

PARADIGM AND CONSIDERATIONS ALLIANCES AND INTRNATIONAL COOPERATION IN GLOBALIZATION

Simona Moise

Assoc. Prof., PhD, "Spiru Haret" University of Bucharest

Abstract: 90 years were characterized by the use of new ways of internationalization, listed as a competitive strategy. Thus, one of the most significant trends in this area is the development of strategic alliances established between different multinational companies operating in the global market, strategic alliances are a component of marketing strategies aimed at entering the market and are agreements between two or more companies that intend to compete on the internal market and especially foreign.

The internationalization of business activities can be achieved through various forms of strategic alliances and international cooperation, which can be framed in terms of internationalization intensity between business operations and the implantation abroad.

Alliances and cooperations aimed at establishing sustainable relations to achieve a common strategy of management in specified fields of activity.

Keywords: industrialization, modern technologies, internationalization strategies, strategic alliances, international markets.

1.Introduction

The rapid process of change of political structures, social and economic product over the last decade of the twentieth century, has accelerated the process of globalization. The collapse of the Soviet Union and the so-called "World Socialist System" ended bipolarism emerged after the Second World War, has created new conditions for international political and economic system restructuring. Pluralist and participatory democracy, respect for human rights, human responsibility and awareness that human rights are complementary, liberal market economy, transparency and ethics of national and international concern for the environment have become basic principles effect worldwide.

We are witnessing what essentially can be considered "Globalization - the state of affairs and mind" concept resulted from constantly expressed tendency of humanity to rediscover the primordial unity [1].

A universally accepted definition of globalization was offered by the European Commission in 1997 to address its economic "globalization can be defined as a process of further trends in the markets and productions in different countries are becoming increasingly interdependent due to the dynamics of trade goods and services and flows of capital and technology. "

Globalization is a historical phenomenon, but at the same time megatrends developed based on industrialization that brought raw common practice in companies structurally different in terms of cultural (practice by new scientific and technical developments which applicativitate and generalization have been considerably speeded up the process developing and deepening social division of labor). Modern manufacturing technologies based, first, on the strength of steam and, later, that of electricity were held universally valid principles and rules of operation and use of the systems equipping cars under productive units. What our attention is that the use of more efficient means of production entailed rationality rightly considered a fundamental solvent globalization. Rationality has contributed greatly to the depersonalization of business, the latter being guided by the same principles worldwide efficiency.

2. Globalization and its impact on national economies

Globalization tends to be interpreted as an advanced internationalization of economic activities, as greater integration and interdependence. This definition implies an extension, deepening the already existing international economic interaction. She stresses that globalization is a process not entirely new, but one returned with the completion date East-West confrontation generated by the collapse of the socialist economic system [2]. Globalization is expanding today in areas of the world that remained for a long time self-isolated (with regard to the states that belonged to the former socialist system including and Romania) - a situation that led to economic backwardness and technological countries concerned. Meanwhile globalization is expanding increasingly to developing countries and the non-aligned countries (which goes sailing between East and West, lost time to become real actors of the process). The global economy went through a difficult period over the last decade. At first the Mexican crisis, then the Russian crisis, the Asian crisis and the Brazilian rocked global conomic balance. Triumph, American neoliberal model proclaims global hegemony. The world's problems, however, are far from being solved, because in the face of growing danger of destabilizing the international order due to the marginalization of countries in the Third World and ex-communist, appears pressing need for their integration in the global economy today, the world economy is in face a triple challenge:

- Globalization and its implications on the competitiveness of national economies;

- Contradiction of the laws of the market (economic logic) and the duty of states to ensure a certain degree of "distributive justice" (social logic);
- The contradiction between economic logic and need for environmental protection in order to ensure the survival of mankind.

It can be said that much of the forecast of economists in the 1960s proved to be realistic. The exception is the assessment on the migration of commercial power to developing nations (which has so far not occurred, these countries being in an economic impasse that will probably extend for longer);

It is obvious that we are witnessing a triple revolution, technological, economic and sociological.

