„LUCIAN BLAGA" UNIVERSITY
SIBIU
FACULTY OF ECONOMIC SCIENCES
DOCTORAL SCHOOL

„*Comparative Study on the Role of Managers in Motivating the Personnel to Increase the Achievements in the Work Process in the Military Organization and in the For-Profit (Private) Organization*"

ABSTRACT OF DOCTORAL THESIS

Ph.D. Coordinator:
Prof. **MUSCALU Emanoil, Ph.D.**

Ph.D. student:
RIZESCU Alexandru Marius

SIBIU
- 2015 -

CONTENTS

KEY WORDS

SYNTESIS OF MAIN IDEAS

The potential and effectiveness of any type of organization depends to a large extent, on the individual achievements of its members. In turn, the individual achievements are influenced by a number of factors, among which is found the managers' leading style and the culture of the organization. The changes expected in the future, the shift from a society based exclusively on material resources to a society of using intelligent resources emerging at the moment, leading to widespread integration of knowledge-based management in high-performance organizations. The focus strategically moves from the impersonal actions with material or financial resources to the coordination, involvement and motivation of the human capital, with all the effects resulting from customizing the relationship between managers and employees.

The success of an activity is provided mostly by the qualitative side of the human factor and by his motivation towards the work he performs. The management of human resources development is, moreover, one of the few scientific fields that can produce major qualitative changes in the professional business, without major material and financial investments, but by intensifying the manger's efforts. Within *the bureaucratic organizations and within the for-profit (private) ones*, we believe that employee motivation is essential because their work is the one leading to increased organizational performance in all the conducted activities.

Motivation for Choosing the Topic of the Doctoral Thesis

„*Another paper about the manager? What could it bring new? Where might it apply? etc.*" are questions which need answered, because we do not intend to conduct a study of management in general, but of leadership. Wishing to deepen the specific aspects of the research topic, related to the field of human resources management, taken as a reference framework for circumscribing and contextualizing the proposed topic: the research methodology of the comparative study of the role of managers in motivating the personnel in order to increase the achievements in the work process in the military and the for-profit (private) organizations", directs the research by its exploratory, descriptive, analytical, explanatory, praxeological and predictive dimension, towards highlighting, assessing and improving internal inconsistencies of employee motivation on the application of the most efficient and effective methods.

The rationale for developing this doctoral thesis lies in the real proven needs and, on another level, in the impact on the studied field of the actual effects of leadership on increasing organizational achievements in the work process in the post-modern bureaucratic

and for-profit (private) organizations, the globalization of businesses and the internationalization of the organizations, economy, knowledge-based organization and management, knowledge capital, all under the general spectrum of change.

Our option for establishing the title of this doctoral thesis was not arbitrary. By conducting professional research activity for seven years, experience has shown us that there is a dual relationship *"part - whole"* or *"manager – motivation – achievement - organization*". We consider the research topic itself to be timely, as the comparative analysis on *"The role of managers in motivating the personnel in order to increase the organizational achievements in the work process in the military organization and the for-profit (private) one"* was less subject to systematic research. Other reasons that led me to approach and accomplish this comparative research on the role of managers in motivating the personnel in order to increase the organizational achievements in the work process in bureaucratic organizations and in for-profit (private) ones within a doctoral thesis, are the result of personal reflection, but also of a scientific research on the subject.

The topicality and the necessity of the doctoral thesis is demonstrated by its interdisciplinary nature, by its great applicability in the management of any organization, be it military (bureaucratic) or for-profit (private), by the solutions we propose to solve it, designed as means of effective involvement of the manager in innovating the optimal, efficient and effective management practices.

By the analyzed scientific aspects, we have avoided tackling general ideas, instead focusing in particular on underlying the features of the basic concepts of the motivational process within the military (bureaucratic) and for-profit (private) organizations.

Starting from these observations, the doctoral thesis thoroughly meets the requirements of the studies topic, reaching the required level of quality, clarity and consistency, starting from the presentation of the motivational process from a theoretical and methodological point of view and finally reaching proposals to improve the studied processes by their sound argumentation based on practical and applied research. Therefore, the scientific approach itself, in the context of the complexity of the addressed issues, tries to resolve the problems faced by the managers of military (bureaucratic) and for-profit (private) organizations.

Considerations on the Scientific Literature in the Field of Management

At the beginning of the actual documentation, we conducted an extensive and comprehensive information of the theoretical approaches in the field. The study of the bibliography was currently and permanently conducted.

After the identification, selection and study of the specific bibliography that allowed us to highlight an overview of the motivational process, we went on to approaching the primary bibliography that thus differentiated the knowledge especially about the manager's role in motivating the employees from that which capture the specifics of the military (bureaucratic) organization and that relating to for-profit (private) one.

The research methodology specific to the field of management consists of a set of theoretical methods - *scientific documentation* (information, studying documents, observation), analysis and theoretical synthesis, generalization and systematization, abstraction and theoretical modelling; *hermeneutic and axiomatic methods* - interpretation of the theoretical bibliographic sources; *practical and applied methods* - observation, interrogation, analysis, synthesis, comparison and interpretation of results; *the mathematical method of statistically processing of data*. All this enabled a relevant comparative analysis of the process of motivating the military (bureaucratic) and private organization employees.

Given the above, we consider that the doctoral thesis shows the mechanism of motivating the employees of the bureaucratic (military) and for-profit (private) organizations and provides realistic answers to the questions of those who exercise this activity. Through information and ideas that can be immediately put into practice, the paper contributes to the development of managerial thinking and is a real tool for deepening and understanding the human resource management in general and human resources motivation, in particular.

Here is why, *the motivation* of studying and researching the issue subordinated to the topic of this doctoral thesis is based on the desire to identify ways to resolve the constant difficulties in optimizing the management and the leadership of the bureaucratic and for-profit (private) organizations, a fundamental objective of the scientific research undertaken for the development of this paper.

The role of the human factor is determined by the role of labor as a lever of prosperity, of social progress. Labor is the essence of *homoeconomicus*, his form of manifestation. Human labor is the source of wealth accumulated over time, including capital. The right to work, the free choice of profession, the right to fair wages, these are all fundamental human rights in any democratic society. Appealing to motivation, managers basically intend that the members of the organization would develop certain types of behavior, considered favorable in achieving the sought and desired objectives.

The doctoral theses is structured in three parts, the first part consists of a study on the current state of the scientific research in the field, fully justified given that the opportunity to address organizational leadership is approximately new, the second part is the contribution to the development of field knowledge and a the third part is the actual field research we

conducted with methods and techniques developed based on the studied theoretical and methodological parts. The first part contains three chapters, the second part contains two chapters (five chapters in all), the sixth being the **comparative scientific research** and not in the least the final chapter seven: final considerations.

