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THE INFLUENCE OF ORGANIZATIONAL  
CULTURE ON ORGANIZATIONAL  
BEHAVIOR IN SUSTAINABLE  
DEVELOPMENT MANAGEMENT

PhD candidate:

**Elisabeta-Emilia HALMAGHI**

Scientific coordinator:

**Prof. Emanoil MUSCALU, PhD**

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coordinator

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members of the steering committee

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## ACRONYMS USED IN WORK

CA	– academic community
CDU	– university teachers
DD	– sustainable development
EDD	– education for sustainable development
IFSD	– Institutional Framework for Sustainable Development
IIS	– higher education institutions
IISC	– civilian higher education institutions
IISCD	– sustainable civilian higher education institutions
IISM	– military higher education institutions
IISMC	– military and civilian higher education institutions
IISMD	– sustainable military higher education institutions
MAI	– Ministry of Internal Affairs
MApN	– Ministry of National Defense
MDD	– sustainable development management
MDGs	– Millennium Development Goals
MEC	– Ministry of Education and Research
ODD	– Sustainable Development Goals
ODM	– Millennium Development Goals
PM	– environmental protection
SAOPSN	– defense system, public order and national security
SRI	– Romanian Intelligence Service

## **KEYWORDS**

*Organizational behavior*

*Organizational behavior in the IISMC*

*Organizational culture*

*Organizational culture of the IISMC*

*Sustainable development*

*Education for sustainable development*

*IISC function*

*IISM function*

*The function of the organization*

*The function of the military organization*

*Sustainable development management*

*Sustainable development management in IISMC*

*External environment*

*The external environment of a IISC*

*The external environment of a IISM*

*The internal environment of a IISC*

*The internal environment of a IISM*

*The internal environment of an organization*

*The environment of the organization*

*The environment of a IISC*

*The environment of a IISM*

*Motivation*

*Motivation of IISMC teachers*

*The organizational individual*

*The organization*

*The learning organization*

*The military organization*

*Human resources in the organization*



## **SUMMARY**

In today's society, organizations are a constant presence in our lives. Educational institutions attended from childhood to adulthood, the job / jobs, cultural, state administration or health institutions are just some of the organizations we interact with throughout life. Each interaction leaves its mark on us and leads to our evolution and transformation throughout life. Similarly, what happens in an organization determines its continuous transformation and development. The best proof that organizations are living and dynamic systems - in constant transformation, rediscovery and development - is, in our opinion, the fact that over time new types of organizations have emerged (not necessarily in the order presented by us): smart organizations, learning organizations, knowledge-based organizations, green organizations, etc.

Regardless of the type of organization, they would not have been established and developed without the most important resource: the human resource. The employees loyal to the organization are the ones who determine its visibility, development and success.

Every organization has its own organizational culture that is influenced by internal factors (founders, managers, employees) and external (social, demographic, legal, economic factors, etc.). Also, due to the personality and leadership style of the founders and the management team, the organizational culture may be more or less strong, which will result in the development or disappearance of the organization.

In general, organizational behavior deals with people's behavior within an organization. Because in very few situations all people in an organization act in the same way, in practice the study is done starting from the individual and reaching the organizational environment. For this, the behavior of the individual in relation to the members of the group / groups to which they belong and the way in which their behavior influences and is influenced by the organization and its environment is studied.

In recent years, due to the increasing negative impact of human activities on the environment and declining quality of life, environmental protection, the transition to the „green economy” and the sustainable development of communities have become important

issues. That is why practical solutions have been sought to help maintain and strengthen the balance between environmental protection, social equity and economic development. In general, sustainable development management (hereinafter MDD) aims to manage the impact that an organization's activity can have on people's quality of life and environmental factors, without affecting the organization's profit.

The idea of carrying out this scientific approach starts from the premise that between the three concepts - organizational culture, organizational behavior and MDD - there is a correlation that can be approached from the perspective of military and civilian higher education institutions (hereinafter IISMC) as organizations, in general, and as „sustainable learning organizations”, in particular. **In our opinion**, in order for these concepts to be transformed from „abstract notions” into „concrete”, we need an organization (in our case IISMC) and its human resources (in our case university teachers, hereinafter CDU). The five concepts, both as „abstract notions” and as „systems”, are interconditioned and influence each other.



**Figure no. 1: Interconditioning and mutual influence of the concepts used in the thesis**  
(own conception)

The relationships that are established between the concepts presented above and the fact that in the scientific papers studied over the years we have found very little information about:

- a) the connection between the organizational culture of IISMC and the influence it has on the implementation of MDD inside them;

b) the way in which the organizational behavior of CDU influences the implementation of MDD in IISMC;

c) the influence that the organizational culture can have on the organizational behavior at the moment when the implementation of MDD in IISMC is decided;

d) the common features specific to the organizational culture and organizational behavior of military higher education institutions (hereinafter IISM) and civilian higher education institutions (hereinafter IISC);

led to the choice of this topic for the doctoral thesis and the establishment of the main purpose of our research: *the analysis of the influence that organizational culture has on organizational behavior in sustainable development management, to improve and adapt them to increase efficiency and effectiveness in implementing MDD in IISMC.*

The doctoral thesis includes:

a) Part I – *theoretical substantiation of the concepts used in the thesis* – composed of 4 chapters, is based on scientific documentation, respectively the study of relevant bibliographic sources and their rigorous selection.

b) Part II – *the practical part* – comprises a single chapter and consists in the application of a questionnaire that has the role of confirming or refuting our working hypotheses and proposing a model of the influences of organizational culture on the implementation of MDD.

c) Synthesis of the final conclusions.