First is a technological revolution, because as the industrial revolution anticipated replacement of physical work by car, so the information revolution current ("IT world") sees the replacement of the human brain (at least a number of c EIN more important functions its) computer. Then it is a revolution remains the dominant economic globalization phenomenon, ie independence increasingly stronger economies in many countries as a result of generalization free exchange trading. Due to the increasing development of technology, globalization especially the financial sector now dominates the economic sphere. Operating under rules that they have set themselves, today's financial markets impose their political representatives of states and their laws.

In other words, economics dictate politics. Finally it is a sociological revolution for democracy loses a great deal of credibility because citizens can not effectively intervene in the economy. Moreover, economics is increasingly disconnected from social, refusing to accept the consequences (mass unemployment, pauperization, etc.) causing adopting the logic of globalized markets;

Undoubtedly the biggest economic powers today are those of the Atlantic. The share of the two continents (North America and Europe) in world trade is almost the same (about 1-8%).

3. Internationalization versus strategic alliances and international cooperation

The internationalization of business activities can be achieved through various forms of strategic alliances and international cooperation, which can be classified in terms of internationalization intensity between business operations and the implantation abroad. Alliances and cooperations aimed at establishing sustainable relations to achieve a common strategy of management in specified fields of activity. These relationships may have an

informal character (managerial level agreements) may be based on contracts or cooperation can be achieved within the framework of institutionalized structures.

In relation to commercial operations, alliances and cooperations customizes the subject of complex, cooperative spirit and character stability of relations between partners, creation and development of complementarities technical, commercial, financial parties. On the other hand, in relation to forms of implantation abroad, alliances and cooperations presents a lesser degree of integration and institutionalization, keeping partners and autonomous decision making and legal identity [3].

The main forms of alliances and international cooperation are:

- Cooperation on contractual basis, which may be included in licensing agreements, franșizarea, subcontracting, etc., all are forms of international transfer of production technology (licensing, subcontracting) or marketing (franșizarea)
- Strategic alliances form of associations, consortia, etc. on building objectives in common, turnkey deliveries, consulting - engineering, etc .;
- Institutionalized cooperation, represented by joint ventures;

4. The operations of technology transfer

In relation to these operations involving the international sale not export manufactured product, but use a strategic advantage materialized in trade marks, patents, technical expertise. It follows that the relationship of the parties no longer stands or falls not only trade field, but they involve production systems partners. Therefore, we need another approach to business, aspects of cooperation (based on the common interests of the partners) tending to overlap the specific elements relations debtor - creditor [4].

Licensing (English. Licensing) is selling the right to use technical knowledge patented by an exporter to a beneficiary stranger, for a price to be paid through a lump sum, through periodic payments (royalties) or by combining the two formulas [5]. Thus, the licensor - the owner the right to license - enters with lower risks in the external market and share their strategic advantage and the licensee - the owner the right to use - benefits from the experience of production or product, but also a learning process, which afford to provide or to increase their competitiveness.

Unlike export, if the license product or service is done abroad and not in the home. By using the license as a form of penetration in foreign markets, a company can ensure its presence in certain markets without investing capital in these markets.

We can therefore say that the transfer license has advantages, but it has also some disadvantages. [6] Thus, the assignment of licenses in the branches high tech has dual advantage entering fast environments strongly competitive, which allows the licensor to define technology standards leading and rapid return on research expenditures - development (the Japanese firm "Motorola" for example, has licensed its technology to achieve microprocessor company "Toshiba" precisely for these reasons).

Assignment of the license can be successfully used by companies that do not have the necessary skills more active involvement in the international market. Also, licensing is an appropriate strategy in those markets that do not have a high enough potential to justify far-reaching actions or have not been tested enough. In this way, the license provides a good opportunity to test those markets without capital investment.

In some countries where political and economic situation was unclear license agreement avoids the potential risks associated with investing abroad.