The first chapter of the paper „*The Organization – Social Manifestation Environment of Managers*" defines the traditional concepts and new approaches of the organizations, their typology and characteristics, the dimensions of the organizational context, the structures and components, the dynamics and the future of the organizations. The analysis conducted in this first chapter highlights the need of a correlative study of all the components and issues related to the organization in a context of economic and cybernetic approach to organizational and managerial communication.

In view of a systematic presentation of the researched issues and in order to ensure an adequate scientific support of the paper, in **the second chapter** entitled **„*Human Resource – Resource, Capital And Basic Vector Of Post-Modern Organizations*"** we shall discuss the resources of post-modern organizations, the specific mutations of the human resources in post-modern organizations as part of performance management and the interdependency between the human resources management and knowledge-based management. After this presentation we conducted a survey of the human resources of the Romanian Army – the key of achievement in the military organization.

Chapter three of the present paper, called **„*Managers and their Part in Acquiring Organizational Performance*"** aims to address the current state of knowledge, the studies and the research in the field of leadership.

Within this chapter we presented details regarding the modern manager, the transition from *manager* to *manager and leader*, what leaders are, the roles of the leaders, their attributes (power, influence), styles of leadership and why leaders fail. The particularization of the theoretical and methodological approach to these directions for improvement of leadership is reflected by a presentation of specific priority directions of the military and private organizations.

Throughout **chapter four „*Connections between Management and Personnel Motivation*"** we aimed that, based on the studied literature, we should make a presentation of the role of motivation in training the personnel of organizations, highlighting its importance in improving the employees' achievements and the connection to the overall strategy of the organization.

Further in this chapter we present a personal vision on the motivational sources, the components of motivation and the roles of personnel motivation, the specific correlations

between motivation and achievement, the identification of the key elements underlying the determination of the behavior of the personnel in military and private organizations, consulting multiple documentation sources and synthesizing the information whose applicability can be tested through research. A contribution of this chapter is to deepen the knowledge on the main motivational theories.

Chapter five „ *Management Related Elements Concerning the Organizational Culture and its Impact On Personnel Motivation In The Two Organizations***"** analyzes the content, the characteristics and the roles of the organizational culture, the managerial culture and its characteristics, the influence of the organizational culture on ensuring the functionality of organizations, the change of the organizational culture, the defining elements of the organizational culture in the bureaucratic (military) organization, the defining elements of the organizational culture in the for-profit (private) organization and in the knowledge-based organization, the influence of the organizational culture on based on knowledge-based management and the connections between the organizational culture and motivation and their impact on involving/motivating the employees.

In **chapter six** which is the practical applicative part of the paper, entitled: **"Comparative Scientific Research: "***The Role of Managers in Personnel Motivation to Increase Organizational Achievements in the Work Process in the Military Organization and in the For-profit (Private) Organization***"** we accomplished the following: defining the research issue, the relevance and timeliness of the research topic, the purpose of the research, the research objectives, the research hypotheses, details of the research methodology, definitions of methodology, research method and technique, the employed research methodology, the development of the research instrument (establishing the content of the questionnaire, choosing the focus group, applying the questionnaire, the data analysis, the structure of the research instrument and the description of the focus group) and the conclusions resulting from the research.

Research Objectives

The research aims to scientifically demonstrate the role of managers in motivating the personnel to increase organizational achievements in the work process in the bureaucratic and in for-profit (private) organizations.

In order to undertake such an endeavor, the thesis research addresses several research areas such as: leadership, general management, human resources management, statistics. Starting from the analysis of the literature on the evolution of studying the manager's role in motivating the personnel to increase their organizational performance in the work process in the military organization and the for-profit (private) one, and their consequences in the

organizational environment, we outline a *theoretical* objective of this thesis, and that is the critical analysis and the integration of the main directions of comparative managerial research on the relationship between the military (bureaucratic) organization and the private ones, on management, human resources, leadership, motivation, motivating, efficiency, effectiveness and performance at the organizational level.

In the practical applicative part of our research, we set the following specific objectives:

1. *Investigating the role of the managers of the military and for-profit (private) organizations in motivating the personnel in order to increase the organizational achievements and the differences occurring in accordance with their work style and their relationships with the employees.*

2. *Comparatively highlighting the role of the managers in the military-type and for-profit-type (private) organizations on how the fulfillment of the organization's objectives provides the motivation/demotivation of the employees.*

3. *Assessing the role of managers of the military and for-profit (private) organizations on how to achieve congruence between the obtained performances and the employee motivation.*

4. *Analyzing the significant differences between the management strategy adopted by the managers of the military and for-profit (private) organizations in human resources towards increasing the organizational achievements in the work process in the military and for-profit (private) organizations.*

5. *Identifying the motivating/demotivating factors of intrinsic satisfaction/dissatisfaction (positive attitudes towards work) in the military organizations and in the for-profit (private) ones and their connection with the working conditions and the organizational climate.*

6. *Identifying and implementing measures by the managers of military and for-profit (private) organizations leading to greater motivation and better performance of their employees taking into account the specifics of their work by non-material factors.*

7. *Revealing the motivational nature, that determines the employees of the military and for-profit (private) organizations to act to reach a better efficiency in their professional activity.*

Research Hypotheses

Hypothesis H1: *We expect significant differences between the work results of a manager (leader) of a military organization and that of a for-profit (private) organization, depending on their work style and on their relationships with the subordinates.*

Hypothesis H2: *We also expect the emergence of significant differences between the role of the manager (leader) of a military organization and of a for-profit (private) organization on how fulfilling the organization's objectives provides the motivation/ demotivation of the employees.*

Hypothesis H3: *We expect significant differences between the role of the manager (leader) of a military organization and that of a for-profit (private) organization on how to achieve congruence between the obtained performances and employee motivation.*

Hypothesis H4: *We also envision the emergence of significant differences between the management strategy adopted by managers (leaders) of a military organization and by those of for-profit (private) ones in human resources.*

Hypothesis H5: *We expect that the motivating/demotivating factors of intrinsic satisfaction/dissatisfaction (positive attitudes towards work) in the military/for-profit (private) organizations to be in connection with the working conditions and the organizational climate.*

In order to verify the above mentioned hypotheses and to achieve the objectives, our research has conducted a scientific investigation by specific tests on a batch of 132 subjects, aged between 34 and 56 years (average age 44 years). The subjects belonged to the Romanian organizational environment, all having an employee status, with managerial positions, with higher education - thus their educational level could be maintained constant.

The questionnaires were applied in the timeframe 10th March 2014- 9th April 2015, and the respondents were senior managers from each organization and, of course, have agreed to participate in our survey.