The schematic structure of the doctoral thesis is represented in figure no. 2.



**Figure no. 2: The logical scheme of the thesis**  
(own conception)

To determine *the current state of research* we used scientific documentation. In order to avoid ambiguities and the appropriate use of scientific information throughout the

theoretical part of the thesis, during our documentation we always kept in mind the observance of the following steps:

- searching for bibliographic sources with scientific value and relevant to the topic of the thesis;
- rigorous selection of available documentation sources;
- grouping the documentary sources according to the approached concept;
- evaluation and processing of scientific information;
- use of scientific information, respecting copyright in accordance with the legislation in force and avoiding intellectual theft.

The topics documented for the current stage of the research are presented, schematically, in figure no. 3.

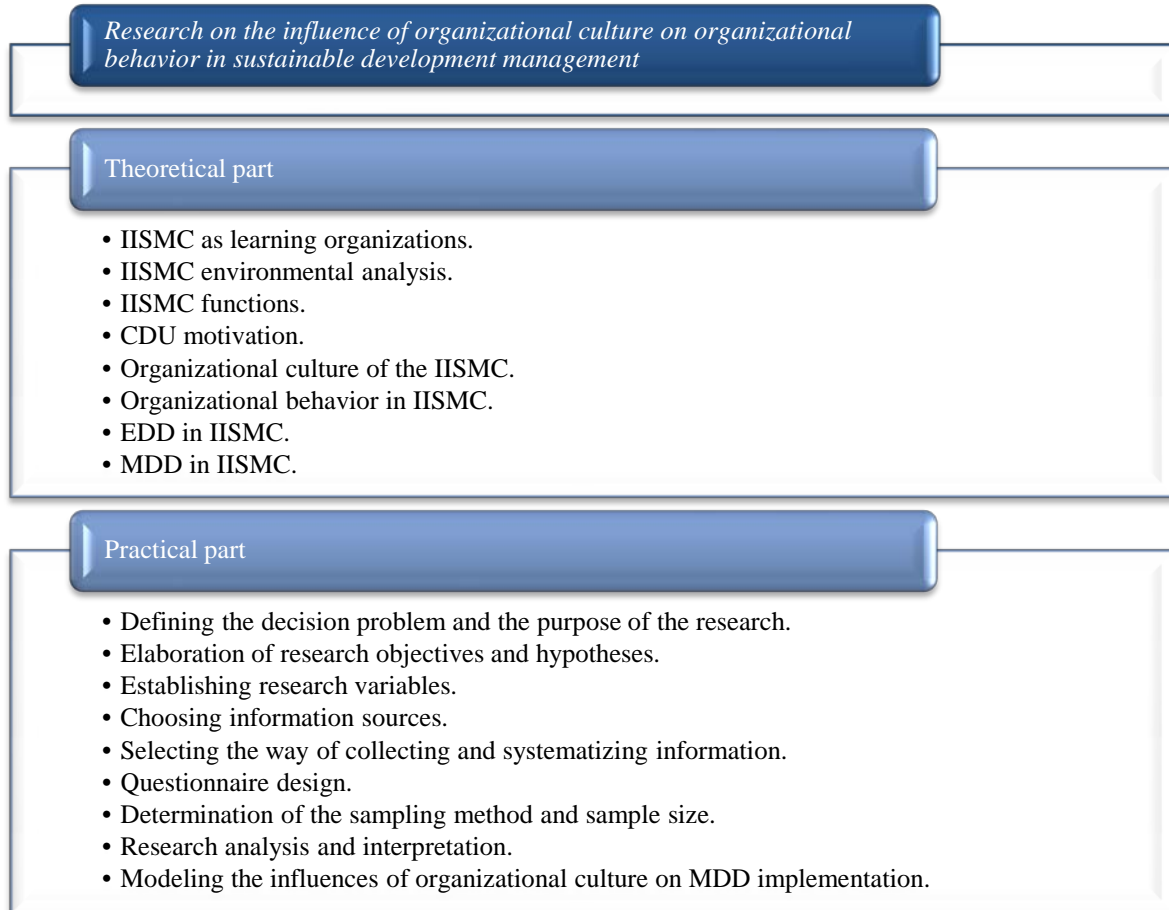


**Figure no. 3: The current state of research**  
(own conception)

***Research on the influence of organizational culture on organizational behavior in sustainable development management*** has been divided into two parts: theoretical and practical. We specify that, in each chapter of theory, the current state of research is combined with the novelty part of our research. In figure no. 4 we have reproduced, schematically, the topics approached in our research.

In the *theoretical part*, we treated the documented topics for the current state of research from the perspective of higher education institutions (hereinafter referred to as IIS). These are organizations that provide educational services and are based on the most important resource: CDU (we do not minimize the importance of other categories of staff in the IIS. Because the respondents to the questionnaire were from the CDU, in the thesis, by „human resource of the IIS and/or IISM”, we understand CDU). The continuous transformation and development of

IIS is due to the dynamic changes of the society but also to the need, in all fields, of well-trained, competitive, innovative specialists. A IIS that does not take into account the transformations in society, its needs, is an institution „doomed” to self-dissolution.



