic and social development depending on the efforts undertaken by the contemporary generation in the sense of investments made in education.We will continue to present the OECD recommendations on the instruments of educational policies whose practical application, I think would bring real benefits on a social scale:

• training employers and unions in participating in programs and developing policies aimed at vocational education, training and facilitating their mechanisms of achievement;
• the effective evaluation of the outputs, investments made in education, training at the level

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of an economy or region, analyzing their viability and disseminating the results for substantiating future actions;
• developing professional orientation programs accessible to all, informing on the dynamics of the labor market and the skills and knowledge required.

Both internationally and Europeanly and nationally, according to numerous reports and studies assessing the degree to which education is able to respond to current labor market demands, there is often a gap for vocational education and training students (Vocational Education and Training). VET) and employers regarding the knowledge acquired through learning and the demands of the workplace. However, in order to meet the demands of the new economy and the knowledge-based society, it is imperative to look for concrete solutions to harmonize the general and vocational skills acquired through education with the requirements of the new jobs specific to the new economy. Therefore, the essential task of institutions offering vocational education and training services is to meet the demands of the labor market by providing adequate learning for the jobs.

I consider that the recommendations of the 2016 OECD report, entitled "Transition from school to work", which I summarize in the paragraph below, are relevant for the realization of this desired action.

2. Education - an important actor in the process of poverty reduction

The inability to provide basic education can seriously undermine a country's efforts to reduce poverty. Research shows that primary education has a qualitative role for those individuals in society who are most likely to be poor. Basic education or literacy courses with an adequate level of quality are an indispensable and crucial support for disadvantaged individuals in order to provide the necessary means for them to contribute to economic growth and also to be able to benefit from it.

Economists have also put forward a number of reasons that advocate for the provision and financing of basic education in schools mainly by the government, rather than being left to individuals:

- Responsibility for raising children: children need protection and care to ensure that parents' decisions are in their best interest;
- Credit constraints: families may not have the necessary liquidity and the ability to support the desired investments in education;
- Equity: the opportunity to exploit the human potential through education should not be largely conditioned by the social background and the family wealth;
- Externalities: the benefits of education are planned, both on the society considered as a unitary whole and on the individuals in part;
- Efficiency: early investment in education is more cost-effective than later, as knowledge generates knowledge.

With regard to the EU, its enlargement also signifies the emphasis on the multicultural character, both of the Member States considered in their individuality, and of the community space considered as a unitary whole, thus presenting an important role in emphasizing and promoting the European identity. This European cultural mix, or in other words the great European cultural diversity, represents a unique advantage of the EU and at the same time a valuable source of enrichment of knowledge. Labor input, both quantitatively and qualitatively, is undoubtedly the key determinant of the output of an economy. Thus, to be possible, both the registration of a low unemployment rate, but also high levels of wages, it is necessary that the population be endowed with the highest levels of education. At EU level, employees with higher levels of education are considered to be "the fuel for innovation and technological progress". EU member countries have made progress in this regard in recent years. For example, at the level of 2016 the general percentage of the employed population with high school education reached 30.2%, registering a constant growth since 2000 when it was located at about 25%. The following shows a clear tendency to increase this percentage of 40.3% of the labor force graduates of higher studies. Also, the employment rate of graduate students at the EU level registered a permanent increase since 2000, as shown in figure no. 4-22 for 2016:

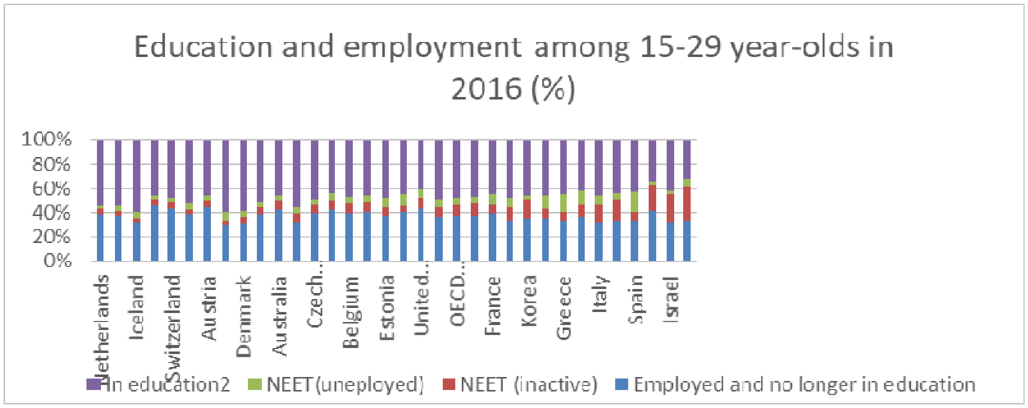

Figure no. 1 Education and employment among persons aged 15-29, from OECD countries and EU Member States, in 2016

Source: Eurostat, Education at a Glance, 2016.

In the literature, economists have tried to highlight and test the degree to which the influence of parents and family generally competes in substantiating individual investment decisions in education. J. Cohen, for example, states that parents have a greater influence in shaping their children's attitudes and in determining their educational aspirations. Due to the personal levels of education acquired and the expression of their own standards regarding what a desirable level of education means, parents in this sense are true role models for their children. As a result, children whose parents have graduated from higher education will be tempted to attach greater importance to personal education and to invest more in their preparation. In my opinion, the level of education of the parents is a key factor in the subsequent individual and social evolution of the children as "complex beings" and it places a strong imprint on the level of education that they will acquire throughout their lives.

The main argument in this regard lies in the fact that the education of the parents acts in two ways on the decisions regarding the subsequent investment in the education of the children, namely: first, according to the expression expressed by Cohen (2006), an acceptance that they share, it will set up for children a benchmarking and a model to follow (so the child will try to imitate the parent), and secondly, parents, influenced in their turn by their own investment in education, will be tempted to invest in that of children. their.

3. Education from the perspective of the personality and competence of the trainers of the young generation

Today, we find that contemporary life, extremely complex, particularly influences the economy and the environment, causing changes in human behavior, sometimes in the negative sense when intolerance, selfishness and aggression are increasingly obvious manifestations. In this sense, Pope Benedict XXI, in his work The Salt of the Earth, shows that "... we observe how it develops becoming more daring, the self-affirmation of the individual. An ever-increasing revolt of one against the other is paradoxically evolving towards an ever greater uniformity of all. No one can currently predict what forms will result from this. I am of the opinion that it is precisely in such a situation, in which the world is rapidly changing in an unpredictable direction, to find what is essentially human becomes all the more important. "

The modern spirit of education has emerged in Europe during the time of Johann

Heinrich Pestalozzi. He was a Swiss education reformer and the first teacher to promote methods other than bribery and punishment. He attached great importance to the application of appropriate methods in schools. With the right method, every child - if he has no learning difficulties - can learn to read, write, sing and count. We cannot say that we have already discovered the best methods; they are in a permanent process of development. As is right, we were always looking for new, better methods. The essential thing in this uninterrupted process is to give up what hinders us and to have the courage to adopt the courtesy of choice in love and wisdom. Alvin Toffler managed to unravel, for the beginning of the new millennium, the coordinates of the "power triad", highlighting how it is used to control our behavior. "Only after this is clearly understood, Toffler points out, will we be able to identify and transform the outdated power structures that threaten our future."As a result, in an economic-social system based on the freedom to choose, the way to be followed, at the level of the human individual, it is the democratic mechanism that introduces the rules underlying the educational constraints, rules that emerge from the dominant conception of time regarding the balance of advancement, which is based on the compatibility of individual education needs with the demands of the smaller or larger organizational bodies, private as a whole.

In the era to come, that of the responsibility of using knowledge for the health of the whole common life, education in love and a comprehensive understanding of life plays a decisive role in determining human performance. In order for these human performances to be produced by wisdom, it is essential to note that there are several steps that condition them by aggregation. From the basic step represented by the freedom to choose the profession, to the step based on the behavior of the teachers, on the environment favorable to learning without fear, to the step that results in the road to performance.

Conclusions

In line with the ones analyzed and suggested by us in the structure of this chapter, we can say that for the economy and the knowledge society there remains a challenge of the analysis of education as a way of thinking and general or vocational knowledge in correlation with the real requirements specific to the labor market. which require higher levels of qualification because, in education, the actors present have divergent interests.

The role of education on the personal development of the individual and on the socio-economic development as a whole is brought to the forefront since the beginning of the Lisbon Agenda, then containing the objectives set by the Europe 2020 Strategy, which projects a 40% target for acquiring a level education. highest among the population aged 15-34 years. In this regard, the results and conclusions obtained in the literature converge on the acceptance that an educated person has a greater influence on economic growth in more developed countries, whereas, in developing countries, basic education is a priority, the secondary level. Also for the aforementioned sense, especially on the analysis of the objectives proposed by the 2020 Strategy in the time horizon 2015-2018, Romania is far from the targets set in all the chapters except the energy from renewable sources and the reduction of the population at risk of poverty. or social exclusion, according to the European Commission's report on the track results recorded by Member States. The situation is worrying for some indicators on education and research, namely those closely related to the future development potential.

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THE QUALITY OF PROFESSIONAL AND TECHNICAL EDUCATION - ANALYSIS BASED ON NATIONAL QUALITY STANDARDS AND EUROPEAN POLICIES IN THE FIELD

Alina, Bidireanu (Năstase)[1]

Abstract

The purpose of this paper refers to the definition of the quality level of the educational services offered by the professional and technical education institutions, based on the national quality standards and the European policies in the field, in order to increase the capacity to substantiate the decision-making processes, both at central level and locally. This paper is based on the research of statistical data and considers two categories of information, the first refers to factual socio-educational data, resulting from statistics at national level regarding the demographic and educational developments of the population in Romania and the second category of information constitutes the results obtained from the "Survey of the labor force in the households" carried out quarterly by the National Institute of Statistics, on the basis of a representative sample. For the present paper, information from the population of 15-24 years was used from the results of this survey. Among the recommendations of this analysis is the transition from the extensive development of vocational and technical education to an intensive type development that covers all dimensions of quality improvement at the level of results, equity and efficiency.

Keywords: quality, national standards, substantiation of decision-making processes

JEL Code: I21, M19

1. Introduction

According to the recommendations of the meetings of the ministers of education in the community space, for almost two decades, the educational systems in this space make sustained efforts to integrate the models, techniques, methods and tools specific to the quality management in the functioning of the educational entities in Europe Union Member States, which were initially used only in the business environment. These efforts are oriented towards obtaining quality educational processes, products and services, compatible with the new educational requirements generated by current realities, which are in an ultra-accelerated dynamic of change. These efforts have hitherto materialized in the development of extremely important benchmarks, valid exclusively in the community space and with specific goals, such as: facilitating labor mobility, matching national qualifications frameworks with a European meta-framework in domain, facilitating the introduction of mechanisms for lifelong learning and, last but not least, the recognition of studies completed in various community education systems.(Chină R., 2015)

2. Statistical data analysis

This paper is based on the research of statistical data and considers two categories of information, the first refers to factual socio-educational data, resulting from statistics at national level regarding the demographic and educational developments of the population in Romania and the second category of information constitutes the results obtained from the "Survey of the labor force in the households" carried out quarterly by the National Institute of Statistics, on the basis of a representative sample. For the present paper, information from the population of 15-24 years was used from the results of the National Institute of Statistics survey. The analysis of the external efficiency of the education system must also be considered in the context of changes in population structure from different demographic perspectives, such as population structures by age or by residence area.