In some countries where domestic markets are strongly protected, transfer of license may be the only form of penetration in those markets so because many countries have imposed monopoly on tobacco company "Philip Morris" could not get in six developing countries in Europe Western and Eastern Europe via four licensing governments of these countries production and sale of its brands. Furthermore, licensing creates the possibility for the licensor to negotiate parallel agreements that are not directly related to custom license for the supply of materials and components, thus expanding its market presence [7].

Assignment of the license has drawbacks. One is the strong dependence of the licensor's work, which does not always have the ability to run successful businesses. How fees are usually charged as a percentage of sales, the licensor may suffer financial losses. Also licensed and product quality may suffer. Licensor and the image may be affected, if the product deviates from the standards of quality. License agreements typically ends for a period of time. Although the assignment may be extended, some governments do not allow this. Licensee can become, in this case, the competitor of the licensor. This is the reason why Japanese companies, for example, are reluctant to enter into license agreements with Chinese companies. Due to lower wages in China by the Japanese license transfer would create strong competitors not only in China but in markets that are currently present Japanese firms. A special form of licensing represents *franțiza* (English. Franchising). The franchise is a commercial technology transfer, beneficiaries receive the right to carry out economic activities (manufacturing and services) as a recognized brand belonging exporter. As with

licensing, business success for both parties depend on the extent that they succeed in establishing sustainable relations with nature cooperation.

The franchise is a form of licensing booming, the franșizorul provide a standard package of products, systems and services management, and franșizatul provides market information, capital and management staff. Combining skills allow flexibility in dealing with local market conditions and at the same time provide franchise company a certain degree of control. Franșizorul can track marketing process, which runs until final point of sale. This is an important form of marketing vertical integration. Franchise system can achieve an effective combination of centralization with decentralization of operations and capabilities has become an important form of international marketing. [8]

Underproduction or subcontracting (English. Subcontracting) departing mainly from requirements creation of competitive advantage by enhancing complementarities between partners: the exporter transfers the production of a finished product (underproduction of capacity) or in parts and subassemblies (underproduction specialist) the company importer, benefiting from more favorable production conditions (lower costs of labor, access to material resources, investment facilities); importer has access to technology manufacturing exporter (technical documentation, personnel training etc.), and could assert inputs.

5. Strategic Alliances

The objectives of companies by creating strategic alliances are:

- Keeping global competitiveness by linking research efforts for development by several companies, which reduces the individual costs, considered very high in contemporary economy;
- Economies of scale generated by the production increase, obtainable by such a partnership;
- The experience, technology and know-how of each company for the benefit of joint strategic alliance.

Factors that may make the success of strategic alliances are generated by: purpose, strategy for achieving the goals, decision-making position equal to the participating companies, compliance with a set of reciprocal cultural values, organizing appropriate management structures.

Depending on the purpose, strategic alliances can be împărțite into three categories [9]:

- Alliances formed to develop production, which aims to improve production efficiency and capitalizing on the advantages held by each company (eg companies "General Motors" - USA
- and "Toyota" - Japan - concluded an alliance through which they made the joint production

of small capacity cars for the US market: those from "General Motors' successful experience in manufacturing Japanese small cars," Toyota "making a lot easier penetration in the US market);

- Alliances formed to develop distribution through which uses experience in distribution of any of the companies (for example, the alliance concluded between firms "Hitachi" - Japan - and "Fiatallis" - Italy - allowed the Italian company to sell excavators Japanese exchange possibility of using the distribution network of the Japanese company); this form strategic alliances is called piggy-back and can have many forms, depending on the range accepted by the partner and be distributed according to the number of foreign markets that are contained in that agreement;

- Alliances formed to develop technology that reduce costs and risks of scientific research; These alliances are based on technology transfer (this was the case of companies "Phillips" and "A. T. & T", who concluded such an arrangement that allowed the mutual transfer of digital technology, with direct effects on the expansion of markets). Outside this group, it can form strategic alliances and develop marketing mix components for one of the target markets.