**Figure no. 4: Research on the influence of organizational culture on organizational behavior in MDD**  
(own conception)

The transformation of IIS into „sustainable learning organizations” also takes place following the promotion of the concept of „education for sustainable development” (hereinafter EDD), the implementation of specific EDD documents adopted at international and national level and contributes to the transformation of society into a „sustainable society” because „education is the foundation for the development of skills and knowledge that can later be translated into a change of mentality and the construction of a sustainable vision”<sup>1</sup>.

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<sup>1</sup> **Halmaghi, E.E.**, Gorski, H., Ranf, D.E., 2021, *A Study on the Identification of Factors with a Negative Influence on the Transformation of Military and Civilian Higher Education Institutions into "Sustainable Higher Education Institutions"*, The 27<sup>th</sup> International Conference Knowledge-Based Organization, "Nicolae Bălcescu" Land Forces Academy, Sibiu.

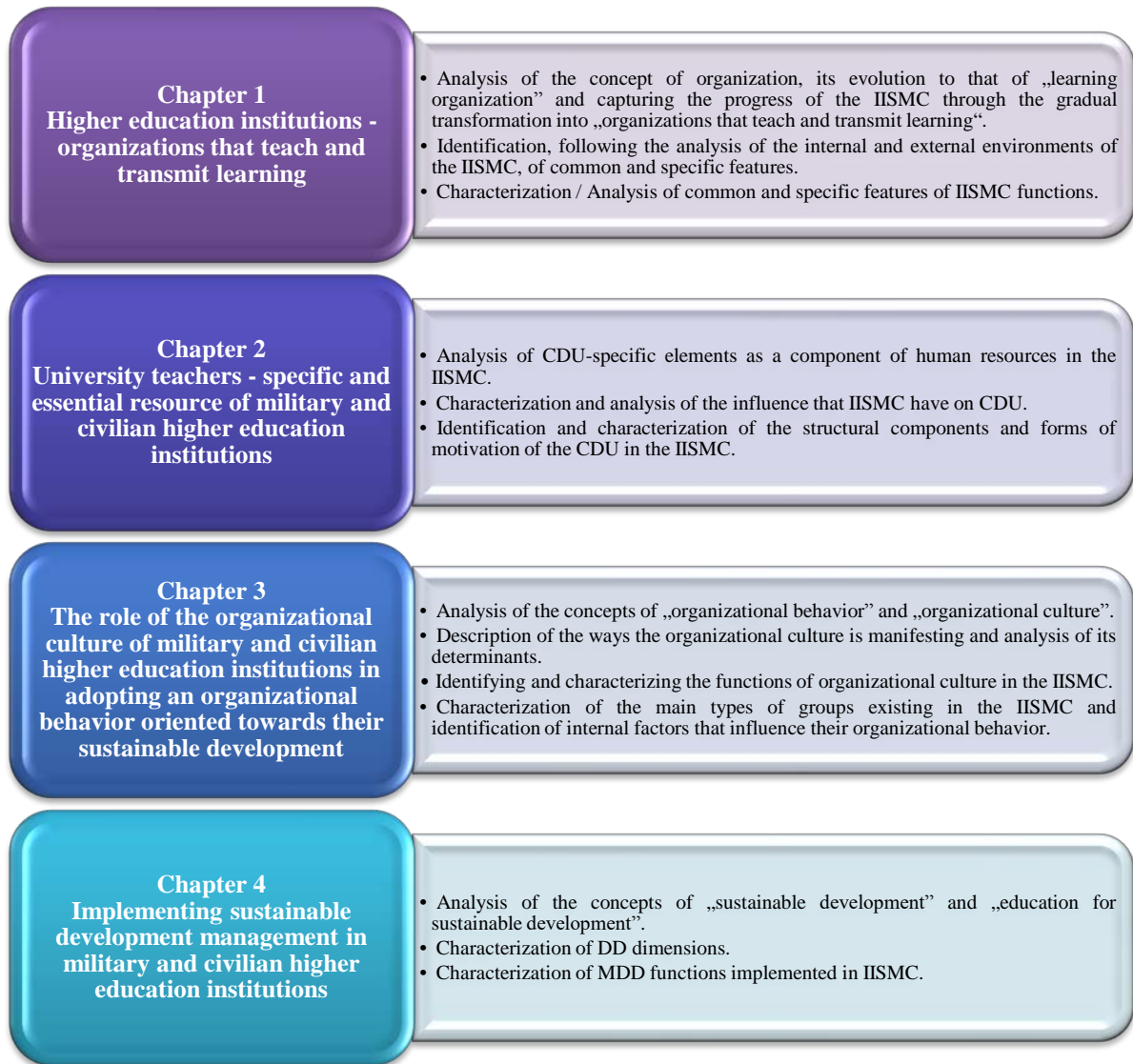
The multidisciplinary approach to the issue of sustainable development (hereinafter DD) provides students, as future specialists, with the accumulation of knowledge through which they can contribute to changing the mentality of others or the workplace obtained after completing university studies and building a sustainable society in the communities to which they will belong.