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Table 1. Evolution of the resident population aged 15-24, by residence area, age group and gender

	2011	2012	2013	2014	2015	2016	2017
Number of persons(thousands)							
Total	2483.0	2452.5	2365.0	2280.5	2210.5	2162.7	2122.3
Urban	1337.9	1329.2	1257.1	1178.2	1106.3	1051.8	1005.4
Rural	1145.1	1123.3	1107.9	1102.2	1104.2	1110.9	1117.0
Male	1279.3	1261.0	1219.5	1177.5	1139.0	1113.8	1089.1
Female	1203.7	1191.5	1145.5	1103.0	1071.5	1048.9	1033.2
15-19 years	1111.5	1102.1	1091.4	1087.4	1081.7	1083.1	1074.8
20-24 years	1371.5	1350.4	1273.7	1193.1	1128.8	1079.6	1047.5
Factor structures							
Total	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Urban	53.9%	54.2%	53.2%	51.7%	50.0%	48.6%	47.4%
Rural	46.1%	45.8%	46.8%	48.3%	50.0%	51.4%	52.6%
Male	51.5%	51.4%	51.6%	51.6%	51.5%	51.5%	51.3%
Female	48.5%	48.6%	48.4%	48.4%	48.5%	48.5%	48.7%
15-19 years	44.8%	44.9%	46.1%	47.7%	48.9%	50.1%	50.6%
20-24 years	55.2%	55.1%	53.9%	52.3%	51.1%	49.9%	49.4%
Evolution of the population aged 15-24 as compared to 2011 (percent)							
Total	100.0%	98.8%	95.2%	91.8%	89.0%	87.1%	85.5%
Urban	100.0%	99.3%	94.0%	88.1%	82.7%	78.6%	75.1%
Rural	100.0%	98.1%	96.8%	96.3%	96.4%	97.0%	97.5%
Male	100.0%	98.6%	95.3%	92.0%	89.0%	87.1%	85.1%
Female	100.0%	99.0%	95.2%	91.6%	89.0%	87.1%	85.8%
15-19 years	100.0%	99.2%	98.2%	97.8%	97.3%	97.4%	96.7%
20-24 years	100.0%	98.5%	92.9%	87.0%	82.3%	78.7%	76.4%

Source: data processed by the author according to the information provided by the National Institute of Statistic in the period 2011-2017

Negative evolutions characterize all population categories from the perspective of factor groups, but with different intensities. The evolution by areas shows a strongly negative evolution of the target population in the urban area, the decrease compared to the reference year being by a quarter (25%) of the people from the urban area in 2011, also determining a change in structure.

Taking as a reference the year of the promulgation of the Law of National Education No.1/ 2011, an evolution is noticed negative demographic of the resident population in Romania, with a decrease of 2.7% in 2017 compared to 2011 (with an average annual negative evolution of 0.06% compared to the reference year). In the context presented the most affected was the young population, aged between 15-24 years, which in the period concerned registered a decrease by 14.5% compared to the reference year. The share of the young population in the urban area decreased from 53.9% in 2011, to 47.4% in 2017, the evolution being due in particular to the population level of 20-24 years.(see figure 1)

A characteristic of the young population of interest for analyzing the external efficiency of the education system is the formation of this population for the labor market, the population aged 15-24 years from 2015-2017 evolving under the influence of the major curricular changes started with the Education Law from 1995. Between the changes important for the present analysis, the generalization of the compulsory education up to the age of 16 with the continuation of the education by the high school graduates with the lower cycle of the high school or in vocational schools, the major transformations of the vocational education or the possibilities of continuing the education after the high school or education are registered professional.(see table 2)

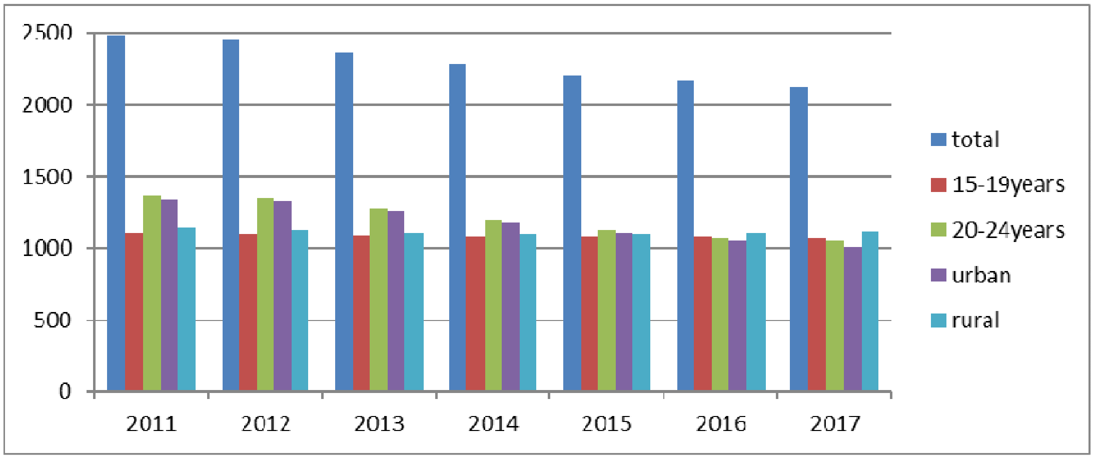

Figure 1: Evolution of the resident population aged 15-24, by residence area, age group and gender

Source: data processed by the author

The abolition of the arts and crafts schools starting with 2009/2010 and the reintroduction of vocational education starting with 2014 have also affected a significant number of young people regarding the impact on the labor market of the initial training. Other issues, such as the evolution of school dropout, have affected access to the labor market.

Table 2. Distribution of the population aged 15-24 by forms and levels of training

	2011	2012	2013	2014	2015	2016	2017
Number of persons (thousands)							
Total (thousands)	2475.4	2430.7	2343.2	2262.7	2188.1	2165.7	2133.9
No graduate school	19.5	18.1	18.1	18.8	22.7	20.0	17.4
Mayor (grades 1 - 4)	147.0	133.3	120.0	113.3	122.9	140.3	133.0
Gymnasium	1075.8	1079.5	1055.7	1023.6	995.4	977.4	962.7
Professional, complementary and apprentice	186.2	157.9	139.9	79.7	78.9	72.4	64.0
Secondary	913.3	903.6	874.4	887.2	865.7	871.6	865.1
Post-secondary, masters	13.4	11.4	9.7	11.2	16.3	12.6	11.4
Higher license	120.3	127.0	125.5	129.0	86.3	71.4	80.2

Source: data processed by the author according to the information provided by the „Survey of the labor force in the households" carried out quarterly by the National Institute of Statistics

High school or vocational school students appear as low-level, high school graduates, and people in post-secondary education are reported as high school graduates. Distribution by levels of education refers to the entire population living in Romania aged 15-24, over half of these persons being included in the national education system, on all levels and forms of education in the system. Persons aged 15-24 who have left the system in one form or another represent less than half of the people in the age category.(see figure 2)

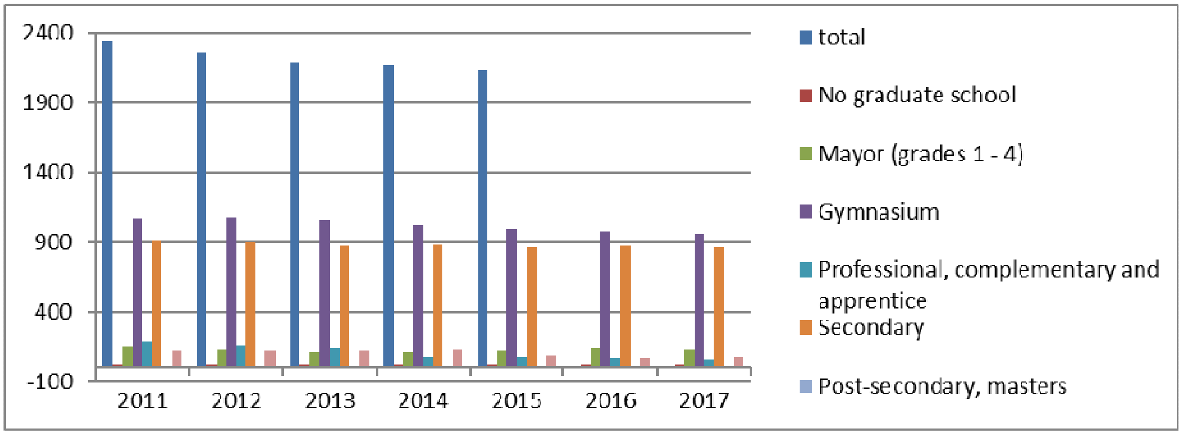

Figure 2: Distribution of the population aged 15-24 by forms and levels of training

Source: data processed by the author

The demand for education on the labor market is given by the number of graduates of different forms of education and levels of education who performed economic activities during the reference period, making up the employed population.

Table 3. The active population by categories, according to the participation in the economic life

Categories of the active population	2011	2012	2013	2014	2015	2016	2017
Population aged 15-24 (thousands)							
Occupied population	578.5	574.9	537.4	508.2	536.1	482.0	522.0
Unemployed population	181.8	167.4	167.2	160.7	148.2	125.1	117.1
Weights in the active population aged 15-24 (percent)							
Occupied population (%)	76.1%	77.4%	76.3%	76.0%	78.3%	79.4%	81.7%
Unemployed population (%)	23.9%	22.6%	23.7%	24.0%	21.7%	20.6%	18.3%

Source: data processed by the author according to the information provided by the „Survey of the labor force in the households" carried out quarterly by the National Institute of Statistics

In 2017, the active population aged 15-24 years comprised 639.1 thousand persons, of which 522 thousand employed and 81.7 thousand unemployed. Similar to the active population, which indicates an increase of the population in the labor market, the employed population registered an increase by 2.4% (200 thousand people) as compared to the previous year, while unemployment decreased by 15.1% %. In the case of the young population, the share of the employed population on the labor market registered an increase of more than four percentage points, from 76.1% of the persons available to carry out economic activities in 2011 to 81.7% in 2017 - the last year of the analyzed period.

Table 4. Participation in the economic life of graduates of vocational and technical education, aged 15-24 years

	2011	2012	2013	2014	2015	2016	2017
Number of active persons (thousands)							
Total	445.2	430.2	413.2	387.6	408.1	368.1	380.1
Professional, complementary / apprentice	136.9	113.1	102.9	64.9	68.3	60.7	54.2
secondary	298.1	307.2	301.3	313	327.5	297.1	316.6
Post-secondary, masters	10.2	9.9	9	9.7	12.3	10.3	9.3
Number of employed persons (thousands)							
Total	331.1	322.8	306.2	289.2	316.7	287.6	304.4
Professional, complementary / apprentice	106.3	89.1	85.0	55.1	58.0	50.8	46.4
secondary	215.6	225.7	215.1	227.0	250.1	229.9	250.7
Post-secondary, masters	9.2	8.0	6.1	7.1	8.6	6.9	7.3
Number of unemployed (thousands)							
Total	114.1	107.4	107	98.4	91.4	80.5	75.7
Professional, complementary / apprentice	30.6	24.0	17.9	9.8	10.3	9.9	7.8
secondary	82.5	81.5	86.2	86.0	77.4	67.2	65.9
Post-secondary, masters	1.0	1.9	2.9	2.6	3.7	3.4	2.0
Unemployment rate among the population aged 15-24 by education levels							
Total	25.6%	25.0%	25.9%	25.4%	22.4%	21.9%	19.9%
Professional, complementary / apprentice	22.4%	21.2%	17.4%	15.1%	15.1%	16.3%	14.4%
secondary	27.7%	26.5%	28.6%	27.5%	23.6%	22.6%	20.8%
Post-secondary, masters	9.8%	19.2%	32.2%	26.8%	30.1%	33.0%	21.5%

Source: data processed by the author according to the information provided by the „Survey of the labor force in the households" carried out quarterly by the National Institute of Statistics

The policies in the field of education regarding the generalization of the education of 10 years, have led during the analyzed period, to a continuous increase of the percentage of the graduates of the high school among the graduates of the professional and technical education, parallel with the decrease of the weight of the graduates of the vocational education. At the same time, there is a continuous decrease of the unemployment rate in the graduates of vocational and technical education, the share of unemployed among the participants in the economic life decreasing from 25.5% in 2011 to 19.9% in 2017. The continuous decrease of the unemployment rate was registered among the high school graduates and vocational education, while the evolution of the indicator related to the post-secondary education graduates is influenced by the development of this level of training in recent years.