The advanced hypotheses were all fully confirmed. Thus, by comparing the results obtained for the two types of organizations, we note that there are significant differences in terms of statistics between their answers on the role of the manager (leader) of a military organization and that of a private one. The statistical results presented in this chapter allow us to state that, in what the military is concerned, the work results of a manager (leader) are more pronounced than those of the manager of a private organization, depending on their work style and their relations with the employees.

The applied research allows us to form an overall picture of how the surveyed managers see the issue of motivation, of how they show resistance to the process of change, of how they take into account the determinant factors of performance-enhancing processes, and of the vision of the respondents regarding the key leadership skills that can ensure the success in the process of motivating the personnel to increase work performance in the military organization and in the for-profit (private) organization.

We consider that these conclusions have numerous practical implications. Knowing the role of the managers in motivating the personnel for increasing the organizational achievements in the work process in the military and in the for-profit (private) organizations allows sufficient elements for the organizational intervention and development.

All these considerations lead us to deepen our research by broadening the focus group of subjects to the whole country, by using various research methods that can capture several aspects related to the organizational culture and its connection with the managerial practices existing in an organization.

Chapter seven *"Conclusions and Personal Contributions"* contains the conclusions of the theoretical-methodological and practical applicability approach which we tackled during the conducted research.

The *essential idea* emerging from these conclusions is that in midst of an era of "the knowledge-based organization", the connection between *"the human capital"*, "*the technical capital*" and "*the financial capital*" of any organization cannot be achieved unless through an efficient and effective leadership to their level. Such an approach was meant to mark the **interdisciplinary relationship** between the different organizational domains and activities, **the logic of their interactions** through the complex process of employee motivation in military (bureaucratic) and for-profit (private) organizations.

The development of this theoretical and practical-applicative research approach was possible in terms of a valuable bibliographic documentation, of the confrontation with the harsh reality of modern organizational phenomena, of the opportunities for structural-functional and managerial training and development of employees' motivation by managers and of exercising organizational leadership. The originality of the theoretical and applied research contained in this paper is supported by the following approaches:

– *Structuring and developing a complex theoretical-methodological approach* based on the valid dimensions of the current requirements of the Romanian organizations to immediately improve and gradually and strategically develop their organizational leadership.

– *Integrating the most valuable and timely ideas, methodologies, methods, techniques, tools, solutions and products in the concept of the endeavour*, meant for approaching the role of managers in motivating the employees.

– *Logically linking*, *as background* (content) *and form* (presentation) *the specific general topics within the overall structure of the paper*, but also within each chapter.

– *Customizing, in each chapter, the theoretical and methodological approach through an objectification* in the military (bureaucratic) and for-profit (private) organizations and/or their component structures.

– *Exploiting the experience* as a scientific research assistant in the Land Forces Academy, materialized in the paper as viewpoints, theoretical and practical arguments, diagnoses, prompt specific approaches depending on the context.

BIBLIOGRAPHY

I. PRIMARY BIBLIOGRAPHY

1. Abrudan, D. – Novac. E., (2008): *Managementul resurselor umane – elemente teoretice şi practice*, Eurobit Publishing House, Timişoara.

2. Adair, John (2003); *Liderul inspiraţional: Cum să motivăm, să încurajăm şi să avem succes*, Meteor Press Publishing House, Bucharest.

3. Adair, John. (2006): *Arta de a conduce*. Bucharest: Cosmos Viking Penguin Editorial Group.

4. Adams, Stacy, J. (1963): *Toward an Understanding of Inequity,* în Levine M. Fredric. Theoretical Readings in Motivation: Perspectives on Human Behaviour (1976), Chicago: Rand McNally College Publishing Company.

5. Adams, Stacy, J. (1965): *Inequity in social exchange*, L. Berkowitz (Ed.) Advances in Experimental Social Psychology 2, 267–299. New York: Academic Press.

6. Adler Nancy, *International Dimensions of Organisational Behaviour*, McGraw Hill, Boston, 1986.

7. Alderfer, Clayton. P. (1969): *An empirical test of a new theory of human needs*, în Organizational Behaviour and Human Performance, nr. 4, p. 142–175.

8. Arădăvoaice, Gheorghe. (1985): *Stil de conducere. Perspectivă psihologică*, Military Publishing House, Bucharest.

9. Arădăvoaice, Gheorghe. (1989): *Raporturile şef–subordonaţi. Analiză psihopedagogică*, Military Publishing House, Bucharest.

10. Arădăvoaice, Gheorghe. Niţă, Laurenţiu, Dan. (1996): *Motivare şi motivaţia în domeniul militar*. AISM Publishing House, Bucharest.

11. Arăvădoaice, Gheorghe (1998): *Managementul organizaţiei şi acţiunii militare*. Sylvi Publishing House, Bucharest.

12. Armstrong, M., 2007, *A handbook of human resource management Practice*, 10th edition, Kogan Page.

13. Armstrong, Michael. (2007): *Cum să fii un manager şi mai bun: Manual complet de tehnici dovedite şi aptitudini manageriale*, Meteor Press Publishing House, Bucharest.

14. Avolio, B. J. (1999): *Full leadership development: building the vital forces in organizations*, Thousand Oaks, CA, Sage Publications.

15. Avolio, Bruce J. – Bernard M. Bass (2004): *Multifactor Leadership Questionnaire.* Manual and Sample Set, Third Edition, Published by Mind Garden, Inc.

16.   Băcanu, B. (2006): *Practici de management strategic. Metode şi studii de caz*. Polirom Publishing House, Iaşi.

17.   Bălan, Neculai. (1999): *Competenţa organizaţională a ofiţerului*, A.I.S.M. Publishing House, Bucharest.

18.   Bibu, N. A. (2002): *Management comparat – o abordare interculturală, o abordare modernă* (ediţia a II – a), Mirton Publishing House, Timişoara.

19.   Blaga, E. (2011): *Dezvoltare organizaţională. Management organizaţional*. Managementul resurselor umane, Didactic and Pedagogical Publishing House, Bucharest.

20.   Bocean, Claudiu. (2007): *Motivarea personalului*. in the magazine: Tribuna economică, v. 18, nr. 18, Bucharest, p. 31–33.

21.   Bocean, Claudiu. (2009): *Managementul performanţelor personalului*, Tribuna Economică, Bucharest.

22.   Bogáthy, Zoltán (coordonator). (2004): *Manual de psihologia muncii şi organizaţională*, Polirom Publishing House, Iaşi.

23.   Bogathy, Zoltan. (coord.) (2007): *Manual de tehnici şi metode în psihologia muncii şi organizaţională*. Polirom Publishing House, Iaşi.