The organizational culture and organizational behavior of the CDU are two other factors that influence the transformation of IISM and IISC into „sustainable learning organizations”. IISM are institutions with a strong organizational culture, due to seniority, traditions, promoted values, elite teaching staff, well-trained instructors and specialists, clearly established hierarchical relationships. In the case of IISC, we meet old universities, with tradition, elite teaching staff and strong organizational culture, but also „younger” universities, without traditions, with some less trained members of the teaching staff, which leads to a weaker organizational culture.

Organizational behavior influences and is influenced by the organizational culture of the IISMC, but also by the CDU. Following the implementation of the MDD in the IISMC, changes occur. These changes are not fully accepted by all CDUs. That is why they must be motivated to accept the change.

MDD takes the concepts from DD and transposes them into management. The implementation of MDD in the IISMC is influenced and, in turn, influences: the type of IIS (military or civilian), CDU, organizational culture and organizational behavior.

In order to be able to achieve the main objective of our thesis, for each chapter of theory we set specific objectives. These are presented in figure no. 5.



**Figure no. 5: The specific objectives of each chapter of the thesis**  
(own conception)

*The research aimed to analyze the influence that organizational culture has on organizational behavior in sustainable development management, in order to improve and adapt them to increase efficiency and effectiveness in implementing MDD in IISMC and consisted in applying a questionnaire and creating a conceptual model with the help of which to show to what extent the organizational culture influences the implementation of MDD.*

In order to identify the research objectives regarding the directions of MDD implementation in IISMC and the factors with a negative influence on the implementation - factors that can turn into obstacles - we performed an analysis of their external environment using the PESTE technique. In order to transform the negative elements into research directions, we established the correlation between the possible obstacles that stand in the way

of the MDD and IISMC implementation and the factors with negative influence from the external environment that can generate them.

We have established 13 specific objectives associated with some research hypotheses, which the data analysis will confirm or refute. The specific objectives and hypotheses of the research developed from:

a) the analysis of the specialized literature regarding the teachers' motivation, the organizational culture, the organizational behavior and the sustainable development management;

b) the application of PESTE technique for the identification of the possible obstacles that stand in the way of the MDD implementation in the IISMC and the factors with negative influence from the external environment that can generate them;

c) research conducted by other authors in this field.

Starting from the set objectives and hypotheses, we established, defined operationally, structured and approached in tables the variables used in the research. In our research, we used three types of variables: opinion, behavioral and attribute.

The statistical community consisted of teachers employed at the IISMC in Romania, institutions which are accredited or authorized by law.

Our research was a simple descriptive, cross-sectional study and involved collecting information through a questionnaire sent via the Internet during February and June 2019, through personal / professional email addresses and groups of email addresses. In order to maximize the number of respondents, during the above mentioned period, the questionnaire was resent several times. There were no questionnaire overlays completed by the same person.

The questionnaire included 32 questions, 28 closed and 4 open-ended questions, divided into several sections which were arranged according to the funnel principle (from general to specific). This helped the respondents to easily enter the research topic by introducing some opening questions, „to break the ice”, followed by a series of specific questions to help explain the investigated phenomenon, and finally the respondents were invited to answer a series of socio-demographic questions to discover the profile of the participants.

The scales used in the questionnaire, but also in measuring the data obtained, were:

(1) nominal;



(2) ordinal - used to measure questions specific to the field investigated (Likert's 5-step scale was used);

(3) interval - to measure the influence of organizational culture on the management of sustainable development and internal and external factors of organizational culture (semantic differential was applied in 5 steps).

For sampling, we used the „snowball” method with a probability coefficient of 95%.

The questionnaire was answered by 197 respondents, which, compared to a total population of 21,982 teachers (according to the latest report on the situation of higher education published in 2018 by the Ministry of Education and Research), represents a response rate of 0.8%. All the questionnaires received were verified, from the point of view of correctness and complete completion, and this process resulted in a number of 174 valid questionnaires (representing a valid response rate of 88.32%). 23 questionnaires were deleted because they were either not completed in full or they were started (the link received was accessed) but respondents only got through the initial explanation of the questionnaire.

The analysis and interpretation of the information involved the following steps:

- a) coding the received and valid answers;
- b) transformation into tables and figures;
- c) interpretation in order to connect the results obtained, the purpose and objectives of our research.

Coding and data analysis was done using the statistical program IBM SPSS v. 21, and the figures, for a clearer graphical representation, were made using Microsoft Excel from the Office 365 package.

The proposed conceptual model entitled „*Model of organizational culture influences on the implementation of sustainable development management - MICO-MD*” started from the idea that „organizational culture has an impact on the implementation of sustainable development management” and was based on organizational culture models of other authors, models that provide a series of important information for understanding the influences that act on the organizational culture and, automatically, on the management of sustainable development.

Our model consisted of the following major components:

- a) the central element: organizational culture;

b) internal and external factors that act on the organizational culture: university management, component elements of the organizational culture (mission, principles, values, etc.), elements of the external environment (legislation, economic environment, national culture, etc.);

c) the ways in which organizational culture is manifested: symbols, norms, rituals, structures and roles, etc.;

d) the elements related to the behavior of teachers and students in relation to the concepts of „organizational culture” and „sustainable development management”.