3. Conclusions

The effectiveness of vocational education should not be viewed only from the perspective of its impact on the labor market, but also from the perspective of achieving educational objectives at the level of the educational unit, as they are established by the legislation and educational standards. According to the legislation in force, each school must produce, annually, an Internal Evaluation Report on the quality of education. Internal evaluation is an initial, beneficial and useful step in any process of quality improvement, with the goals of continuous development and improvement of both the results and the satisfaction of the beneficiaries. Internal evaluation also ensures self-regulation, optimization and revision of the functioning and development of the institution. In the situations provided by the same quality legislation, the educational units are subject to the external evaluation process. The external evaluation aims to authorize the provisional operation and accreditation (of new pre-university education units, as well as of new levels, specializations and, professional qualifications within the existing units), as well as the periodic evaluation (once every five years) of quality of education offered by an educational institution. There is a tendency for the development of vocational education, registered in the last 5 years, including the initiation of the professional-dual education, realized at the request of the economic agents. It responds, at best, to the current needs of the labor market.

In order to improve the quality of professional and technical education, managerial development is required at the level of vocational and technical education units, in order to continuously improve learning outcomes, student well-being, professional capacity of teachers and institutional capacity. It is also necessary to evaluate the school management based on the results obtained and the achievement of the objectives assumed.

In the context of the demographic developments mentioned, it is necessary to move from an extensive development of the education system, with all its components (including vocational and technical education), to an intensive one, in the direction of improving quality on all its dimensions (results, equity and efficiency).

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CORRELATION BETWEEN UNEMPLOYMENT, GDP, EMPLOYMENT AND INVESTMENT

Loredana Maria Păunescu[1]

Abstract

Development and modernization eonomiei country can not be done only in accordance with changes in the labor market, structural changes and employment. The peculiarities of this process derives from the structure of the economy, performance, and hence economic potential, readiness and multiple possibilities for improving labor. The essential condition for ensuring macroeconomic balance and socio-political stability in any society, is employment. It is a complex, dynamic, real interest for both economic and social partners, to present and future has implications on several levels: economic, psychosocial, educational, cultural and political. Currently, the major objective of economic policy of all countries is to increase the employment of labor and diminishing unemployment.

The labor market in Romania has a degree of instability corresponding general coordinates of the current economic situation. Romanian citizens have assumed new responsibilities, new roles of social, economic and political, and have used skills and experience in a completely different context, resulting from the convergent action of private initiative, competition and social insecurity.

The main problems encountered in the labor market are related to a relatively low participation, particularly from certain social categories of high unemployment among some groups of the population, an internal mobility reduced, a high tax revenues from the use of force labor limited relevance of education to labor market needs and the availability of legal and administrative barriers affecting the operation of companies and therefore job creation. These are causes that reduce employment opportunities for people of working age and contribute to encouraging external migration.

In our country, the low level of economic competitiveness has put pressure on labor, generating a substantial tax in the work. The economic model adopted by Romania, based on labor competitiveness in a context where economic growth no longer generates wealth, catalyzed inequalities in the labor market and they have become increasingly visible. Differences in the labor market are clearly identified between urban and rural areas and between certain economic sectors.

Globalization catalyst for migration, fundamental rights and freedoms impact on the European labor market and demographic decline have affected the number of unemployed in Romania, with it being affected growth.

Tensions on the labor market in Romania including derives from its inefficient management and a non-compliance of supply-demand ratio in terms of skills. Reduced interconnection of labor market institutions (lack of a coherent institutional synergies), a weak correlation between needs and demand in the labor market, with connotations acute in certain regions. We can not talk about the labor market and structural reforms without taking into account the main imbalance that occurs in this market, namely unemployment. One of the main determinants in the analysis of unemployment is the incompatibility between skills available and those demanded by the labor market. Quality of education and job training, the percentage of young people who benefit from this training are factors determining employment young. Unemployment is high in countries where labor is not prepared or qualified.

Key-words: piața muncii, România, salariu minim, șomaj, migrație

Clasificare JEL: J08, J11, J61

Introduction

As the evolution of the national economy generated a significant number of "new" professions and universities were oriented towards training a significant number of graduates we are in a situation where the real need of the labor market correlates increasingly less qualified young specialists.

The labor market can be defined as economic space where trade freely and autonomously users work on the one hand, as buyers and owners of labor resources, on the other hand, as sellers. Adjusted labor market demand with labor supply, both through price mechanism work, and through the mechanism of free competition between economic operators.

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Labor supply are those labor resources, that potential jobs that fall under the category offer the salary criterion. Labor supply is manifested in demand jobs for a sum of money called salary, salary received in accordance with the law. Labor supply or demand jobs are directly influenced by social, demographic options able-bodied people who have legal working age.

Labor, or rather lack of it, is a growing problem present on the agenda of meetings of entrepreneurs, managers and leaders in any industry. Even amid ongoing technological expansion, human resources remain the engine after operating an organization.

The population is a prerequisite for general labor. Statistically speaking population must be analyzed taking into account that it plays a dual role, namely:

- starting point for the establishment of labor resources (labor supply);
- consumer of results of economic activity (the demand for goods and services). This uses a wide range of statistical indicators, indicators reflecting labor resources and structure, labor and employment thereof, unemployment and unemployment rate, labor time, the use of working time, efficient use factor labor (labor productivity) and the correlations established between different categories of indicators. The indicators are calculated labor resources decisions can be relevant economic policy, and comparisons can be made in territorial (comparaţiinaţionale and international). Both conceptual and methodological content and significance of indicators should be as uniform. Population indicator is the starting point to determine the statistical indicators reflecting the size, structure and use of labor resources.

Labor resources are all people of working age, those individuals who possess physical fitness and / or intellectual disabilities to enable them to carry out useful work in society.

Signs of uncertainty in the economy, primarily related to tax, are reflected in the labor market, where more and more companies and employees regard this year as a challenging one.

1. The actuality of research

In the analysis by addressing the correlation between unemployment, GDP, employment and investment is a novelty, given that an immediate consequence of emigration is the decrease in unemployment in the country of origin, and they are the main indicators that determine emigration. The analysis covered Romanian labor migration, the socio-economic context; specifically, we analyzed the labor market in Romania, focused on social tensions that manifest at this level.

2. Material and methods

The information coming from multiple sources were used, namely: the economic literature; Recent studies of national and international bodies, INS.

3. Experimental results

Ensuring job security and retain key employees through additional benefit packages are the main trends in a market hit hard by lack of personnel and wage competition coming from the public sector. Events on the political scene in the beginning of the year influenced in a significant way business expectations. Thus, in 2018, flexitime, lunch and additional bonuses grew on top concerns, job security has returned among the top entries.

2019 brought many uncertainties in the economy. RON depreciation, expensive credit, tax changes and projections of possible economic slowdown sparked signs of concern among Romanian workers. And the news on the closure of factories in the west and the departure of foreign investors have increased fear that this year, companies will move to crisis measures, from wage cuts and layoffs at the close of business. So it was that many employees to question whether work is safe, stable, and the company they work is solid enough to withstand the challenges. Job security, said the increasing number of respondents has primarily an aspirational dimension. The experience of the economic crisis showed that, regardless of their career, work in the private sector is not guaranteed to anyone. Job security can be seen only in terms of employees wish to work responsibly, efficiently, hoping that the results will make them indispensable company.

In terms of personal crisis facing the economy for several years in recruiting professionals achieved the same level of importance to business expansion. Despite the expectations of employees, most companies will continue to expand employee benefits. Areas that will attract the most dynamic HR development market this year will be, according to company estimates, IT and retail. Among sectors with the most dynamic market development of human resources, will be and services, medical / pharma, construction sector, support services and industry, including service stations. If last year the construction sector was in the spotlight in 2019 labor demand in this sector is expected to be lower, a phenomenon put in touch with the decisions on the minimum wage in construction and slowdown in the sector, due to lending more expensive.

Results and discussions

Using available data on labor market developments in Romania have built following multiple linear regression model to identify the main factors influencing the influence of unemployment:

$$\text{unemployed}_t = a * \text{GDP}_t + b * \text{occupied population}_t + c * \text{investment}_t + d + e_t \quad (1)$$

Given that unemployment is influenced by other factors that were not taken into account in the model, it proceeded to use et variable measuring their influence. Model parameter estimation was performed using the method of least squares. Least squares estimators to compute a, b, c, d that a parameters, b, c, d so as to minimize the function:

$$W = \sum(\text{unemployed}_t - a * \text{GDP}_t - b * \text{occupied population}_t - c * \text{investment}_t - d)^2 \quad (2)$$

The conditions of the optimum result in:

$$\frac{\delta w}{\partial a} = 0 \rightarrow \sum 2\,(\text{unemployed}_t - a * \text{GDP}_t - b * \text{occupied population}_t - c * \text{investment}_t - d)\,(-\text{GDP}_t) = 0 \quad (3)$$

$$\frac{\delta w}{\partial a} = 0 \rightarrow \sum 2\,(\text{unemployed}_t - a * \text{GDP}_t - b * \text{occupied population}_t - c * \text{investment}_t - d)\,(-\text{occupied population}_t) = 0 \quad (4)$$

$$\frac{\delta w}{\partial a} = 0 \rightarrow \sum 2\,(\text{unemployed}_t - a * \text{GDP}_t - b * \text{occupied population}_t - c * \text{investment}_t - d)\,(-\text{investment}_t) = 0 \quad (5)$$

$$\frac{\delta w}{\partial a} = 0 \rightarrow \sum 2\,(\text{unemployed}_t - a * \text{GDP}_t - b * \text{occupied population}_t - c * \text{investment}_t - d)\,(-1) = 0 \quad (6)$$

Solving this equation using the available facts:

$$\text{unemployed}_t = -0{,}221 * \text{GDP}t - 0{,}833 * \text{occupied population}_t - 4{,}050 * \text{investment}_t + 863.854{,}4 \quad (7)$$

Conclusions

Following the analysis made, we can formulate the following assessments:

- coefficients of all three explanatory variables considered in the model (gross domestic product, employment and investment) are negative, reflecting an inverse relationship relative to the number of unemployed. Thus, an increase in these explanatory variables causes a reduction in the number of unemployed;
- the constant term in the regression equation is d = 863,854.4 and represents the point at which the explanatory variables (GDP, employment and investment) are equal to 0, that is, the number of people unemployed as 863,854.4 if three variables are 0;
- analyzes show the intensity of the relationship between the variables of the coefficient of determination ($R2$) is 0.7154, which indicates that 71.54% of the variation in unemployment is determined by three variables: GDP, employment and investment.