24.   Boisandelle, H. M. (1998): *Gestion des ressources humaines dans les PME*, Edition Economique, Paris.

25.   Bonciu, Cătălina. (2000): *Instrumentele manageriale psihosociologice*, All Beck Publishing House, Bucharest.

26.   Bonciu, Cătălina. (2007): *Introducere în Managementul Resurselor Umane*, Credis Publishing House, Bucharest.

27.   Burduş, Eugen (2005): *Tratat de management.* Economic Publishing House, Bucharest.

28.   Cherrington, D.J. (1989): *The Management of individual and organizational performance*, Allyn and Bacon.

29.   Chirică, Sofia. (1996): *Psihologie organizaţională. Modele de diagnoză şi intervenţii*. „*Studiul Organizării*"Publishing and Consulting House, Cluj–Napoca.

30.   Cioloca, Ion. (1992): *Psihologie şi pedagogie militară*, Military Publishing House, Bucharest.

31.   Cole, G.A. (1993): *Personnel Management Theory and Practice*. London: DP Publications.

32.   Cole, G.A. (2000): *Managementul personalului*. CODECS Publishing House, Bucharest.

33.   Cole, G.A. (2004): *Management: Teorie şi practică*, Ştiinţa Publishing House, Chişinău.

34.   Covey, Stephen. (2009): *Eficienţa în 7 trepte sau un abecedar al înţelepciunii*; translated by Gina Argintescu–Amza. – 9th Edition, revised, Bucharest, ALLFA Publishing House.

35.   Craioveanu, Mihai, Petru. (2006): *Introducere în psihologia resurselor umane*, University Publishing House, Bucharest.

36.   Cuche, D. (2003): *Noţiunea de cultură în ştiinţele sociale*, (transl. by Mihai–Eugen Avădanei), European Institute Publishing House, Iaşi.

37.   Currie, D. (2009): *Introducere în managementul resurselor umane*, CODECS Publishing House, Bucharest.

38.   Deaconu A., Lefter V. (2012): *Dezvoltarea resurselor umane*. ASE Publishing House, Bucharest.

39.   Deaconu, Alecxandrina. – Podgoreanu, Simona – Raşcă, Lavinia. (2004): *Factorul uman şi performanţele organizaţiei*, ASE Publishing House, Bucharest.

40.   Dent, F.E. (2003): *The leadership pocketbook*. Management Pocketbooks Ltd.

41.   Dr. Duţu, Petre. (2005): *Impactul integrării în Alianţa Nord–Atlantică asupra managementului resurselor umane din Armata României*, National Defence University Publishing House, Bucharest.

42.   Dr. Duţu, Petre. (2008): *Leadership şi management în armată*. „Carol I" National Defence University Publishing House, Bucharest.

43.   Dumitraşcu, D.D. – Popa D., (2012): *Management operaţional*, „Lucian Blaga" University Publishing House, Sibiu.

44.   Dumitraşcu, D.D. – Popa D. (2008): *Ghid antreprenorial pentru afaceri mici şi mijlocii*, „Lucian Blaga" University Publishing House, Sibiu.

45.   Fournies, F. Ferdinand (2001): *Psihologia angajaţilor*. Teora Publishing House, Bucharest.

46.   Fukuyama, Francis, Social capital, civil society and development, Third World Quarterly, Vol. 22, no 1, 2001, pp 7– 20.

47.   Gary, S. Becker. (1995): *Capitalul uman. O analiză teoretică şi empirică cu referire specială la educaţie*, translation by Felicia Pavel, Bucharest: All Publishing House.

48.   Golu, Mihai. (2002): *Bazele psihologiei generale*, University Publishing House, Bucharest.

49.   Hersey, Paul. – Blanchard, H. Kenneth. (2001): *Management of organizational behavior: leading human resources*. Englewood Cliffs: Prentice Hall.

50.   Hilary, Owen. – Hodgson, Vicky. – Gazzard, Nigel. (2006): *Manual de leadership*. Ghid practic pentru un leadership eficient, translated by Bogdan Nicolae Marchidanu, Codecs Publishing House, Bucharest.

51.   Hofstede, Geert – Hofstede, Gert Jan. – Minkov Michael. (2012): *Culturi şi organizaţii. Softul mental, Cooperarea interculturală şi importanţa ei pentru supravieţuire*, Humanitas Publishing House, Bucharest.

52.   Hofstede, Geert. (1996): *Managementul structurilor multiculturale*, Economic Publishing House, Bucharest.

53.   Ielics, Brigitta. (2001): *Valorificarea resurselor umane în cadrul firmei*, Eurostampa Publishing House, Timişoara, p. 158.

54.   Ionescu, Gh. Gheorghe. (1996): *Dimensiunile culturale ale managementului*, Economic Publishing House, Bucharest.

55.   Jack, Beatty. (1998): *Lumea în viziunea lui Peter Drucker*, Translation by Brânduşa Scarpet, Teora Publishing House, Bucharest.

56.   Johns, Gary. (1998): *Comportament organizaţional*. Economic Publishing House, Bucharest.

57.   Katz D., Kahn, R. (1966): *The Social Psychology of Organizations*, N.Y., John Willey and Sons.

58.   Kifor C.V., Oprean C., Suciu O., Muscalu E., *Planning product quality using Quality function Deployment*, Proceeding of Third International Conference on Advaned Engineering Design, 01–04 June 2003, Prague, Czech Republic.

59.   Kotter J.P., Heskett J.L., *Culture et performances*, Les Editions d'Organisation, 1992.

60.   Lewin, Kurt (1951). *Field theory in social science*, New York: Harper & Brothers.

61.   Likert, R. (1961). *New patterns of management*, New York: McGraw–Hill.

62.   Likert, R. (1967): *The human organization: Its management and value*, New York: McGraw–Hill.

63.   Lukacs, Edit. (2002): *Evaluarea performanţelor profesionale*, Bucharest: Economic Publishing House.

64.   Manfred Kets de Vries (2003): *Leadership. Arta şi măiestria de a conduce*, translation by Tatiana Chera, Codecs Publishing House, Bucharest.

65.   Maslow, A., H. (1954): *Motivation and Personality*, New York, Harper & Row.

66.   Mathis R., Nica P., Rusu C. (1997): *Managementul resurselor umane,* Economic Publishing House.

67.   Maxwell, C, John.(2002): *Cele 21 de legi supreme ale liderului*, translation by Monica Şerban, Amaltea Publishing House, Bucharest.

68.   McClelland, David, C. (1961), *The Achieving Society*. New Jersey: D. Van Nostrad Company.

69.   McGregor, D. (1961): *The Human Side of Enterprise*, New York: Mc.Graw–Hill.

70.   Micle Mihai, Ioan – Săucan, Doina – Ştefana. (2010): *Motivarea personalului − Ghid pentru manageri*. Bucharest, Tribuna Economică Publishing House.