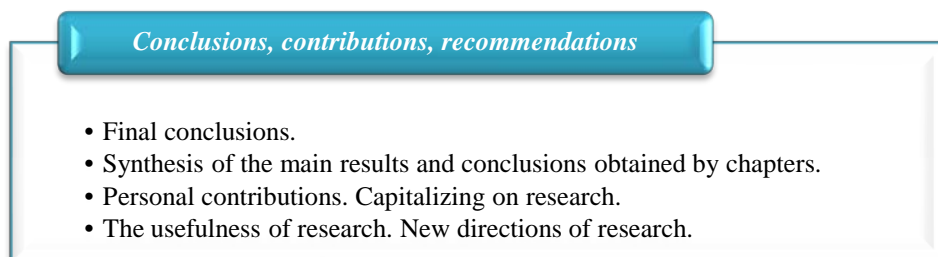
The model proposed by us was validated by the results of the research conducted and, if MDD were implemented in IISMC, it would be influenced by the organizational culture **in a proportion of 44.2%**.

We are aware that the model we propose has a number of limitations related to:

- the relatively small number of respondents who participated in the research;
- the fact that the study is cross-sectional and aims at a certain point in time;
- the fact that any change in the organizational and/or systemic circumstances within the IISMC in which the respondents work leads, in the event of a repeat of the research, to other responses.

Despite all the limitations, **in our opinion**, the model can be a step forward in understanding how organizational culture can influence the implementation of MDD in the IISMC. At the same time, the model provides a clear picture of the factors that have a stronger or lesser influence on the organizational culture, but also the fact that the main actors in this process are CDUs.

In figure no. 6 we present schematically the content of the last chapter of the thesis, that of conclusions, contributions and recommendations.



**Figure no. 6: Content of the research conclusions**  
(own conception)

The *final conclusions of the thesis* are presented below.

❑ Organizations are part of our lives: here is where we spend a lot of time and where we are the ones who add new knowledge to existing ones, but also preserve, protect, store and pass on to future generations the knowledge already accumulated. IISMC, as organizations, are made up of people, the relationships between them and the way they work together to achieve the mission and objectives received. IISMC, complex, dynamic social systems are constantly changing.

❑ CDU is the main source that ensures the fulfillment of missions and the achievement of IISMC objectives. Their heterogeneity makes them the most important resource, but it is also the only resource that can act against the fulfillment of missions and the achievement of objectives. CDU behavior is determined by certain personal reasons, depending on the personality, social conditions, experience, influences of the groups they belong to.

❑ The compatibility between the personal values of the CDU and the values promoted within the IISMC in which it operates is one of the basic conditions for the success of the motivation efforts. If there are significant divergences between personal values and the main organizational values, the efforts of the rectors and the management teams to motivate the CDU will be little effective.

❑ The efficiency of motivational practices is also given by the extent to which CDU adheres to the values that shape the organizational culture.

❑ CDUs think and behave differently, each reacting in his own way in identical situations in different ways. Behavior is shaped by internal factors (personality, perception and attribution, motivation, attitudes, ability to learn) and external (organizational structure, organization policy, behavior of the group, reward system, leadership style of the rector and / or of the managerial team). Therefore, in order to know the behavior of the CDU and to fulfill the missions and achieve the objectives of the IISMC, it is necessary that the rectors and / or the members of the management teams always take into account the differences between subordinates.

❑ Groups are important within the IISMC because some of the activities that take place inside them involve a certain degree of coordination of the activity within the group. In order to carry out certain tasks, missions and achieve the objectives of the IISMC, the members of a group must cooperate with each other and / or with the group coordinators. The

training, the way the groups operate and the behavior of the members are important for the coordinator. The behavior of group members is largely influenced by the leadership style adopted by the coordinator and the organizational culture.

□ All the processes that take place in the IISMC are under the incidence of the organizational culture which, in turn, is influenced by their internal (endogenous) factors and their external (exogenous) factors. Internal factors exert a permanent and particularly visible influence on the „personality” of the IISMC, but external factors cannot be neglected either. Identifying those factors that influence the organizational culture is one of the problems that IISMC rectors have to solve because there is no comprehensive and rigorous approach to these factors.

□ Organizational culture is an important component of the IISMC, and can determine their success or failure. Success is given by the existence of an increased harmonization between the demands of the environment and the values, rules, practices, behavioral models and fundamental beliefs of the members.

□ For mission design and implementation of IISMC objectives, knowledge and understanding of organizational culture are essential. Knowledge of organizational culture is necessary in order to be able to anticipate, in the long run, the direction in which the IISMC is heading.

□ It is difficult for someone outside the ISIS (especially outside the ISIS) to penetrate their culture, to understand it, because an individual who is not part of that culture will not be able to understand its values and concepts.

□ The dynamism of the IISMC is also reflected in the changes in vision in recent years. If before higher education was not present in the life of the local community, in recent years it is part of it. The change is due to the IISMC's transition to „sustainable learning organizations”, a concept that is based on learning from each other, collaboration and partnership, but also on the changes that have taken place in the IISMC' „backyard” by adopting more and more measures leading to the transformation of IISMC in „sustainable learning organizations”. This ensures the sustainable development of both the university campus and the teaching and administrative spaces, as well as the local community.