Also, we can say that unemployment behaving in inverse proportion to GDP, employment and investment. Romania's economic situation has improved, meaning that unemployment is low, investment and GDP growth; the determinants of migration trends accounting. Emigration continued in proportions consistent, especially temporary migration.

Low unemployment rates amid economic growth, GDP, investment has not stopped emigration. The existence of options on the labor market in Romania does not guarantee to stop labor migration. Need to increase the quality of jobs, matching revenue with quality and cost of living, but also generate wage policies that ensure inclusive labor market are factors that could contribute to halting emigration and would direct coherent labor mobility thus ensuring a correlation between demand and supply of labor.

In the long run, due to a sharp population declines, the effects negatives Romanian labor migration will generate substantial social effects, especially in areas of pension fund or health system and social security.

The sound and effective labor market could offset the demographic risks exacerbated by emigration. In this paper, addressing the correlation between unemployment, GDP, employment and investment is a novelty, given that an immediate consequence of emigration is the decrease in unemployment in the country of origin, and they are the main indicators that determine migration and research limitations arising from the need to identify the extent to which labor market characteristics, quality of jobs, incomes can positively influence migration since simple growth, delivered within the Romanian economy is unable to influence.

Future labor market is a subject in constant debate, but, despite the fact that experts have different opinions about what will be, there is a consensus that education systems should prepare young people for an economic environment characterized by change and uncertainty.

Employers usually show a significant difference in terms of the skills and abilities they expect from young people and skills that they have at graduation.

This situation is exacerbated by the fact that high unemployment among young people, limited learning in the workplace, often young people are growing up without acquiring an appropriate work experience.

We believe that if any country is important to identify those types of measures that can help to attract and retain qualified human resources and creative home. Usually people and especially young people tend to emigrate looking for a place that can provide better living conditions where they can benefit from the current gains and higher incomes. Also people tend to emigrate to benefit from increased opportunities for professional and personal development and management adecavat career and life in general. Knowledge, skills, competencies and experience in addition to the home can be used and adapted accordingly to contrbui increase productivity and ensure a decent living and a quality as good of life to ensure their while and welfare compared with communities in which they left.

Demographic danger that will have to operate the Romanian economy is powered by two elements: one aimed at decreasing population number and the second Romanian labor migration. Despite technological progress enhances productivity through mechanization of production processes, the dynamics of this process is not sufficient to recover the costs of demographic decline. Population aging is a phenomenon demonstrated by the statistics, one strengthened rising trend.

For the future we plan to continue this research and expand the perspective of approach by considering such factors and more complex problems and illustrate the need for policies and factors invoice social, economic and cultural to manage as competent complex problems such the analysis.

Authors'contributions

The author has made an economic analysis of the problem of unemployment was completed by using a multiple linear regression model.

Research limitations

Research limitations arising from the need to identify the extent to which labor market characteristics, quality of jobs, incomes can positively influence migration since simple growth, delivered within the Romanian economy is unable to influence.

Proposals and recommendations

We believe that our research results from a number of proposals imperative for a proper understanding of the effects and impact of emigration. Thus, analyzes aimed at immigration and migration is necessary to take account of labor market flexibility and labor market protectionism, as variables that influence migration flows.

Also features emigration be addressed separately, meaning that permanent migration is weaker in intensity than the short term and their economic impacts to be addressed differently. We would add that it is important in the current context, to identify the economic growth and its characteristics, so that economic growth should be able to reduce labor migration in Romania.

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ANALYSIS OF THE MANAGEMENT OF THE INSTRUCTIONAL-EDUCATIONAL PROCESS IN THE TRAINING OF GENERALIST NURSES

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Abstract

The school encourages, through the rules and procedures established by consensus, through the responsibilities and roles freely assumed, through the procedures and tools for monitoring and evaluating the process - a different type of intelligence compared to the traditional educational approaches; instead of resorting to the recognition of knowledge or the manipulation of details, the school focuses on the ability of participants to learn, to understand the situation - the problem they face. Most teachers and students are interested in learning useful and relevant information and practicing skills as necessary. Generalist nurses provide treatment, assistance and care for people in need of medical care as a result of the effects of aging, injury, illness or other physical or mental impairment or potential health risks. They assume responsibility for the planning and management of patient care, including the supervision of other health care workers, working independently or in teams with physicians and others in the practical application of preventive and curative measures.

Keywords: management, instructive-educational process, training, general medical assistant

JEL Code: M53, I21

1. Introduction

Strategic educational management is a modern form of management, focused on anticipating changes and changes that must be made within the school organization and in its interactions with the environment in which it operates, to avoid producing situations where the services offered by the organization become outdated or inconsistent with the proposed changes. (Gherguț, 2007)

The quality assurance of education is achieved through a set of actions to develop the institutional capacity for the elaboration, planning and implementation of study programs, through which the confidence of the beneficiaries is formed that the organization providing education meets the quality standards. Quality assurance expresses the ability of a provider organization to provide education programs, in accordance with the standards announced. (Dima, 2006). It is thus promoted to lead to the continuous improvement of the quality of education.

2. Analysis of the management of the instructional-educational process in the training of generalist nurses

The organization provides students with a safe and harmonious environment that offers support. The learning spaces are adequately equipped, responding to the collective and individual needs of the students. The resources, teaching methods and related spaces allow the active access and participation of all students. The hiring of the personnel is made according to clear criteria (minimum standards regarding qualifications and experience) of recruitment and selection, the organization defines a job sheet, makes available to the staff initiation and continuous training programs. The organization is responsive to the needs of individuals, economic agents and the community (external stakeholders), but also to the different needs of students (internal stakeholders). The organization is permanently concerned with the design and development of study programs that respond to the needs of stakeholders, programs that place the student at their center of interest. They have a character of social inclusion, ensuring access and equal opportunities for students. The specialized teacher must know how to

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communicate with the students, verifying if it has been understood, to facilitate the assimilation of knowledge, to know how to activate, to energize the group of students that has certain characteristics and a certain evolution, that is to say, their own dynamics. In other words, the teacher must demonstrate flexibility, which will allow him to easily adapt to the characteristics of the group of students he is training. In the process of training future nurses the teacher must meet the need to learn the students, looking for solutions to meet these needs, both in the courses (theory and practical training) and in the clinical stages. In return, future nurses must know all aspects of care in order to intervene in order to defend and maintain health as much as possible.

The definition presented by the World Health Organization (WHO) and the International Nursing Council (ICN) states that: Nursing is an integral part of the health care system, comprising: health promotion; disease prevention; caring for sick people (physically, mentally, disabled) of all ages, in all health units, community settlements and in all forms of social assistance. The activity of information and health education of the public should encourage people to want health, to seek the means to obtain it and to maintain it. The informational flow disseminated through different forms of mass media has increased the level of understanding on diseases, on the therapeutic means of improvement and healing and has led to the increase of the demands regarding the problems of individual and community health.

Analyzing the management of the educational instructional process in the training of the medical assistant the authors found the following:

- The nurse is prepared through a study program including: health promotion, the prevention of illnesses, the care of the patients regardless of age and in any health unit or in any situation at community level.
- The nurse is trained and authorized: to carry out health education, to participate as a full member of the team in the health system, to supervise and train the future nurses and auxiliary staff, to be involved in research.
- The general nurse has: a multidisciplinary training, mastering basic skills, knowledge of psychology (to know how to encourage), a proper attitude towards patients and their family, the concern to understand what others feel (empathy ability).
- The nurse is a person who: has completed a complete training program, passed the exams successfully, meets established standards and is authorized to practice this profession.

The essential role of the nurse is to help the sick or healthy person, to maintain or regain their health, or to assist him in his last moments.

The mission of nurses is to perform functions that promote and maintain the health, but also to prevent illnesses. Nursing also includes planning and providing care during illness and convalescence and encompasses the physical, mental and social aspects of life to the extent that they are related to health, illness, disability and death.

Nursing is both an art and a science that requires the understanding and application of the knowledge and skills specific to the discipline. The nurse assumes responsibility and exercises the necessary authority for the direct provision of health care. He is a freelance practitioner responsible for his benefits.

The functions of the nurse derive directly from the mission of the nurse in the society. These functions remain constant, regardless of place (at home, at work, school, university, prison, refugee camps, hospital, clinic for the provision of first health care or other places) and the time they provide nursing care, the medical status of the individual or group he will serve or the resources available to him.

3. A conceptual model of the nursing profession

To help the individual, whether he is sick or healthy, to find his way to health or recovery and to use every action to promote health or recovery, provided he has the strength, the will or the knowledge, necessary to do it and to act in such a way that it will take care of itself as soon as possible.(Henderson, 1996)

In our opinion, in order to exercise the profession of generalist nurse, he/she must have the following practical knowledge and skills:

• scientific knowledge (accumulated during the training of the medical assistant and which helps him to understand the human being in its physical, intellectual, affective dimensions);

• technical knowledge and skills that refer to the methodical and scientific procedures that serve to promote health and combat diseases;

• relational skills that refer to the ability of the nurse to establish relationships with patients, to create a climate conducive to warm human relations, to collaborate with the patient's surroundings, to work in a multidisciplinary team and to work in the community ;

• ethical skills (they are related to the set of norms and principles regarding the moral values of the person and the profession, which regulates the good behavior of the nurse;

• legislative knowledge that refers to the regulations and directives provided by law in order to protect the nurse and the patient).

In addition to practical knowledge and skills, the nurse must know the conceptual model of nursing, as well as the scientific approach.

A conceptual model is a set of concepts, a mental image that favors the representation of reality. In order to define the conceptual framework of the nursing profession, a series of elements must be specified(see figure 1).

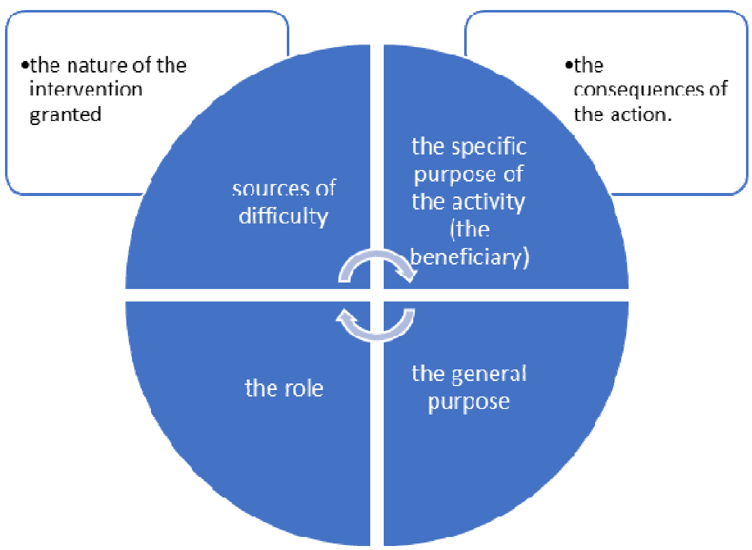

Figure 1: The conceptual framework of the medical profession
Source: in the author's vision

4. Conclusions

The school is a highly differentiated organization (by levels and years of studies, by classes and groups, by types of school units) but also highly integrated - the transition from one organizational structure to another, being the subject of very precise conditions.

In order to achieve a quality finished product, that is, the educated man, a very close collaboration between the organizational elements is necessary and, as a result, the organizational substructures must be clearly defined, as well as the role of each one (the links between them, through unclearness leading to dysfunctions major.