71.   Mihăescu, Liviu. (2009): *Metode cantitative în management*, „*Lucian Blaga*" University Publishing House, Sibiu.

72.   Mihăescu, Liviu. (2004): *Modelarea şi simularea deciziilor manageriale – optimizare prin metode cantitative*, „*Lucian Blaga*" University Publishing House, Sibiu.

73.   Moman, Sokhna. (2012): *Managementul resurselor umane. Noi abordări*, C.H.Beck Publishing House, Bucharest.

74.   Montana, P. – Charnov, B. (2000): *Management*, New York: Baron's Educ. Series.

75.   Mullins, L.J. (1996): *Management and Organisational Behaviour,* Pitman Publishing.

76.   Muntean, Silvana – Rizescu Alexandru, Marius (2012): *Motivation of human resources – Determinant factor ensuring the functioning of the organization*. 18th International Scientific Session of the Land Forces Academy, „*The knowledge–based organization*", 14–16.06.2012, Volume of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", Section „*Management and military sciences*", *Conference Proceedings* 1, pp. 553–557, Sibiu, 2012, ISSN 1843–6722 (Proceedings ISI approved).

77.   Muscalu, Emanoil – Todericiu, Ramona. (2008): *Management Public*. „*Lucian Blaga*" University Publishing House, Sibiu.

78.   Muscalu, Emanoil (coord.) – Mihăescu, Liviu – Todericiu, Ramona – Şerban, Aurel. (2014): *Management: Elemente fundamentale*, „*Lucian Blaga*" University Publishing House, Sibiu.

79.   Muscalu, Emanoil. (2007): *Managementul serviciilor*. „*Lucian Blaga*" University Publishing House, Sibiu.

80.   Muscalu, Emanoil. (2014): *Management – Tendinţe şi provocări*, „*Lucian Blaga*" University Publishing House, Sibiu.

81.   Muscalu, Emanoil (coord.), Team of Ph.D. candidates: Rizescu, Alexandru Marius (2014): *Management. Tendinţe şi provocări*" (Chap. 10 Implicarea organizaţiilor moderne în activităţi de responsabilitate socială corporatistă), „*Lucian Blaga*" University Publishing House, Sibiu.

82.   Muscalu, Emanoil. – Cernat, Constantin. (2001): *Marketing*. „*Lucian Blaga*" University Publishing House, Sibiu.

83.	Muscalu, Emanoil. – Petrescu, Ion., (2002): *Tratat de management public*. „*Lucian Blaga*" University Publishing House, Sibiu.

84.	Muscalu, Emanoil. – Todericiu, Ramona. (2007): *Management. Note de curs*. „*Lucian Blaga*" University Publishing House, Sibiu.

85.	Muscalu, Emanoil. (2001): *Strategii universitare*. Eficient Publishing House, Bucharest.

86.	Muscalu, Emanoil. (2003): *Management general*. „*Lucian Blaga*" University Publishing House, Sibiu.

87.	Muscalu, Emanoil. (2003): *Management general*. „*Lucian Blaga*" University Publishing House, Sibiu.

88.	Muscalu, Emanoil. (2004): *Managementul serviciilor*. „*Lucian Blaga*" University Publishing House, Sibiu.

89.	Muscalu, Emanoil. (2007): *Fundamentele managementului*, „*Lucian Blaga*" University Publishing House, Sibiu.

90.	Năstase, Marian. (2004): *Cultura organizaţională şi managerială*, ASE Publishing House, Bucharest, 2004.

91.	Năstase, Marian. (2007): *Lideri, leadership şi organizaţia bazată pe cunoştinţe*, ASE Publishing House, Bucharest.

92.	Nicolescu, Ovidiu. – Nicolescu, Ciprian. (2011): *Organizaţia şi managementul bazat de cunoştinţe*. Pro Universitaria Publishing House, Bucharest.

93.	Nicolescu, Ovidiu. – Verboncu, Ion. (1999): *Management*, Bucureşti: Economical Publishing House, Bucharest.

94.	Nicolescu, Ovidiu. – Verboncu, Ion. (2006): *Fundamentele managementului organizaţiei*, Second edition, Tribuna Economică Publishing House, Bucharest.

95.	Nicolescu, Ovidiu. (2004): *Managerii şi managementul resurselor umane*, Economical Publishing House, Bucharest.

96.	Noel, M. Tichy. (2000): *Liderul sau arta de a conduce*, translated by Cosmin Crişan, Teora Publishing House, Bucharest.

97.	Ogrean, Claudia. (2006): *Management strategic*. „*Lucian Blaga*" University Publishing House, Sibiu.

98.	Ouchi, W. (1982): *Theorie Z: faire face au defi japonais*, Inter Editions, Paris.

99.	Ouchi, W. (1981): *Theory Z: How American business can meet Japanese challenge*, Reading, MA: Addison–Wesley.

100.	Ouchi, W. G. (1981): *Theory Z*, Addison. Wesley, Reading, Mass.

101.	Owen, H. – Hodgson, V. – Gazzard, N. (2006). *Manual de leadership. Ghid practic pentru un leadership eficient*. CODECS Publishing House, Bucharest.

102. Paraschiv, Vagu; Ion, Stegăroiu. (2006): *Lideriatul – de la teorie la practică*, Bibliotheca Publishing House, Târgovişte.

103. Pell, Arthur R. (2007): *Managementul resurselor umane*, Curtea Veche Publishing House, Bucharest.

104. Peter, M. Blau, (1968), *Theories of Organizations*, in I.E.S.S., vol. 8.

105. Petrescu, Ion (coord.) Muscalu Emanoil,– coauthor– (1998): *Tratat de management universitar*. Lux Libris Publishing House, Braşov.

106. Petrescu, Ion. (1995): *Managementul resurselor umane*, Lux Libris Publishing House, Braşov.

107. Petrescu, Ion. (2002): *Managementul performanţei*, Lux Libris Publishing House, Braşov.

108. Petrescu, Ion. (2003): *Managementul personalului organizaţiei*, Expert Publishing House, Bucharest.

109. Petrescu, Ion. (2010): *Liderul între graniţele ştiinţei şi artei*, Expert Publishing House, Bucharest.

110. Petrescu, Ion.(1997): *Profesiunea de manager*, Lux Libris Publishing House, Braşov.

111. Pitariu, Horia D. (2000): *Managementul resurselor umane: Evaluarea performanţelor profesionale*, ALL BECK Publishing House, Bucharest.

112. Popa, M. (2008): *Statistică pentru psihologie – Teste şi aplicaţii SPSS.* Polirom Publishing House, Iaşi.

113. Popescu, Ion. – Mălai, Andrei. – Muscalu, Emanoil. (2004): *Managementul tranziţiei la economia de piaţă funcţională.* „*Lucian Blaga*" University Publishing House, Sibiu.