Included amongst foreign markets penetration strategies, strategic alliances, joint ventures may be mistaken. The characteristic elements of strategic alliances, joint ventures which separates them are [10]:

- Strategic alliances ends, usually between companies that have a close economic and forming part of industrialized countries opposed to joint ventures in which it is performed and agreements between partners situated at different stages of development;
- Companies that make strategic alliances are at the same time, partner and competitor in certain markets;
- To joint ventures where there is a gap between the capital contribution of component companies, strategic alliances equity participation is substantially close;
- An essential goal in establishing strategic alliances exploitation of knowledge partners, purpose not covered, usually in joint ventures.

In addition to the benefits they generate, creating a strategic alliance also involves a number of possible risks:

- Security alliance may be jeopardized by cultural and organizational differences between firms;
- Decision making in a strategic alliance is difficult because it is a process involving a large

number of factors and involving the top management of the companies and lead to a slowdown in decision-flow operation;

- Misunderstandings can arise in relation to the sharing of profits;
- It can create a dangerous dependency for companies involved: if one company has problems, they are sent to the alliance.

6. Institutionalized cooperation

Consortia are similar joint ventures can be classified and differentiated following characteristics:

- Involves a large number of members;
- Operate in a country or market in which none of the members is still present.

Consortia are being developed for the purpose of financial and managerial resources together, but also to minimize the risks. Often, construction projects are conducted through agreements type consortium, the Contracting Parties, coming from different business areas, forming a separate company to make a deal. Usually the driver is one of the companies, but the new corporation can exist independently of those who founded it. Exports of industrial facilities - contracts "turnkey" - (English. Turnkey Projects) has features that distinguish them from simple exports, even if the contractual relationship is one basic type of creditor-debtor.

When an international company is committed to achieve exports of industrial facilities, it assumes responsibility for the design and construction of the entire operation, and with completion of the project, according to the company that taught the entire management staff. In return for the project, the international company receives an amount of money that can be very substantial. International companies are involved in the construction of electricity stations in the construction of roads and the complex of factories and refineries, chemical plants, automotive plants [11].

The joint venture (English. Joint venture) is a form of cooperation between the Parties, whereby two or more partners from different countries conducted jointly, within an independent entity with legal personality, production activities, marketing and sales, financial etc., through sharing the benefits and risks of the business.

Cooperation through joint ventures characteristics are:

- Their relations are long-term partners jointly contribute to business management and joint responsibility;
- Cooperation is organic in nature (institutionalized) in the sense that the partners hold parts of

a society that can be newly created or resulting from the conversion of an existing company (by taking action by one of the partners);

- Cooperation is a complex object and evolutionary in that it may refer to both the marketing actions and sales (joint venture marketing as a form of distribution (and to the productive activities (form of cooperation in production) or the bank (banks mixed). A joint venture thus differs from other types of strategic alliances or collaboration that it represents a partnership of two or more companies that have joined forces to create a separate legal entity.

Cooperation through joint ventures represent an evolutionary form of internationalization, could lead to business development through direct investments or mergers and acquisitions in the global market.

Joint ventures are a form commonly used for penetrating international markets as it offers important advantages for all partners. A first advantage is risk sharing, which has great importance as political and economic conditions in many countries are still volatile. Joint ventures also enable, maintain better relations with governments, local authorities and trade unions. Favorable relations with local governments is actually the main reason for setting up of joint ventures in developing countries (some governments provide incentives to foreign partners in joint ventures). Another advantage is the local partner familiarity with economic and cultural environment of the country, which allows a better perception of changing conditions and market needs. [12]

Not all were successful joint ventures, this being due to the disadvantages involved in setting up a joint venture. Thus, among the major problems that may arise are related to maintaining good relations between the partners. Causes that lead to this are conflicts of interest, disclosure of sensitive information discontent on profit distribution, lack of communication, cultural differences. Thus, the joint venture "Autolatina" established firms "Ford Motors Co." and "Volkswagen AG" in Latin America, was dissolved after seven years, despite the fact that it was profitable until the last moment, due to cultural differences between American managers and German.