The members of a learning organization participate actively in the learning not because they are required by the authority or they are required from outside, but because they want to explore the situations listed by agreement on the group agenda. Community nursing is not only a synthesis of nursing practice and health education, but it aims to maintain and stimulate population health. The care is continuous. The care is oriented on the individual, the family, the group, contributing to the health of the entire population of the respective area.

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ROLE OF CORPORATE SOCIAL RESPONSIBILITY IN SUPPORTING SUSTAINABLE DEVELOPMENT

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Abstract
The paper examines the role played by the corporate social responsibility in promoting sustainable development. The first part of the paper takes into consideration the theoretical approach. The second part is dedicated to the analysis of corporate social responsibility in Romania. From the methodological point of view, the research is based on desk research of main international and national regulations as well as the specialised literature and available data. Research results highlight the progress made lately in our country in promoting corporate social responsibility by large companies.

Keywords: social responsibility, corporate social responsibility, sustainable development

JEL Clasification: D64, D63, P52

Introduction

The concept of social responsibility and the ensuing one of corporate social responsibility are not new. It was shaped formally by the beginning of the 20th century in the United States of America. The first mentions in specialised literature date back to the fifties when Bowen (regarded as the father of social responsibility) formulated the first definition: "Businessmen have the duty to pursue those polities, and take the decisions, or follow the directions of actions that are desirable as regards the objectives and values of our society" (Bowen, 1953, p. 6). In 1960, Keith Davis introduced the concept of "Iron Law of Responsibility" by which he underpins that "the responsibility of businessmen must be measured by their social power" (Davis, 1960, p. 71). Much later, Carroll gives a much more comprehensive definition: "Corporate social responsibility includes all economic, legal, ethical, and discretionary-philanthropic expectations that the society has from the organisation at a given time" (Carroll, 1979, p. 500).

1. Corporate social responsability

At world level, the United Nations Organisation, and the subordinated institutions adopted strategic documents that contributed to promoting corporate social responsibility. Thus, in the working session of the International Labour Organisation from 1977, a document was adopted that aimed at the principles operating between multinational enterprises and social policies in the context of economic globalisation. The changes brought in the framework of the sessions from 2000 and 2006 led to the final statement from 2017. Substantiated by a series of international conventions and recommendations in the field of labour, the statement submits to the attention of all decision factors with responsibilities in the field (employers' and trade union organisations, governments and international companies) four major field: labour force employment, vocational training, living, and working conditions, and industrial relations. Particular emphasis is laid on the corporate responsibility regarding the observance of human rights (International Labour Organisation, 2017, p. 6, 11-12). In this respect, as fundamental principles, the companies, irrespective of their characteristics as regards structure, size, field of activity and organisation, commit to compliance with the Universal Declaration of Human Rights in all carried out activities. The operational principles in this regard include a commitment assumed at the level of the

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company's policy, and available publicly to all interested parties (United Nations Human Rights, 2011, p. 14, 21). The largest international initiatives concerning CSR is UN Global Compact build around ten principles concerning human rights, work, environment and anti-corruption (UNGC, 2015, p. 11). Launched in 2000, it is based on 9.500 companies from all over 160 countries. According with the survey conducted by UN Global Compact, 90% of analysed companies declared that they have policies and practises towards promoting the ten principles (UNGP, 2018, p. 6).

Based on the evaluation of the Millennium Development Goals, among the most recent UN initiatives we mention the 17 goals assumed in the framework of the Sustainable Development Agenda 2030. Among the objectives that intertwine with social responsibility we mention to "promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and "build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation" (United Nations, 2015, p. 14).

The Organisation for Economic Cooperation and Development (OECD) is one of the international strategic partners of the initiative UN Global Compact. Based on the international standards and regulations enforced in 2011, OECD adopted guidelines for multinationals applicable based on the support of the national points of contact in accordance with the Declaration on International Investment and Multinational Enterprises (2010). The fields taken into account are human rights, labour force employment, and industrial relations, environment protection, combating bribery and soliciting bribery, consumers' interests, science and technology, competition and taxation (OECD, 2011, p. 5-7). According to the report from 2017 as regards the implementation of these guidelines at national level, Romania did not adopt a national action plan regarding businesses and human rights (OECD, 2018, p. 51). Closely linked with the OECD document about multinational companies, OECD adopted a set of guidelines regarding businesses responsibility from the perspective of labour standards, the social field, environmental protection, and human rights (OECD, 2017, p. 5). As regards the measures that would support the internationalisation of the small- and medium-sized enterprises, the data gathered in the year 2015[1]highlight the following ranking: grants, subventions and advantageous loans (30%), fiscal incentives (28%) and support by identifying business and network partners (27%) (European Commission, 2015, p. 104).

Another relevant document for a common understanding of CSR is the ISO 26000 Standard dedicated to social responsibility. Without representing a standard management system and without being applicable for certification, ISO 26000 approaches social responsibility from the viewpoint of six topics: organisational governance, human rights, labour practices, environment, and proper operational procedures, along with aspects regarding consumers and community involvement, and development (International Organization for Standardization, 2018, p. 9).

The importance of advancing the concept of corporate social responsibility in elaborating common strategies of the member-states drew the attention of the European Commission representatives. We mention in this respect the definition of social responsibility as "the companies integrating social and environmental concerns in their activities, and the interaction with the interested parties on a voluntary basis" (European Commission, 2001, p. 6). Later on, together with publishing the new European Strategy 2011-2014 regarding Corporate Social Responsibility, the European Commission launched a new definition: "The responsibility of companies for the impact they have on the society" (European Commission, 2011, p. 6).

The constant concerns for developing and enforcing the CSR concept continued so that by 2013, the European Commission adopted the Directive 34/2013 regarding yearly

[1] The questionnaire was applied in the 28 EU member-states, with the participation of the following non-EU countries: Albania, the Former Republic of Macedonia, Island, Moldova, Montenegro, and Turkey.

financial statements. This directive was in its turn changed by the adoption of Directive 95/2014 that provides for the obligation of large enterprises to disclose non-financial information, and information about diversity. The statement submitted accordingly must contain aspects related to environment (the use of renewable and non-renewable energy, glasshouse gas emissions, water use, and air pollution), and social and personnel related aspects (ensuring gender equality, enforcement of International Labour Organisation directives, working conditions, social dialogue, compliance with trade union rights, health, and workplace safety, combating corruption and bribery, etc.) (European Parliament, 2014).

In view of identifying best practices in the field, several specific codes were identified for integrating social responsibility policies in company strategies and in the results' reporting process. At international level best known are the United Nations Global Compact, Global Reporting Initiative (GRI), the Accountability Framework and the Standard ISO 26000.

2. Sustainable development

The concept of sustainable development was used for the first time in 1992, in the framework of the Rio de Janeiro Conference, in Brasilia, as an outcome characterised by sustained economic growth, improvement of human condition, social justice, and environmental protection. From the scientific viewpoint, the concerns for such sustainable development were induced by the emergence of the humanitarian crisis, the deterioration of living conditions for very many people, the diminishment, and/or exhaustion of some natural resources, and other phenomena and processes generated by the current model of development.

The adoption of the sustainable development objectives was based on decades of joint action of the representatives of all countries of the world under the coordination of the United Nations Organisation (UN) for Economic and Social Affairs. We mention, in brief, the main stages of this process:

in 1992, in the framework of the Earth Summit organised in Rio de Janeiro, Brasilia, over 178 countries adopted the Agenda 21;

in September 2000, within the Millennium Summit organised at the UN headquarters from New York, the member-states adopted unanimously eight goals for reducing extreme poverty with the achievement deadline in 2015;

by the adoption of the Johannesburg Declaration, South-Africa in 2002, the member-states reasserted the commitment of the global community for eradicating poverty and for environmental protection;

in 2012, in Rio de Janeiro, Brasilia, the member-states adopted the document "The Future We Want" by which was launched the development process for the millennium goals and the High-Level Political Forum of the UN was set-up;

in 2013, the UN General Assembly established an Open Working Group with 30 members in order to draft a proposal on the sustainable development goals;

The year 2015 was a reference year for shaping the international policy towards sustainable development. Thus, on 26 September 2015, in the framework of the UN Private Forum, New York, the General Secretary Ban Ki-moon underpinned the role of private companies in achieving the sustainable development goals. "Achieving the sustainable development goals will improve the business environment, and will build markets. Trillions of dollars from public and private funds must be redirected towards the sustainable development goals, creating huge opportunities for responsible companies to provide solutions". The UN General Assembly began the negotiation process regarding the development agenda post-2015 and for the adoption of the Agenda 2030 on Sustainable Development with 17 goals for sustainable development. According to them, the eradication of poverty and of other deprivation forms must be accompanied by improvement strategies in fields such as health, or education. Other approaches in this respect were represented by the adoption of the Paris Agreement on Climate Change (2015), and the set-up of the UN High Level Political Forum on sustainable development. Romania's delegation to the working meeting from July 2018 presented the results from the National Voluntary Report1.

At the end of 2018, Romania adopted the National Strategy for Sustainable Development of Romania 2030 which details Romania's approach to the Millennium Goals and its goals towards 2030. The last chapter establishes national implementation and monitoring structures, as well as reporting to both EU and UN. The National Institute of Statistics is responsible for updating the national set of indicators. However, it is surprising that "by 2030, Romania intends to present at least two reports" (Departamentul pentru Dezvoltare Durabilă, 2018, p. 109).

3. Corporate social responsability in Romania

The Directive 95/2014/EU was transposed in Romania by the adoption of the Order no. 1938/2016 regarding the alteration and addition to accounting regulations issued by the Ministry of Public Finances. According to item 2, from Article 1 the filling in of a non-financial statement is provided for as regards "entities of public interest that, at the date of the balance statements exceed the criterion regarding an average number of 500 employees". The information refers to "environmental, social, and personnel related aspects, compliance with human rights, fight against corruption and bribery". The Order of MPF details the aspects mentioned above as taken into account according to the information included in Annex 1.

In accordance with the National Voluntary Report from 2018, presented by the Romanian representatives at the working meeting organised within the aforementioned UN summit, in our country are 29 companies submitting non-financial reports compliant with the regulations included in the EU Directive 95/2014. These total 90 reports that cover the period 1999-2017 (Ministry of Environment 2018, p. 67). In comparison with this moment, the current webpage contains information about the same 29 companies but 100 reports are available. Among these, the majority (72) were elaborated before the launching of the international directive. Only 13 reports are available after the transposition of the European directive into domestic legislation by adopting the 2016 Romanian order. The first date since 2003 (Orange Romania). Latest reports are from 2017 (GSK Romania, OMV Petrom, Raiffeisen Bank and Transelectrica). No 2018 report is available in this database. Most annual reports (2009-2017) were prepared by Raiffeisen Bank. 10 out of 29 companies have submitted a single report although they have continuous activity in Romania.

In the year 2015, The Azores Sustainability & CSR Services realised the CSR Index Romania, by analysing 100 companies and realising a top about the most transparent and involved companies in corporate social responsibility. The starting point in elaborating the working methodology was represented by the Top 100 companies published by Ziarul Financiar (Financial Paper) based on the turnover realised in 2014. If in 2015, were taken into account nine categories with 36 indicators, in 2017 an evaluation fiche was drafted with 43 indicators. These were selected based on four international references: the Directive 95/2014/EU, the Sustainable Development Goals, the Global Reporting Initiative Standards, and the Dow Jones Sustainability Index. The 43 indicators were divided into nine categories covering the sustainable development field: corporate governance, diversity, economic impact, environment, human rights and Anti-Corruption policy, employees, marketing and Creating Awareness, community investments, and the supply chain. The report from July 2018 used a measurement tool with 49 indicators grouped in 9 categories, as well.