**Table no. 1: The main conclusions on the chapters**

Chapter	Main conclusions
<p style="text-align: center;"><b>1</b> <b>Higher education institutions - organizations that teach and transmit learning</b></p>	<p>a. Over time, organizations have evolved, developed and been successful due to the most important resource: human resources. It puts the organization's creativity, innovative ideas, motivation and acquired knowledge at the service of the organization and helps it to achieve its goals, to be successful and to develop.</p> <p>b. The particularities and characteristics of the military organization highlight the specific processes and phenomena that take place within it and determine its uniqueness.</p> <p>c. In the „learning organization” employees are encouraged to collaborate with each other, to exchange information, to learn from each other. This collaboration is what helps the organization to successfully achieve its goals, to develop harmoniously, to be more competitive in the medium and long term.</p> <p>d. The fact that IISMC are dynamic, open systems determines their transformations. Therefore, in order to develop and cope with socio-economic change, these institutions must be flexible, adaptable and constantly open to transformation.</p> <p>e. IISMC, which have become an „organization that teaches and transmits learning”, considers that learning is the catalyst for the development of future specialists, but also for the professional development of the CA. Therefore, these IISMCs will survive and continue to grow in the competitive and dynamic environment of higher education.</p> <p>f. Following the analysis of the internal environment of the IISMC, we demonstrated that they have largely identical components of the internal environment, but also some particular characteristics. The particularities of the military environment determine, in the case of IISM, the existence of specific components and characteristics.</p> <p>g. Analyzing the external environment of the IISMC we can conclude that they have common characteristics of the microenvironment and common categories of macroenvironment factors. As in the case of the internal environment, certain particularities of the military environment determine the existence of specific characteristics and categories of factors.</p> <p>h. Following the analysis of the IISMC functions, we noticed that, due to the particularities of the military environment, the IISM have more functions than the IISC.</p> <p>We also noticed the influence of the particularities of the military environment during the presentation of the main component activities of the functions.</p>
<p style="text-align: center;"><b>2</b> <b>University teachers - specific and essential resource of military and civilian higher education institutions</b></p>	<p>a. Because the quality of the work carried out in the IISMC is directly dependent on the preparation of human resources, the investment in it is the most efficient.</p> <p>b. The CDU, as part of the human resources of the IISMC, have certain specific elements. In the case of IISM, military CDUs have a military rank and a university teaching degree. According to the law, they have the same status as the CDU of the IISC but are subject, first of all, to military regulations.</p> <p>c. The peculiarities of the CDU as a human resource in the IISMC are basically the same. Due to the particularities of the military environment, some distinctions appear regarding the inertia and adaptability to change, the influence of the time factor, the hierarchical and professional relations of the rector with the CDU.</p> <p>d. In order to fulfill the mission and objectives of the IISMC, the CDUs must be motivated.</p> <p>e. Due to the influence that the organizational environment of the IISMC has on the CDU, they will become “organizational people/individuals” and, in turn, will influence the organizational environment.</p> <p>f. The motivational system, composed of personal motivations and institutional motivation, acts on the behavior of the CDU. The rectors of the IISMC, together with the members of the management teams, in order to create harmonious links between the personal interests of the CDU and the fulfillment of the mission and objectives of the institutions, must find the best link between the personal</p>

Chapter	Main conclusions
	<p>motivation of the CDU and how to motivate them.</p> <p>g. In the case of CDUs, the lack of motivation is due to the fact that they consider that their work is not recognized and therefore the benefits offered are far less than the effort made.</p>
<p style="text-align: center;"><b>3</b></p> <p style="text-align: center;"><b>The role of the organizational culture of military and civilian higher education institutions in adopting an organizational behavior oriented towards their sustainable development</b></p>	<p>a. Understanding the organizational behavior of the CDU helps IISMC management teams make the best decisions about improving educational and research performance.</p> <p>b. Knowledge of the organizational culture of the IISMC helps to understand the behavior that CDUs have both inside and outside the institutions.</p> <p>c. IISMC have their own, unique culture. This is found in the ideals, beliefs, values and norms of conduct adopted to fulfill the established mission and objectives, but also the way of framing the development strategy of the IISMC.</p> <p>d. The organizational culture of the IISMC is composed of several elements: the past that influences the present, the human resource it has had and has, the digitization of teaching and administrative activities, other resources available, but also the goals, objectives and the values promoted.</p> <p>e. Each CDU comes with his/her own attitudes, values, experiences, but also with a unique, singular personality, which generates certain actions within the IISMC. The interaction between CDU personalities and the organizational environment of the IISMC will determine a variety of behaviors.</p> <p>f. The forms of manifestation of the organizational culture of the IISMC are little visible to those outside the system. All activities carried out in the IISMC are influenced by their organizational culture which, in turn, is influenced by determinants, internal and external. In the case of IISM, these influences are stronger, visible from the outside, due to the specific environment.</p> <p>g. Building a strong organizational culture is based on harmonizing individual values, beliefs and symbols with those promoted by the IISMC. There are strong organizational cultures in the case of IISM and those of old IISC, with tradition.</p> <p>h. CDU's behavior is shaped by internal factors (personality, attitude, motivation, etc.) and external ones (related to the organization and activity carried out in the IISMC).</p> <p>i. In order to perform specific tasks, formal groups are formed in the IISMC.</p>
<p style="text-align: center;"><b>4</b></p> <p style="text-align: center;"><b>Sustainable development management in military and civilian higher education institutions</b></p>	<p>a. DD is based on the balance between economic growth, social equity and ecological responsibility.</p> <p>b. Each dimension of DD has a well-defined role.</p> <p>c. The relationship Education - Sustainable Development is not simple or easy to understand. Education is a human right, but EDD is what ensures, by changing people's mentality, the sustainability of society, increasing the quality of life, a healthier environment and a safer world.</p> <p>d. Partnerships between IISC and state-owned or private-sector industrial enterprises, state administration institutions, non-governmental organizations, help both the local community to acquire skills that, in time, will lead to DD of the area, and students to gain practical experience.</p> <p>e. In recent years, IISM has been concerned with finding solutions for training activities to be carried out, as far as possible, without affecting environmental factors, in order to reduce the consumption of material resources. In partnerships with civilian universities and/or state administration institutions, they have started to get involved in activities that support the sustainable development of communities.</p> <p>f. The implementation of MDD in IISMC leads to their faster transformation into „sustainable learning organizations”.</p>