Implantation abroad is via direct investment, which requires long-term option from the company investing and participating in management of the company in the third country. Unlike commercial operations, when the process of internationalization refers to the activities of supply - selling, in this case it is an internationalization of the company itself, which

creates the external market organizational structures own ("internal growth") or participate in structures background ("external growth") [13].

Implantation aimed at creating your own structure abroad can be achieved only through the efforts of the investor (by opening trade offices, branches or creating subsidiaries) or in association with a local partner (creating a company with foreign capital). The main features of implantations abroad as a form of internationalization are: create new entities (organizational structure) abroad who either belong to the originator company (trade offices, branches) or are autonomous legal entities (subsidiaries); internationalization process has an institutional basis and involve activities indefinitely, certainly compared with profit opportunities in the host country; structures established abroad may perform foreign trade, but can equally involved in production operations;

The main forms of direct investments abroad are a. The office of representation; b. branch and c. subsidiary, which are highlighted directly proportional to increase the financial effort required for their activity [14].

7. Conclusions

The roots of globalization of an industry specific environment can be searched or strategy itself one or more participants in the industry. In some cases, globalization was initiated by fundamental changes in consumer demand or market characteristics such as manufacturing technologies. In such industries companies have responded extensively to the existing pressures of globalization. In other industries specifics globalization was triggered by the company that managed to obtain a competitive advantage following a global strategy. Irrespective of the causes that generated it, there were always a number of market-specific circumstances that led to the adoption of a global strategy:

- The existence of pressure force for global integration of business;
- The need to use advanced technologies, which in turn requires a close operational cooperation between the boiler and its manufacturing subsidiaries worldwide spread;
- Access to scarce resources of raw materials and energy, or the human resources and research infrastructure;
- Pressure from production costs which calls for economies of scale, able to serve multiple national markets;
- The existence of pressure forces for overall strategic coordination;

- Consumer behavior aiming always to buy cheaper (which causes companies to coordinate pricing policy abroad)
- Market presence of global competitors;
- Investment intensity, knowing that some industries require a high level of accumulation and research and development.

Analysis of the data in the literature highlights some interesting aspects. First, it is confirmed that the major economic groupings structured geographically North America, Western Europe and East Asia and Southeast operates still as relatively closed blocks. For instance, North America held 36% of its exports of goods within, Western Europe (in which distinguishes European Union) achieved nearly 69% of exports Intra-zone and Asia sell more than 50% of its products through exchanges intracontinentale . Specific trade North America as the center of gravity has very close economic relations between the United States and Canada conducted mostly on NAFTA agreements, as in Asia, the post locomotives are Japan and China.

Secondly, it appears that North America is the main trading partner of Latin America, followed, of course, the exchanges that occur between countries in the region and Western Europe which has placed significant capacity particularly in Brazil and Argentina. Thirdly, that North America is less dependent on oil imports from the Middle East, unlike Western Europe and Asia, which generally do not have too rich natural resources. Finally, as expected, Western Europe still remains, legally nearest commercial Central and Eastern Europe, the traditional bonds now being resumed with increased intensity.

[1] Anghelache C. - "Romania's economic status in election year 2005." Publishing House, Bucharest, 2005

[2] P. Krugman - "Crises: The Price of Globalisation? ', Paper presented of the 2000 Symposium on Global Economic Integration, Federal Reserve Bank of Kansas City, 2000

[3] D. Daianu - "Inter-enterprise arrears Economy in the Post-command", Polirom, Iasi, 2000

[4] D. Daianu - "Where does the post-communist countries", Polirom, Iași, 2000.

[5] Filip Radu; Ioan Popa, Manageent International Publishing House, Bucharest, 1999.