[1] http://dezvoltaredurabila.gov.ro/web/news/participarea-delegatiei-romaniei-la-forumul-politic-de-nivel-inalt-al-onu-privind-dezvoltarea-durabila/

Out of the nine categories used in the CSR Romania Index 2018, the lowest scorings were registered for the categories: supply chain, environment, and corporate governance that show that several companies are lacking management as regards corporate sustainability. Moreover, in 2017 only six companies published a non-financial report in the database GPI (Database Global Reporting), as compared with other countries, like Italy 98, Germany 108, and France 151.

The best scoring in 2018 was achieved for the category economic impact, by 25.8%, because companies communicated information as regards the amounts invested for contributing to communities' development (32% out of all companies) (The Azores, 2018). Within the policy of promoting the concept of corporate social responsibility were identified some fields of interest: supporting vocational and technical education, financial education, entrepreneurial education, and for children, green buildings, the environmental fingerprint of goods, internet security, waste gathering, CO2 emissions management, sustainable transportation, supporting culture providers and tourism (see Table 1). According to it, we notice that the companies in the top as regards economic growth are involved also in improving human condition, environment, and social situation.

Tabel 1. The field of interest, the company involved and the projects carried out, 2017

The field of interest	Company and program
Vocational and technical education	OMV Petrom - "Petroleum School"(Www.taraluiandrei.ro) Dacia - Partnership with Mioveni Machine Building Technological Highschool (www.daciagroup.com) HeidelbergCement- "The Apprenticeship School" (www.heidelbergcement.ro)
Financial education	BCR- "School on Wheels" and in 2016 "Wheelchair School" for adults (www.bcr.ro)
Education for children	Orange- "SuperCoders" (www.orange.ro) Romgaz - "Safety on the Internet"(www.rogaz.ro)
Education for entrepreneurs	ING- "Startarium" (launched in 2016 and has 3 pillars: education, funding and support-www.ing.ro)
Green Buildings	Lidl - "The Greatest Shop in the Portfolio" (www.lidl.ro) Henri Coanda International Airport Bucharest - "Carbon Reducing" (www.bucharestairports.ro)
Environmental footprint of products	Coca-Cola HBC Romania - "PlantBottle Technology" (www.coca-colahellenic.ro) Ursus Breweries - "Using Recycled Packaging" (www.ursus-breweries.ro) Mol Romania - "Every Can Counts" (www.molromania.ro)
Sustainable transport	Kaufland Romania and Raiffeisen Bank - "i'veco Urban - the first automated bicycle-sharing stations in Bucharest" (www.iveco.ro)
Supporting Romanian producers	Kaufland Romania-"National Support Program for Romanian Producers"(www.kaufland.ro) Mega Image - "Romanian tastes from households" (www.mega-image.ro) Carrefour - ”Carrefour Vacaresti. Agricultural Cooperative” (www.carrefour.ro) Lidl - "Cultivated in Romania, specific Romanian" (www.agricultura-romanească.eu)
Responsibility for culture and tourism	Coca-Cola HBC Romania - "Bogăr Falls" (www.coca-colahellenic.ro) BRD - "Ivestments in culture" (partner in the International Festival in Sibiu and the National Theater Festival in Bucharest, and Young in Alexandria); Scena9.ro (cultural journalism platform) Smithfield Romania - "Be one of us", (www.smithfield.ro) National Airport of Bucharest (CNAB) - "On the Wings of Romanian Culture" (www.bucharestairports.ro)

Source: https://www.slideshare.net/theazores/romania-csr-index-2017-detailed-report

Following the analysis of the companies from Romania, The Azores Sustainability & CSR Services, a realised the top of industries where activities are found that are related to promoting the CSR concept. Thus, the highest weight was obtained by companies active in the beer industry (74.42%). These companies were followed by industries for consumption goods (36.23%), but these scored at double distance against the beer industry, which shows also the rather high weight of the company Coco-Cola HBC Romania (94.57% in 2017 and 94% in 2018) and Ursus Breweries (82.56% in 2017 and 72% in 2018). Last in the ranking were placed companies in the energy industry (10.48%) and the car industry (6.49%), and a weight around 20% was obtained by companies in the constructions' industry (26.36%), oil and gas (2.65%), IT&C (24.65%), banking system (22.55%) and agriculture (20.49%).

In granting the CSR related scorings 2018 emphasis was laid on Key Performance Indicators (KPIs) so that for each indicator a point was given if the respective indicator was mentioned and, respectively, two points when the information was accompanied by KPIs.

In order to show the companies' involvement in CSR, we have created an econometric model based on the assumption that there is some correlation between the business model and the CSR strategies and if so, what kind of correlation exists? In this respect, we have analyzed three indicators: net income, community investment and number of employees over a period of 3 years (2015, 2016, 2017), for Coca-Cola HBC, Kaufland Romania, Raiffeisen Bank, OMV Petrom, Telekom, Lidl Romania, Electrica, GSK Romania, Siveco, Ursus Breweries, BRD Bank, Pharmacies Dona, Rompetrol Rafinare, CEZ Romania, ArcelorMittal Galati, Vancart Group.

As a result of the statistical survey, using the nonparametric correlation and the correlation coefficients of Spearman and Kendall ranks, there is a slight, inverse and insignificant correlation between net income and community investment (see Table 3), as well as net income the number of employees (see Table 4), which shows that the correlation does not verify the hypothesis from which we left. The correlation is weak and insignificant because, due to lack of data, the analysis period is very short.

If we look at the statistical data collected for the three mentioned indicators, from a quantitative point of view (statistical data provided by each company through the annual social sustainability report), it is noticed that with the increase of the net income, the investments in the community have increased, as well as the number of employees, not in all cases but on the whole, a significant correlation can be seen. In this sense, we can argue that the economic activity of companies influences the amount allocated to programs and projects of social responsibility, so the more profitable the company, the more financially it will get involved through projects and programs at the community level.

Between the net income and the number of employees, the relationship is direct and significant, a correlation observed, on the one hand, with the statistical data provided by each company, through the annual social sustainability report, and on the other hand it is a logic If business is prosperous and economic efficiency increases, in the first stage (short term), jobs remain, and in the second (long term) if I want to produce more, or expand economic activity, obviously will require more workforce (see Annex 2).

4. Which are the companies at the top of the CSR Index Romania ranking?

In the years 2015, 2017 and 2018, the companies ranking on top positions in the CSR Index Romania were Coca-Cola HBC Romania, Kaufland, Raiffeisen Bank, OMV Petrom, CEZ, Telekom, all registering scorings over 90%, as they were involved in initiating and developing some programmes/projects in view of sustainable development. Hereunder we present the detailed situation for the first companies listed according to the ranking, respectively Coca-Cola HBC, Kaufland Romania and OMV Petrom.

Coca-Cola HBC Romania supporting social responsibility?

Coca-Cola HBC Romania is involved in four major directions for developing the social responsibility promoting programmes that are linked with environment, community, working environment, and market. Thus, in the period 2009-2017, high investments were made in the factories from Ploiesti and Timisoara (Combined Heat and Power Plants), as these have energy efficiency by using natural gas, for which the emissions are reduced by 20-40%, and the consumed energy is renewable (water consumption and energy), especially in the production and warehousing area. The raw materials (beginning with sugar beet), equipment, coolers are purchased from Romanian suppliers (90% out of all suppliers are from Romania), and comply with the emission reduction standards, just as the largest part of the goods are manufactured and sold in Romania.

Thus, in 2018, Coca-Cola HBC Romania was acknowledged, for the third consecutive year, as the most responsible company from the country as regards the initiation and development of some programmes that support social responsibility. The company obtained 94%, according to Romania CSR Index (index realised by the agency The Azores, by taking account of all 696 companies from Romania with over 500 employees). Irina Ionescu, Head of Communication & Public Affairs with Coca-Cola HBC Romania stated, "For us it is very important to develop the economy of the country where we are, as this is how the Coca-Cola system works in the world. You do not produce in a country and sell into another. The largest part of our products is sold in the country".

Coca-Cola Company is involved in supporting social responsibility as follows:

După Noi (dupanoi.ro) (**Follow Us**) is a project initiated in 2015, consisting in creating a sustainability programmes' platform of the company. Coca-Cola HBC Romania organised a series of workshops in Tara Dornelor (Dornelor Country) with local handicraftsmen who learned to use social media for marketing their products.

In the year 2017, **Coca-Cola HBC with the support of the Association Viitor Plus (Future Plus)**, of the company CON-A, and of local authorities, joined under the umbrella of the sustainability platform Dupa Noi, rearranged and restored the Bigar cascade regarded as one of the most spectacular from the world. The company contributed thus to doubling the number of tourists (Project Think Bigar).

In 2017 as well, was launched also the programme "**La TINEri este Puterea**" **(Youth have the power)** a project dedicated to youths from vulnerable groups (institutionalised youths who did not finalise studies) in Romania with ages between 18 and 30 years intending to enter in the labour market. Together with the NGO Social Incubator, they succeeded in including over 550 youths in the programme in Vaslui, Prahova, and Bucharest-Ilfov. The youths attended two types of courses respectively, personal development (learn what you like to learn) and career support (drawing up a CV, learning efficient communication, how to become entrepreneur). In 2018, the programme continued by launching an e-learning platform, extending the geographical area, and increasing the number of involved institutional partners, as the project aims to involve over 3000 youths.

In 2018, was launched and was implemented the project **"Ziua Buna! – Ziua Voluntarilor Mici" (Good Day! – The Day of Little Voluntaries")**, together with Tasuleasa Social. The project registered over 23,000 thousand students and teachers from 5 counties who participated in collecting over 50 tons of plastic waste from their households.

The exact number of jobs generated by the entire Coca-Cola system is 19,900, and the money generated within the chain amount to 448 million Euro, from which the contribution to the state budget is 241 million Euro, respectively 0.8% from all incomes to the state budget, as Irina Ionescu (Public Affairs with Coca-Cola HBC Romania) declared.

Kaufland Romania supporting sustainable development

Kaufland Romania is a company supporting the local economy by purchasing from Romanian producers, and by caring and providing vocational training to its employees. They also are caring for the environment and support local communities. In 2016, the company invested over 110 million Euros in modernising and expanding its network. They have over 2000 products under their own brand, and 70 own brand products, representing the ratio between quality and price. The company has a purchasing policy that gives priority to local producers, so that over 70% from the company's suppliers are Romanian, and 50% from the traded goods are domestic.

Kaufland – responsible employer

- 15,478 employees worked with the company on 28.02.2017;
- the average age of the team is 36 years of age;
- the company supports gender equality. For instance, 47 of the middle management positions are represented by women;
- Kaufland believes in the equality of chances for all. For instance, in 2016, 7.89% of the employees were over 50 years of age, and 69 employees were people with disabilities;
- Also over the period 2016-2017, the minimum wage paid by Kaufland was higher than the legal minimum one. Currently, the income provided by Kaufland Romania to commercial workers is 2,800 RON gross per month, including both lunch and gift vouchers that are offered for Christmas and Easter.
- The company provides to employees health insurance, additional holidays, career development opportunities, discount vouchers, and other benefits.
- 1,809 employees benefited from training courses implemented by the company in 2016.