**Table no. 6.2: Own contributions**

Chapter	Own contribution
<p style="text-align: center;"><b>1</b> <b>Higher education institutions - organizations that teach and transmit learning</b></p>	<p>a. Analysis of the concept of organization and its evolution to that of „learning organization”.</p> <p>b. Analysis and argument that IISMC are beginning to become „learning organizations”.</p> <p>c. Analysis, based on the organization’s environment, the internal and external environment of the IISMC, the identification of the common features of the IISMC and those specific to the IISMC.</p> <p>d. Starting from the functions of the organization and the military organization, the characterization and analysis of the IISMC functions.</p> <p>e. Starting from the definition of the main concepts in the specialized literature, the elaboration of their own definitions.</p> <p>f. Tables and figures to support the theoretical approach.</p>
<p style="text-align: center;"><b>2</b> <b>University teachers - specific and essential resource of military and civilian higher education institutions</b></p>	<p>a. Analysis of CDU specific elements as part of the human resource in the IISMC.</p> <p>b. Characterization and analysis of the influence of IISMC on CDU, their transformation into „organizational individual”.</p> <p>c. Identification and characterization of the structural components of the CDU motivation in the IISMC.</p> <p>d. Identifying and characterizing the forms of CDU motivation in the IISMC. e. Tables and figures to support the theoretical approach.</p>
<p style="text-align: center;"><b>3</b> <b>The role of the organizational culture of military and civilian higher education institutions in adopting an organizational behavior oriented towards their sustainable development</b></p>	<p>a. Analysis and definition of the concepts of „organizational behavior” and „organizational culture”.</p> <p>b. Description of the ways of manifesting the organizational culture in IISMC. c. Analysis of the influence that the determinants of organizational culture have on the ISIS and the argument that this influence is stronger in the case of IISM.</p> <p>d. Identifying and characterizing the functions of organizational culture and the importance they have in the IISMC.</p> <p>e. Identifying and analysing individual internal factors that influence organizational behavior in the IISMC.</p> <p>f. Analysis of the group and the IISMC as formal and informal structures.</p> <p>g. Tables and figures to support the theoretical approach.</p>
<p style="text-align: center;"><b>4</b> <b>Sustainable development management in military and civilian higher education institutions</b></p>	<p>a. Defining and analyzing the concepts of „sustainable development” and „education for sustainable development”.</p> <p>b. Analysis and argumentation of the complexity of defining the concept of „environment” from the perspective of natural, legal and economic sciences. c. Identifying and presenting the main topics addressed and the most important documents adopted at the main international meetings on PM, SD and / or EDD.</p> <p>d. Identifying and characterizing the dimensions of DD and explaining the interaction between them.</p> <p>e. Analysis of the effects of implementing EDD in IISMC.</p> <p>f. Characterization of MDD functions implemented in IISMC.</p> <p>g. Tables and figures to support the theoretical approach.</p>
<p style="text-align: center;"><b>5</b> <b>Selective research on the influence of organizational culture on organizational behavior in sustainable development management</b></p>	<p>a. Defining the decision-making problem and the purpose of the research.</p> <p>b. Elaboration of specific objectives and research hypotheses.</p> <p>c. Establishment and operational definition of research variables.</p> <p>d. Establishing the sources of information and selecting the way of collecting and systematizing it.</p> <p>f. Designing the questionnaire.</p> <p>g. Determination of the sampling method and sample dimensions.</p> <p>h. Analysis and interpretation of the information obtained from the application of the questionnaire.</p> <p>i. Building the model of organizational culture influences on MDD implementation.</p>

The *scientific research* carried out during the doctoral training period was capitalized as follows:

– 4 chapters in books published in the period 2015-2021, at the “Nicolae Bălcescu” Land Forces Academy in Sibiu Publishing House (CNCSIS recognized publishing house);