114. Prodan, A. (1997): *Performanţele individuale şi satisfacţia personalului.* în Mathis, R.L., Nica, P.C. şi Rusu,C., *Managementul resurselor umane.* Economical Publishing House, Bucharest, Chapter 3.

115. Radu, Emilian (coord). (2003): *Managementul resurselor umane*. ASE Publishing House, Bucharest.

116. Reese, David– Porter, Christine. (2005): *Arta managementului*, 5th edition, translation by Walter Radu Fotescu, Technical Publishing House, Bucharest.

117. Rizescu, Alexandru Marius (2013): *Globalization and its consequences in international economic organizations"*, The 6th edition of the International Scientific Session of „Babeş Bolyai" University Cluj–Napoca, "The *6th edition of the International Conference Managerial Challenges of the Contemporary Society*", 07–08.06.2013, The volume of the International Scientific Session of „*Babeş Bolyai*" University Cluj–Napoca, „*Managerial*

Challenges of the Contemporary Society (MCCS 2013)", pp. 81–84,Cluj–Napoca, 2013, ISSN 2069–4229 [ProQuest].

118.   Rizescu, Alexandru Marius, Rizescu Alexandru (2014): *Theoretical study on human resources management applied in working and bureaucratic organizations*. „Nicolae Bălcescu" Land Forces Academy Bulletin, Year XXI, No. 1 (37), Trimester I – 2014, pp. 80–89, Sibiu, ISSN 2247–8396, ISSN–L = 1224 – 5178 [EBSCO and ProQuest].

119.   Rizescu Alexandru, Roman N. Nicolae, *Prolegomene. Istoria gândirii militare româneşti*, Land Forces Academy Publishing House, Sibiu, 260 pages, 2007

120.   Rizescu, Alexandru – Maliciuc, Ioan – Rizescu, Alexandru Marius (2012): *Corelaţia revoluţie în afacerile militare, strategii de securitate şi strategii* militare. „*ALMA MATER*" Publishing House, Sibiu.

121.   Rizescu, Alexandru – Rizescu, Alexandru Marius (2013): *Changes occurring at the level of human resources in Knowledge – Based Management*. The 19th edition of the International Scientific Session of The Land Forces Academy, „*The knowledge–based organization*", 13–15.06.2013, The volume of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", Section „*Management and military sciences*", *Conference Proceedings* 1, pp. 429–434, Sibiu, 2013, ISSN 1843–6722 (Proceedings acknowledged ISI).

122.   Rizescu, Alexandru – Rizescu, Alexandru Marius (2009): *Connections between the level of individual performances and the characteristics of military organizational culture*. The 15th edition of the International Scientific Session of The Land Forces Academy, „*The knowledge–based organization*", 26–28.11.2009, The volume of the International Scientific Session of The Land Forces Academy „*The knowledge–based organization*", Section „*Behavioral and social sciences*", Conference Proceedings 4, pp. 191–198, Sibiu, 2009, ISSN 1843–6722 (Proceedings acknowledged ISI).

123.   Rizescu, Alexandru – Rizescu, Alexandru Marius – Moro, Nicolae, (2010): *Evaluarea culturii organizaţionale folosind tehnica de benchmarking în vederea creşterii performanţelor structurilor* militare. „*Nicolae Bălcescu*" Land Forces Academy Publishing House, Sibiu.

124.   Rizescu, Alexandru – Rizescu, Alexandru Marius – Muntean, Silvana (2012): *Connections between the level of individual performance and the features of organizational culture*. The 18th edition of the International Scientific Session of The Land Forces Academy, „*The knowledge–based organization*", 14–16.06.2012, Volume of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", Section „*Management and military sciences*", *Conference Proceedings* 1, pp. 618–623, Sibiu, 2012, ISSN 1843–6722 (Proceedings acknowledged ISI).

125.   Rizescu, Alexandru – Rizescu, Alexandru Marius (2009): *Methodological study on the causes of execution mistakes and the didactics of correcting them within practical didactic activities in the military higher education system*. in „Nicolae Bălcescu" Land Forces Academy Magazine, Year XIV, No. 1 (53), Trimester I – 2009, pp. 38–40, Sibiu, 2009 – ISSN 1582 – 6384 [EBSCO and ProQuest].

126.   Rizescu, Alexandru – Rizescu, Alexandru Marius (2009): *Postmodern paradigm and the challenges of change in education within the military higher education*. The 15th edition of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", 26–28.11.2009, Volume of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", Section „*Behavioral and social sciences*", Conference Proceedings 4, pp. 199–206, Sibiu, 2009, ISSN 1843–6722 (Proceedings acknowledged ISI).

127.   Rizescu, Alexandru – Rizescu, Alexandru Marius (2009): *Study on the modernization of academic didactics from higher military education through the introduction of learner–centered education*. in "Nicolae Bălcescu" Land Forces Academy Magazine, Year XIV, Nr. 4 (56), Trimester IV – 2009, pp. 141–148, Sibiu, 2009 – ISSN 1582 – 6384 [EBSCO and ProQuest].

128.   Rizescu, Alexandru – Turloiu, Marcel – Rizescu, Alexandru Marius*,* (2010): *Study on the particularities of the military cultural environment,* The 16th edition of the International Scientific Session of the Land Forces Academy, „*The knowledge–based organization*", 25–27.11.2010, The volume of the International Scientific Session of the Land Forces Academy „*The knowledge–based organization*", Section „*Behavioral and social sciences*", Conference Proceedings 4, pp. 618–625, Sibiu, 2010, ISSN 1843–6722 (Proceedings acknowledged ISI).

129.   Rizescu, Alexandru Marius – Muscalu, Emanoil (2013): *Optimization solutions for private economies in Romania*. The first International Conference of doctoral students of the "Lucian Blaga" University of Sibiu, "*The 1st International Conference for Doctoral Students – IPC 2013*"), 22–23.11.2013, The volume of the International Scientific Session of the "Lucian Blaga" University of Sibiu "*IPC 2013*", Section "*Economic sciences*", pp. 141–146, Sibiu, 2013, ISSN–L 2344–3448.

130.   Rizescu, Alexandru Marius – Petrişor Silviu Mihai, *Using the elements of manufacturing systems management in the calculation of the implementation of a serial – modular industrial robot within a flexible work cell designed for special applications*, *GAMM 2012*, GAMM Mitteilungen, Journal PAMM/ZAMM Gesellschaft fur Angewandte– Mathematik und Mechanik 12, ISSN 1617–7061, 30, Vol. 12, issue 1, pp. 621–622, John Wiley&Sons, December 2012, Springer Verlag. (I.F. 0,682).