Kaufland is an active supporter of local communities:

- Kaufland invested over 6 million Euro (28,580,183 lei) in the community, based on the projects developed together with NGOs in 2016 for social causes, sport and health, education, culture, and for the environment;
- over 800,000 individuals benefitted from the Kaufland investments in the community;
- Environmental protection is an important aspect for Kaufland. Over 47,000 tons of waste was recycled in 2015, and 2016, respectively plastic, packages, batteries, cooking oil, etc.

The report is part of a vast process of investments in sustainability initiated by the company. In the framework of this process, Kaufland created also its first sustainability team. The team brings together 15 representatives from each department of the company who were trained by experts in business sustainability based on training sessions.

OMV Petrom's strategy regarding sustainable development: Resourcefulness

OMV Petrom - the largest oil and natural gas producer in South-Eastern Europe attempts by its projects to minimize the business risk, to support communities' development, and to protect the environment. The Resourcefulness strategy is focused on three directions: eco-efficiency, eco-innovation, and education for development. Thus, in 2016, over 230 managers have integrated the Resourcefulness objectives into their targets of development and performance.

By eco-efficiency, the company pursues to limit the environmental impact with special focus on energy efficiency, on glasshouse gas emissions' management (GGE), and water management. In the framework of eco-investments were selected three projects for development and implementation, respectively a burning system for fuel, an elimination system for the burnt gases on the central Petromar platform, and the optimisation of the pumping power of the linear pumping rod (LPR). As regards education and development, the strategic objective is centred on vocational and entrepreneurial education, an initiative in the framework of the programme “Romania Meseriasa” (“Skilled Romania”) was the camp for craftsmen “Andrei’s Country” (the social responsibility platform of OMV Petrom). Thus, in 2016, from these initiatives benefitted 270 students from the counties Gorj, Bacau, Dambovita, and Arges. Fifty-five teachers were trained to develop management skills within the educational system, and 40 scholarships were granted to the best students from the summer camp. Just as well, the “Oilmen Scholarship” was launched which is granted to the best students from the Oil and Gas Faculty from Ploiesti and from the Polytechnic University of Bucharest. Moreover, a contest with money prizes was organised under the name “Manufactured in Andrei’s Country” and which presupposes the creation of ten social businesses that would give economic and social value within the OMV Petrom communities. By taking account of all projects, over 14,000 persons benefitted from the educational initiatives, from whom 250 individuals received scholarships, and 770 individuals gained skills and support for becoming competitive on the labour market.

The key elements identified by OMV Petrom are health, safety, security and resilience, environment (HSSE), human rights, diversity and employees’ development, business ethics and conformity and involvement of stakeholders.

Conclusions

Growth and economic performance have a considerable impact on human and social development. Economic growth has driven, for two centuries, a growing consumption of natural resources, raw materials and energy, which has obviously led to the diversification of goods and services, goods that people did not even dream 100 years ago.

We ask ourselves an important question, economic growth for whose benefit? Thus, with the growth and economic development, certain imbalances have emerged, causing certain crises: economic, ecological, social and human, all of which require a fall in growth rates and, in some cases, even a collapse. The idea that economic growth is the path of human development has proven to be an illusion; in this sense, it is necessary to rethink the current economic activity, so that the economic system harmonizes with the natural system and operates on the principle of sail boats, pushed by the processes ecological and not limited and exhaustible natural resources.

In the context of the act, the concept of sustainable development, which was initiated 27 years ago, has gained significant valences for all mankind, trying to achieve reconciliation between the economic and social environment and on this background, the concept of social responsibility corporate. Corporate social responsibility implies the involvement of companies in increasing the quality of life and living standards of the population, in protecting the environment and promoting green technologies, in the financial and professional education of young people and the most vulnerable on the labor market, ensuring and maintaining the state of health, safety and security at work, combating poverty and social exclusion, reducing inequalities and creating opportunities for all regardless of race, gender, nationality, participation and voluntary involvement in economic and social projects, defense and respect for human rights, fight against corruption, and bureaucracy, etc.

In Romania, in the light of the above, the initiative of companies to get involved in social, professional and environmental life is praised, so from year to year, CSR or diversified CSR projects and the number of beneficiaries increased. Although the European Directive is transposed into national law and large companies have begun publishing their CSR reports since 2003, it is necessary to correlate strategic factors to achieve visible long-term results. Among them we mention: public information and awareness campaigns towards sustainable development objectives, the adaptation of the financing programs from the multinational companies to the national social needs, the promotion of the public-private partnership in identifying and solving the socio-economic problems, human rights and the protection of the environment. The adoption at the end of 2018 of the National Strategy for Sustainable Development of Romania 2030 represents a favorable framework on medium and long term perspective.

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Annexes

Annex 1. References regarding the non-financial statement according to Order no. 1938/2016 from 17 August 2016 as regards the alteration and addition of some accounting regulations

"Non-financial statement

492^1. – (1) Entities of public interest that, on the date of the balance, exceed the criterion regarding an average number of 500 employees during the financial exercise, include in the report of the managers a non-financial statement. This financial statement will contain, to the extent necessary for understanding the development, performance, and position of the entity, and the impact of its activity, at least information about environmental, social, and personnel aspects, about compliance with human rights, combating corruption and bribery. Here, will be included a) a brief description of the business model of the entity. b) A description of the policies adopted by the entity related to these aspects, including applicable due diligence procedures. c) The outcomes of the respective policies. d) The main risks related to these aspects resulting from the operations of the entity including, whenever relevant, and proportional, its business relationships, products, or services that might have negative impact on the respective fields, and how the entity manages the respective risks. e) Non-financial performance key-indicators relevant for the specific activity of the entity.

(2) If the entity does not enforce policies as regards one or several of the aspects included in para. (1), the non-financial statement provides a clear and motivated explanation about this option.

(3) The non-financial statement mentioned in para, (1) contains, as the case may be, additional references and explanations regarding the amounts reported in the individual yearly financial statements.

(4) The information regarding the imminent evolutions, or aspects in course of negotiation may be omitted in exceptional cases when, based on the accordingly substantiated endorsement from the members of the administrative bodies, of the management and supervision boards. The latter act within the limits of the competences conferred by the national legislation, and bear collective accountability for the respective endorsement. The exceptional cases are when the disclosure of information would severely prejudice the trading position of the company, provided these omissions do not hinder the clear and balanced understanding regarding the development, performance, and position of the entity and the impact of its activity.

(5). On request of information mentioned in para. (1), the entities might substantiate based on the national frameworks, or on the ones of the Union, or on the international ones. In this case, the entities must specify the substantiation frameworks.

(6) The non-financial statement must contain as regards aspects related to environment, details about the present and predictable impact of the entities' operations on the environment. Moreover, as the case may be, about the present and predictable impact on health and safety, on renewable and non-renewable energy use, and glasshouse gas emissions, water use, and air pollution. As regards social and personnel aspects, the information provided in the non-financial statement may refer to actions for ensuring gender equality, enforcing the fundamental conventions of the International Labour Organisation, working conditions, and social dialogue, compliance with the workers' right to information and being consulted, compliance with trade union rights. Moreover, about the workplace health and safety, the dialogue with local communities and/or actions for ensuring the protection and development of these communities. With respect to human rights, combating corruption and bribery, the non-financial statement might include information about preventing abuses in human rights' matters, and/or regarding tools set in place for combating corruption and bribery.

(7) The non-financial statement includes also the consequences with respect to climate change that the activity of the entity, and the use of its goods and services might have, as well as with respect to its commitments in favour of sustainable development, fighting food waste, and in favour of fighting against discrimination and promoting diversity.

(8) The information requested according to the provisions of the present item is not limitative.

Annex 2

Table 3. Non-parametric correlation: Correlation coefficients of Spearman and Kendall ranks between net income and community investment

			VN 2015	IC 2015	VN 2016	IC 2016	VT 2017	IC 2017
Kendall's tau_b	VN:2015,2016,2017	Correlation Coefficient	1,000	-,286	1,000	-,286	1,000	-,286
		Sig. (2-tailed)	.	,322	.	,322	.	,322
		N	17	8	17	8	17	8
	IC:2015,2016,2017	Correlation Coefficient	-,286	1,000	-,286	1,000	-,286	1,000
		Sig. (2-tailed)	,322	.	,322	.	,322	.
		N	8	8	8	8	8	8
Spearman's rho	VN:2015,2016,2017	Correlation Coefficient	1,000	-,381	1,000	-,405	1,000	-,405
		Sig. (2-tailed)	.	,352	.	,320	.	,320
		N	17	8	17	8	17	8
	IC:2015,2016,2017	Correlation Coefficient	-,381	1,000	-,405	1,000	-,405	1,000
		Sig. (2-tailed)	,352	.	,320	.	,320	.
		N	8	8	8	8	8	8

VN- Net income; IC - investment in the community

Table 4. Non-parametric correlation: the correlation coefficients of Spearman and Kendall ranks between net income and number of employees

			VN 2015	NA 2015	VN 2016	NA 2016	VN 2017	NA 2017
Kendall's tau_b	VN: 2015,2016,2017	Correlation Coefficient	1,000	,176	1,000	,176	1,000	,206
		Sig. (2-tailed)	.	,323	.	,323	.	,249
		N	17	17	17	17	17	17
	NA: 2015,2016,2017	Correlation Coefficient	,176	1,000	,176	1,000	,206	1,000
		Sig. (2-tailed)	,323	.	,323	.	,249	.
		N	17	17	17	17	17	17
Spearman's rho	VN: 2015,2016,2017	Correlation Coefficient	1,000	,243	1,000	,243	1,000	,257
		Sig. (2-tailed)	.	,348	.	,348	.	,319
		N	17	17	17	17	17	17
	NA: 2015,2016,2017	Correlation Coefficient	,243	1,000	,243	1,000	,257	1,000
		Sig. (2-tailed)	,348	.	,348	.	,319	.
		N	17	17	17	17	17	17

VN- Net income; NA - Number of employees

MODERN TOOLS FOR LEARNING: STUDENTS`S PERCEPTIONS OF USING FACEBOOK

Nicoleta, Velisca[1]

Abstract

The main purpose of the present study is to explore students`perceptions towards Facebook educational usage. Nowadays it is clearly evident the crucial role of social media. Facebook is today used both by teachers and students on their current activities. Due to its growing popularity it is important to understand why students use Facebook for academic purposes. Considering that, a total of 108 students from Bucharest University of Economic Studies participated in a research regarding their attitudes about using Facebook as an educational tool.

Keywords: *Facebook*, *social media*, *higher education*, *students`perceptions*

JEL classification: I23

1. Introduction

Facebook is unequivocally the most popular online social networking site (Chen, 2018), with more than 2.45 billion global monthly active users according to data from 2019 (Statista, 2019). It is also a very popular online platform among students, given that many of them are looking to appropriate it in order to enhance their learning experience (Menzies, Petrie and Zarb, 2015). From this point of view, Facebook could be seen as an interactive educational platform.

Mazman and Usluel (2010) highlight three dimensions of Facebook educational usage synthesized as communication, collaboration and sharing. Moreover, according to recent research, resource sharing and collaboration are the most influencing factors in adopting Facebook for academic purposes (Manasijević, Živković, Arsić and Milošević, 2016).

We are in an era of a changing world, so education faces today numerous challenges. But along with the challenges new opportunities arrive from digitalization and social media. Facebook offers great opportunities for higher education such as facilitating communication among students and their professors, exchanging materials and documents and so on. Its numerous advantages make it an essential choice for learning and teaching (Chugh and Ruhi, 2017). Taking into consideration that almost all students and professors have Facebook accounts, Facebook can be used as a modern educational tool.