– 11 studies presented and published in the volumes of international scientific events recognized and indexed in international databases (The 27<sup>th</sup> International Conference “The Knowledge-Based Organization”, “Nicolae Bălcescu” Land Forces Academy, Sibiu, 2021; The 25<sup>th</sup> International Conference “The Knowledge-Based Organization”, “Nicolae Bălcescu” Land Forces Academy, Sibiu, 2019; The 24<sup>th</sup> International Conference “The Knowledge-Based Organization”, “Nicolae Bălcescu” Land Forces Academy, Sibiu, 2018; The 12<sup>th</sup> International Scientific Conference „Defense Resources Management in the 21<sup>st</sup> Century”, Braşov, 2017; The 23<sup>th</sup> International Conference “The Knowledge-Based Organization”, “Nicolae Bălcescu” Land Forces Academy, Sibiu, 2017; The 11<sup>th</sup> International Scientific Conference „Defense Resources Management in the 21<sup>st</sup> Century”, Braşov, 2016; The 18<sup>th</sup> International Conference „Scientific Research and Education in the Air Force” – AFASES 2016, Braşov; The 10<sup>th</sup> International Scientific Conference „Defense Resources Management in the 21<sup>st</sup> Century”, Braşov, 2015; -CONF 2015, 1<sup>st</sup> International Conference, „Mircea cel Bătrân” Naval Academy, Constanţa);

– 11 articles published in B + rated journals and indexed in international databases (Journal of the Sibiu Land Forces Academy – <https://www.armyacademy.ro/revista.php>, CNCS Code 328, ISSN 2247-840X, ISSN-L 1582-6384.; Scientific Bulletin of the Land Forces Academy – <https://www.armyacademy.ro/buletin.php>, Cod CNCS 329, ISSN 2247-8396, ISSN-L 1224-5178; Journal of Defences Resources Management – <http://www.jodrm.eu/>, ISSN: 2068-9403, eISSN: 2247-6466, ISSN-L: 2247-6466; „Mircea cel Bătrân” Naval Academy Scientific Bulletin – <https://www.anmb.ro/buletinstiintific/eng/index.html>, ISSN: 2392-8956; ISSN-L: 1454-864X; DOI prefix: 10.21279; CNCSIS Code: 884).

According to Google Scholar, some of the articles and studies published and presented during doctoral studies were cited.



*The usefulness of research.* We believe that the paper can be used as a *starting point in research, theoretical and empirical*, which consider:

- ❑ improving research related to the implementation of the MDD in the IISMC and transforming them into „sustainable learning organizations”;
- ❑ opening new perspectives on organizational culture as a factor of influence in MDD;
- ❑ enriching and/or diversifying the managerial approaches of DD and MDD, by clarifying the role played by the organizational behavior in this direction;
- ❑ creating a model to shape the influences of organizational behavior on the implementation of MDD in IISMC.

From a practical point of view, we consider that the research conducted can be used to:

- ❑ implementing the interdisciplinary approach of DD;
- ❑ introducing in the IISMC program some interdisciplinary themes of DD, EDD, MDD;
- ❑ developing a model of desirable organizational behavior in the context of DD and applying MDD:
- ❑ carrying out in IISMC several research projects that have as central point EDD, DD or ways to increase the degree of implementation of MDD;
- ❑ involving CA in activities aimed at increasing the sustainability of the IISMC;
- ❑ involvement, together with local institutions of the state administration and the local community, in DD projects aimed at increasing the sustainability of the area;
- ❑ elaboration of internal normative acts that should include the development directions of the IISMC following the implementation of the MDD.

Considering the existing bibliographic resources, the complexity and dynamics of the approached topic, we consider that our scientific approach, materialized in this thesis, can be appreciated as a starting point that can open *new perspectives on the study of*:

- ❑ the role that the activity of all human resources has, not only of CDU, from IISMC in their transformation into „sustainable learning organizations”;
- ❑ the common and specific features of the IISMC as „sustainable learning organizations”;
- ❑ how the CDU, as an „organizational individual”, influences the organizational environment in the IISM or IISC;

❑ increasing the personal motivation of the CDU in IISM or IISC as „sustainable learning organizations” for fulfilling the mission and institutional objectives.

❑ the role that a strong organizational culture has in promoting IISM or IISC on the educational „market”;

❑ how the inappropriate behavior of the CDU can lead to a decrease in the prestige of the IISM or IISC, even if they have a strong organizational culture;

❑ the degree of acceptance by the CA of the changes produced by the implementation of the MDD in IISM or IISC;

❑ the degree of awareness by IISM or IISC students of the need to change „consumption-based behavior” into „sustainability-based behavior”;

❑ the involvement of the CDU (or the entire CA) of the IISM or IISC in promoting in the local community a „behavior based on sustainability”;

❑ the influence that the implementation of MDD in IISM or IISC has on a strong organizational culture.

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### **Research project**

*Studiu privind realizarea unui model de eficientizare a sistemelor logistice pentru a face față provocărilor operaționale curente și viitoare, utilizând tehnologia RFID* (director de proiect: mr.conf.univ.dr. Alexandru BABOȘ) – Planul Sectorial de Cercetare-Dezvoltare al M.Ap.N., poziția 61, 2020 – member of the research team.

# GOOGLE SCHOLAR

Elisabeta-Emilia Halmaghi

Academia Fortelor Terestre "Nicolae Bălcescu" Sibiu  
Adresă de e-mail confirmată pe armyacademy.ro  
dezvoltare durabila management

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**Coautori**

- Emanoil MUSCALU, Profesor de management, Univers...
- Marcel Mihai Neag, Academia Fortelor Terestre
- Iancu Dumbru, Academia Fortelor Terestre Sibiu
- mihaila lica gabriela, "Nicolae Bălcescu" Land Forces A...

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