131.   Rizescu, Alexandru Marius – Rizescu Alexandru, *Theoretical study on human resources management applied in working and bureaucratic organizations*. Bulletin of the "Nicolae Bălcescu" Land Forces Academy, Year XXI, Nr. 1 (37), Trimester I – 2014, pp. 80–89, Sibiu, 2014 – ISSN 2247–8396, ISSN–L = 1224 – 5178 [EBSCO and ProQuest].

132.   Rizescu, Alexandru Marius – Rizescu, Alexandru (2013): *A research into the leaders' role in motivating their personnel with a view to increasing their organizational efficiency*. The 19th edition of the International Scientific Session of the Land Forces Academy "*The knowledge–based organization*", 13–15.06.2013, The volume of the International Scientific Session of the Land Forces Academy "*The knowledge–based organization*", Section „*Management and military sciences*", *Conference Proceedings* 1, pp. 421–428, Sibiu, 2013, ISSN 1843–6722 (Proceedings acknowledged ISI).

133.   Rizescu, Alexandru Marius (2010): *A study on the future and on delinquent personalities, perception of it*. Magazine of the "Nicolae Bălcescu" Land Forces Academy, Year XV, No. 3(59), Trimester III – 2010, pp. 81–91, Sibiu, 2010 – ISSN 1582 – 6384 [EBSCO and ProQuest].

134.   Rizescu, Alexandru Marius (2011): *Organizational Culture Influences on the Organizations' Functionality*. in the Magazine of the "Nicolae Bălcescu" Land Forces Academy, Year XVI, Nr. 1 (61), Trimester I – 2011, pp. 75–82, Sibiu, 2011 – ISSN 1582 – 6384 [EBSCO and ProQuest].

135.   Rizescu, Alexandru Marius (2013): *Social crisis. Concepts and potential threats, vulnerability and risks*. The 20th edition of the International Scientific Session of the "Lucian Blaga" University of Sibiu, "International Economic Conference of Sibiu 2013 – IECS 2013", 17–18.05.2013, The volume of the International Scientific Session of the "Lucian Blaga" University of Sibiu „IECS 2013– The Post crisis economy: challenges and opportunities", pp. 478–482, Sibiu, 2013, ISSN 2344–1682; ISSN–L 2344–1682 (Proceedings acknowledged ISI).

136.   Rizescu, Alexandru Marius (2014): *A research into the managerial roles and skills*. The 20th edition of the International Scientific Session of the Land Forces Academy "The knowledge–based organization", 12–14.06.2014, The volume of the International Scientific Session of the Land Forces Academy "The knowledge–based organization", Section "Management and military sciences", Conference Proceedings 1, pp. 286–293, Sibiu, 2014, ISSN 1843–6722 (Proceedings acknowledged ISI).

137.   Rizescu, Alexandru Marius (2014): *Considerations Regarding the Changes that Occurred in the Managerial Work in Post–EU Integration Romania*. in the Magazine of "Nicolae Bălcescu" Land Forces Academy, Year XVIX, No. 1 (73), Trimester I – 2014, pp. 121–131, Sibiu, 2014 – ISSN 1582 – 6384 [EBSCO and ProQuest].

138.   Rizescu, Alexandru Marius (2014): *Management time in our days.* Joint International Conference of Doctoral and Post–Doctoral Researches, Craiova, 12–13 September 2014.

139.   Rizescu, Alexandru Marius, Petrişor, Silviu, Mihai (2012): *Using the elements of manufacturing systems management in the calculation of the implementation of a serial – modular industrial robot within a flexible work cell designed for special applications",* *GAMM 2012*, GAMM Mitteilungen, Journal PAMM/ZAMM Gesellschaft fur Angewandte– Mathematik und Mechanik 12, ISSN 1617–7061, 30, Vol. 12, issue 1, pp. 621–622, John Wiley&Sons, December 2012, Springer Verlag. (I.F. 0,682).

140.   Sauret, J. M. (2012). *Managementul postmodern*. C. H. Beck Publishing House, Bucharest.

141.   Schein, E.H. (1965): *Organizational psychology*. Englewood Cliffs, N.Y., Prentice–Hall.

142.   Schein, E.(1992): *Organizational Culture and Leadership*. Jossey–Bass Publishers, San Francisco.

143.   Schein, Edgar H. (1992): *Organizational Culture and Leadership*.

144.   Schermerhorn, Jr., J.R. (1998): *Management*. 6th Edition, New York; Chichester; Weinheim; Brisbane; Singapore; Toronto: John Wiley & Sons, Inc.

145.   Sherman, Arthur – Bohlander – George – Snell, Scott. (1996): *Managing Human Resources*, 10th edition, South–Western College Publishing, Cincinati, Ohio.

146.   Sintion, Filaret. (1983): *Aplicaţii practice de psihologie militară*, Military Publishing House, Bucharest.

147.   Stanciu, St. – Ionescu, M.A. – Leovaridis, C. – Stănescu, D. (2003): *Managementul resurselor umane*, Comunicare.ro Publishing House, Bucharest.

148.   Stanciu, Ştefan. – Ionescu Mihaela Alexandra. (2005): *Cultură organizaţională*. Comunicare. ro Publishing House.

149.   Stăniţ, Alexandra – Rizescu, Alexandru Marius (2012): *Human resources management efficiency in the military organization*. The 19th edition of the International Scientific Session of "Lucian Blaga" University of Sibiu, „*International Economic Conference 2012 – IECS 2012*", 15.06.2012, The volume of the International Scientific Session of "Lucian Blaga" University of Sibiu „*IECS 2012 – The persistence of the global economic crisis: causes, implications, solutions*", Section „*Management New Coordinates and Challenges*", *Conference Proceedings* 2, pp. 498–502, Sibiu, 2012, ISBN 978–606–12– 0323–9 (Proceedings acknowledged ISI).

150.   Steers, R. – Porter, L. – Bigley, G. (1996): *Motivation and Leadership at Work,* Mc Graw Hill.

151. Stegăroiu, Ion. – Paraschiv, Vagu. (1998): *Management general*, Macarie Publishing House, Târgovişte.

152. Stegăroiu, Ion. – Paraschiv, Vagu. (2007): *Motivarea în muncă*, Bibliotheca Publishing House, Târgovişte.

153. Strati, A. (1992): *Organizational Culture*, Berlin–New York.

154. Sun, Tzu. (1995): *Arta războiului*. Military Publishing House, Bucharest.

155. Szczepanski, Jan. (1972): *Noţiuni elementare de sociologie*. Scientific Publishing House, Bucharest, 1972.

156. Tadeusz, Kotarbinski, (1976). *Tratat despre lucrul bine făcut*, Bucharest, Political Publishing House.

157. Talcott, Parsons. (1970): *Structure and Process in Modern Societies*, Glencoe, III.

158. Todericiu, Ramona – Muscalu Emanoil – Mihăescu Liviu (2010): *Education For Sustainable Development Society – The Future Requirements*, The 5th IASME / WSEAS International Conference on Energy & Environment (EE10), The Conference at University of Cambridge, Cambridge, UK, February 23–25.