Interaction with peers and developing good relationships create social support and sense of belonging (Yu, 2010). Lambič (2016) emphasizes that social networking sites in general and Facebook in particular make students feel more connected with their colleagues. Though Facebook is primarily a technological tool for social rather than academic purposes (Voivonta and Avraamidou, 2018), students often try to integrate it into the learning process.

2. The aim of the paper

Undoubtedly, Facebook has changed education in many ways. Traditional practices have been replaced by modern ones. From the literature review one can easily observe that Facebook is perceived as an important part of students'life. An interesting finding (Robandi, Kunitati and Sari, 2018) is that communication and digital information influence in a significant manner education and particularly higher education.

But why do students use Facebook and how useful do they think is for educational purposes? Given the above, the main goal of this paper is to better explore students'perceptions towards educational usage of Facebook today.

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3. Methodology

108 undergraduate students from the Bucharest University of Economic Studies responded to a questionnaire in order to collect data regarding their attitudes about Facebook educational usage. The first section included questions about students'demographics (gender and age), number of Facebook friends (How many friends do you have on Facebook?) and the amount of time spent on Facebook (How many hours do you spend daily on Facebook?).

The second part of the questionnaire included 5 questions, as follows:

Q1: On a scale from 1 (totally useless) to 5 (very useful), how useful do you think Facebook is related to academic purposes?

Q2: On a scale from 1 (totally useless) to 5 (very useful), how useful do you find Facebook for the improvement of academic performance?

Q3: On a scale from 1 (totally useless) to 5 (very useful), how useful do you think spending more time on Facebook is for academic purposes?

Q4: In your opinion, the main advantages of Facebook educational usage are (mark all that apply):

- facilitates interaction among colleagues;
- increases students' motivation to graduate;
- improves the sense of belonging to an academic group;
- information exchange and material sharing;
- other.

Q5: How many hours do you spend daily on Facebook regarding educational purposes?

- 1 hour;
- 2 hours;
- 3 hours;
- 4 hours;
- ≥ 5 hours.

4. Results

Descriptive statistics of the survey respondents are presented in Table 1. As we can observe, 90 (83.33%) females and 18 (16.67%) males between the ages of 18 and 26 responded to the questionnaire. Most of students spend 1-2 hours per day on Facebook, having more than 501 online friends.

Table no. 1: Descriptive statistics of respondents

Item		Frequency	%
Gender	Male	18	16.67
	Female	90	83.33
Age	18-20	84	77.78
	21-23	21	19.44
	24-26	3	2.78
Facebook usage (hours per day)	1-2 h	56	51.85
	3-4 h	27	25
	≥ 5h	25	23.15
Friends on Facebook	< 300	24	22.22
	301-500	22	20.37
	501-1000	32	29.63
	> 1001	30	27.78

Source: Author`s representation using respondents answers

In table 2 are presented reasons why students use Facebook as an educational tool. Results show that students choose Facebook mainly for information exchange and materials sharing. Also, Facebook educational usage may improve the sense of belonging to an academic group and facilitate interaction among colleagues according to the answers. Moreover, a few students think that Facebook could increase their motivation in order to graduate.

Table no. 2: Reasons of Facebook use by students

facilitates interaction among colleagues	56
increases students'motivation to graduate	6
improves the sense of belonging to an academic group	28
information exchange and material sharing	95
other	0

Source: Author`s representation using respondents answers

As shown in the figure below, the usefulness of Facebook related to academic purposes is positively perceived by students (54.63%). Only 17.59% find it useless with regard to the educational environment. The results suggest that Facebook is getting more popular among students as a modern tool for educational activities.

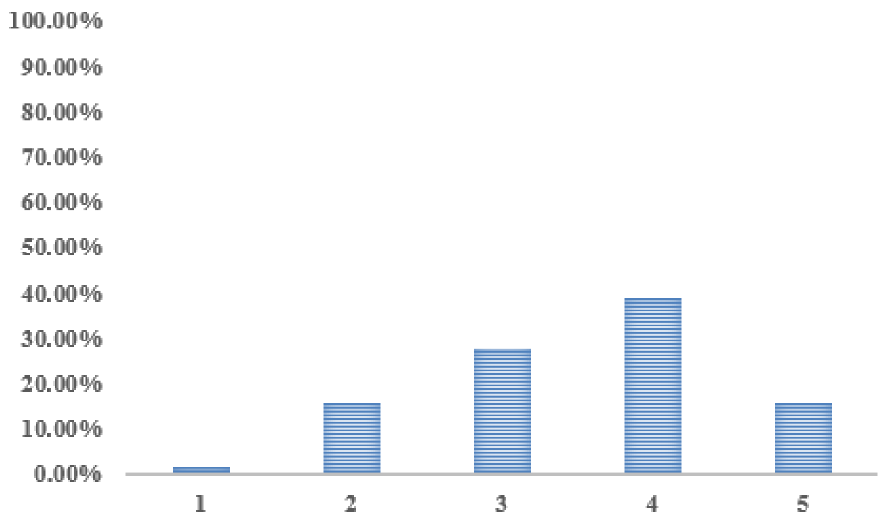

Figure no. 1: Usefulness of Facebook for academic purposes

Source: Author`s representation using respondents answers

Figure 2 illustrates students`attitude towards the possibility of spending more time on Facebook for academic purposes. From the respondents answers we can observe that only 34.26% of students would allocate more time for such thing.

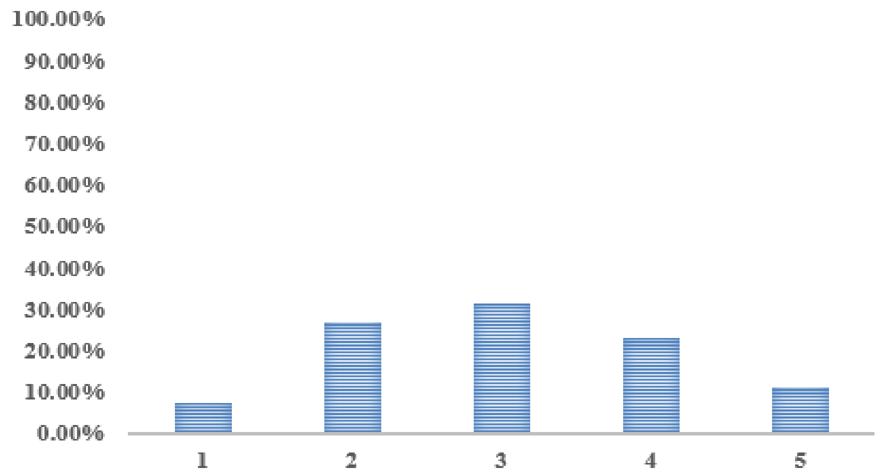

Figure no. 2: Students`attitudes about spending more time on Facebook for academic purposes

Source: Author`s representation using respondents answer

As shown in figure 3, while most students find Facebook useful for educational purposes, they do not think it can improve academic performance. We found a negative perception in regard to this variable, which it means further research on this subject is necessary.

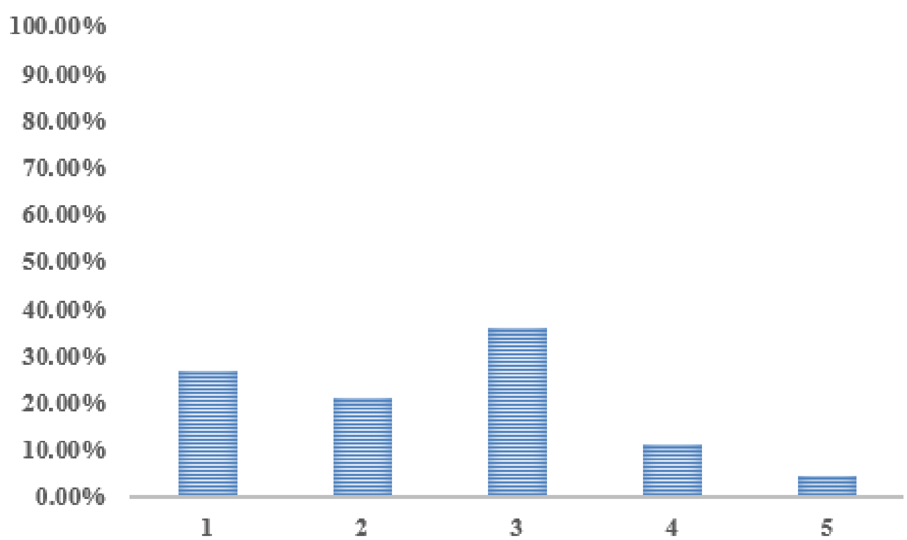

Figure no. 3: Improvement of academic performance related to Facebook

Source: Author`s representation using respondents answers

As figure 4 shows, most students allocate only one hour to Facebook for academic purposes (78.70 %) and 10.19 % of them spend 2 hours a day for such activity. According to these results Facebook is still used mainly for social reasons, as previous studies reported.

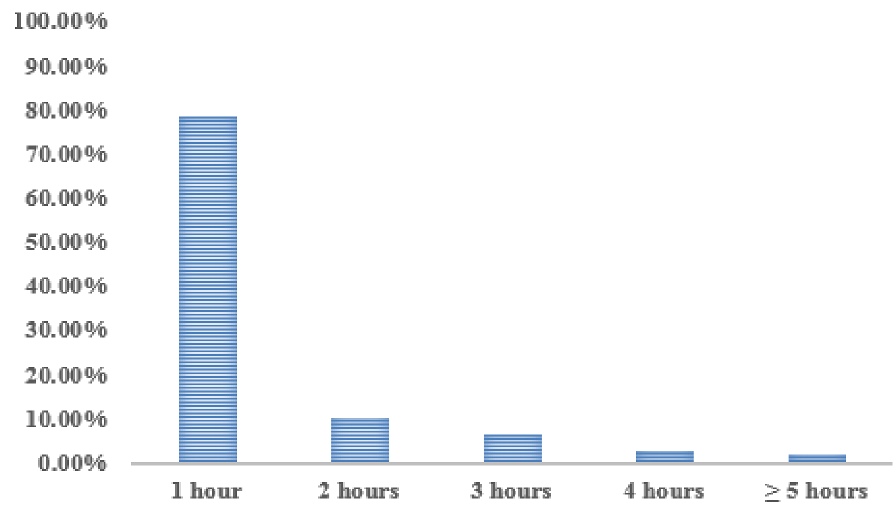

Figure 4: The amount of time spent on Facebook for educational purposes

Source: Author`s representation using respondents answers

5. Conclusion and future research

The paper explored some aspects of Facebook uses among students, for a better application of social media in the context of higher education. As Sanchez et al (2014) pointed out, Facebook has the potential to promote collaborative and cooperative learning.

The results of the study revealed that 54.63% of students think that Facebook is useful and very useful for educational purposes, but the educational use of Facebook is still limited when discussing time students spend on academic motivations. The majority of them spend only one hour a day for academic activities.

The results indicated no relationship existing between Facebook educational usage and the improvement on academic performance. Only 15.74% of students have a positive perception of the use of Facebook and their academic performance.

Furthermore, we note that information and materials sharing as well as the interaction among colleagues are the main reasons why students use Facebook as an educational tool. It was found that Facebook also has the potential to improve the sense of belonging to an academic group.

The main limitations of the study are related to the small number of questions and to the small sample size.

Further investigation is needed to explore other aspects of Facebook within higher education given that Facebook continues to be the most popular social networking site among students. Future research may be focused on the relationship between Facebook educational usage and students`satisfaction.

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