159. Tofan A., Prodan A. (2008). *Managementul resurselor umane*. Course support, Alexandru Ioan Cuza University Publishing House, Iaşi.

160. Toffler, Alvin. (1995): *Puterea în mişcare*. Antet Publishing House, Bucharest.

161. Toffler, Alvin.– Toffler Heidi. (1995): *Război şi antirăzboi*. Antet Publishing House, Bucharest.

162. Vlăsceanu, Mihaela. (1993): *Psihologia organizaţiilor şi conducerii,* Paideia Publishing House, Bucharest.

163. Vlăsceanu, Mihaela. (2005): *Organizaţia – proiectare şi schimbare*, Comunicare.ro Publishing House, Bucharest.

164. Williams, D. (2007). *Leadership real. Oameni şi organizaţii faţă în faţă cu marile lor provocări*. Editura CODECS, Bucureşti. Zaleznik, Abraham. (1977): *Managers and Leaders: Are They Different?*, Harvard Business Review; May–June 1977.

165. Zaleznik, Abraham. (1977): *Managers and Leaders: Are They Different?*, Harvard Business Review; May–June 1977.

166. Zlate, Mielu. (1994): *Leadership şi management*. Polirom Publishing House, Iaşi.

II. DICTIONARIES, ENCYCLOPEDIAS

1. *** (1989): *The New Merriam Webster Dictionary*.

2. ***, (1981): *Dicţionar de psihologie socială*, Bucharest, Scientific and Encyclopedic Publishing House.1981.

3.   ***, (1993): *Le Petit Larousse Dictionaire Enciclopedique*.

4.   ***, (2004): *Le petit Larousse compact*, 100e edition, 2005, Paris, Larousse, 2004.

5.   ***, Academia Română – Institutul de Lingvistică „*Iorgu Iordan*" (1996): *Dicționarul explicativ al limbii române*, Encyclopedic Universe Publishing House, Bucharest.

6.   ***. (1972): *Mic dicționar enciclopedic*, Encyclopedic Publishing House, Bucharest.

7.   ***. (1981): *Dicționar de psihologie socială*, Scientific and Encyclopedic Publishing House, Bucharest.

8.   ***. (1985), *Dicționar de conducere şi organizare*, Political Publishing House, Bucharest.

9.   ***. (1988): *Larousse, Dictionnaire encyclopédique*.

10.   ***. (1992): *A concise Dictionary of Business*. Oxford University Press, Market House Books Ltd., Aylesburry.

11.   ***. (1996): *Dicționar de sociologie – Larousse*, Encyclopedic Universe Publishing House, Bucharest.

12.   ***. (1998): *Dicționarul de sociologie*, Babel Publishing House, Bucharest.

13.   ***. (2004): *Le petit Larousse compact*. 2004, 100e edition, Paris, Larousse, 2004.

14.   ***. (2005): *Dicționar de istorie economică şi istoria gândirii economice*, ALL Beck Publishing House, Bucharest.

15.   Boudon, R. – Bouricaud, F. (1982): *Dicționar de sociologie*, Bucharest, Universitas Publishing House, 1982.

16.   Nicolescu Ovidiu (coordinator). (2011): *Dicționar de management*, Pro Universitaria Publishing House, Bucharest.

17.   Popescu–Neveanu, Paul. (1978): *Dicționar de psihologie*. Albatros Publishing House, Bucharest.

18.   Şchiopu, Ursula (Coord.) (1997): *Dicționar de Psihologie*, Babel Publishing House, Bucharest.

19.   Zamfir, Constantin – Vlăsceanu, Lazăr. (1993): *Dicționarul de sociologie*, Babel Publishing House, Bucharest.

III. e–BIBLIOGRAPHY

1.   http://mastermrufeaa.ucoz.com/s6/Maxim_Raluca,*Managementul performanţei într–o unitate hotelieră*, p. 2., accessed on 09.01.2015.

2.   http://media1.webgarden.ro/files/media1:4ca243918b285.doc.upl/Jula%20Ion–MORU%20master%20zi. doc., accessed on 20.01.2015.

3.   http://revistapielarieincaltaminte.ro/fisiere/full/vol12–nr4/6–staff–motivation–the–main–component–of–human–resource–management.pdf., accessed on 21.08.2014.

4.   http://ro.wikipedia.org/wiki/Motiva%C8%9Bie., accessed on 07.02.2015.

5.   http://www.academia.edu/4754343/Culturaorganizationala–stefan–stanciu–mihaela–ionescu, p. 79., accessed on 11.09.2012.

6.   http://www.ase.ro/biblioteca/carte2.asp?id=513&idb=7,   accessed   on 13.08.2014.

7.   http://www.biblioteca–digitala.ase.ro/biblioteca/pagina2.asp?id=cap3.   , accessed on 11.11.2012.

8.   http://www.ele.ro/articol_2504.html, accessed on 12.09.2012

9.   http://www.icpi.ro/ICPI/images/rpi/2012_vol_12_Nr_4/full/Article6_vol.12_issue4.pdf. , accessed on 08.05.2014.

10.   http://www.leadership.ro/articole/ancheta.htm, accessed on 22.06.2014.

11.   http://www.rft.forter.ro/13_arhiva/pdf/2008-4.pdf., accessed on 23.02.2015.

12.   http://www.scribd.com/.../Cultura–Organizationala–in–contextul–managementului–eficient, accessed on 02.03.2013.

13.   http://www.spirit–antreprenorial.ro/docs/t–4f4778fd79218.pdf., p. 3., accessed on 22.02.2015.

14.   http://www.utgjiu.ro/revista/ec/pdf/2011–1/16_AMALIA_VENERA_TODORUT.pdf., accessed on 03.12.2014.

15.   http://xa.yimg.com/kq/groups/71023201/124370755/name/tema+9+Cultura+organizationala+–+curs.doc., accessed on 04.04.2013.

16.   Maslow's Pyramid, http://ro.wikipedia.org/wiki/Abraham_Maslow, accessed on 28.01.2013.

17.   Porter   Lawler,   *Theory   of   Motivation*, http://www.neiu.edu/~aserafin/421/motivation/aMotivation/sld006. htm.,   accessed   on 10.09.2014.

18.   www.academiaromana.ro/pro_pri/doc/st_g06.doc., accessed on 30.03.2014.

19.   www.cse.uaic.ro/_fisiere/.../I_Uniunea_Europeana_si_economia_globala., accessed on 07.02.2015.