[6] Daianu D., R. Vranceanu - "Romania and the European Union", Polirom, Iasi, 2002

[7] M. Negrițoiu - "Skip forward-development and foreign direct investment", Pr & Expert, Bucharest, 1996

[8] Pop Nicholas al .; Dumitru Ionel, International Marketing, Uranus Publishing House,

- Bucharest, 2001.
- [9] The Varjan. - "The automotive industry in Romania," Mondo Publishing Ec., Craiova, 1999
- [10] M. Dinu - "Reform crisis", Economic Publishing House, Bucharest, 1999
- [11] M. Dinu, Mereuță C. - "The Romanian economy, 1990-2000, Compendium", Economic Publishing House, Bucharest, 2001
- [12] Dobrotă N. (eds.) - "Dictionary of Economics" Economic Publishing House, Bucharest, 1999
- [13] Dobrotă N. (eds.) - "Political Economy" Economic Publishing House, Bucharest, 2000
- [14] St. Matthew. - "Evaluation of economic efficiency", Facla, Timisoara, 1986

Bibliography:

1. Beitone, Alain., Abeille-Becker, Camille. Buisson-Fenet, Emmanuel., Economics, Sociology et histoire du monde contemporain - Paris: A. Colin, DL 2013 cop. 2013.
2. Brilman J., Gagner to global competition, Les Edition d'Organisation, Paris, 1991
3. Dăianu, D. Voinea, L., Păuna, B., Stănculescu, M., Mihăiescu, F. (2001) Câștigători and losers in the integration process. A look at Romania, CRPE / 31/2001
4. Heinz Handler and Burger Cristina (editors), Competition and Competitiveness in the new economy, Vienna, July 2002;
5. Dăianu, D. Voinea, L., Păuna, B., Stănculescu, M., Mihăiescu, F. (2001) Câștigători and losers in the integration process. Oprivire on Romania, CRPE / 31/2001
6. Klaus Schwab, Michael E. Porter, Peter K. Cornelius, The Global Competitiveness Report 2002-2003;
7. M. Didier, economy, rules of the game, Humanitas, Bucharest, 1994, p.195.
8. M. Porter Model Analysis of competition in international markets, Le Meis - Economique et Financier, No.9 / 1996, published in the Banque Société Suisse.
9. M.Porter, Competititon in Global Industries, Harvard Business School Press, 1986.
10. Michael Porter, Enhancing the Microeconomic Foundations of Prosperity: The Current Competitiveness, Index, 2001 http://www.isc.hbs.edu/Micro_9201.pdf
11. Porter, Clusters and Regional Competitiveness: Recently learnings, presentation at the International Conference on Technology Clusters, Montreal, November 2003;
12. G. Muntean, predictable changes in the hierarchy of international competitive capacity in

the global economy Concjunctura 1994, Expert Publishing House, Bucharest, 1994.

*** New concept of Industrial Competitiveness in Industrial Developement, Global Report 2013.

*** European Innovation Scoreboard Country Paper for Romania, 2003 (www.cordis.lu).

*** Global Information Technology Report 2002-2003, Oxford University Press

*** National Strategy for Intellectual Property (2003-2007), the Romanian Government;

*** Industrial Developement, Global Report 2013 .;

*** TrendChart Report "Industry-Science Relationship" in 2003.

ACTORS INVOLVED IN PUBLIC ADMINISTRATION: FROM THEIR IDENTITY TO PUBLIC ORGANISATIONAL MANAGEMENT

Dorina Țicu

Assoc. Prof., PhD, "Al. Ioan Cuza" University of Iași

Abstract: The behavior of the actors involved in the public policies process is the result of some reasons enabled, behind which are mostly standing the individuals who have different identities marked by different types of personality, such as the theoretical type, the economic type, the aesthetical type, the political type, the social type or the religious type, with different features and that are part of the subjective area of the actors involved in public administration. All of these types of personality activate different social, political, economic, administrative values or religious values that influence or can influence the management of the organisation. From this point of view the personality of the actors can influence in different ways the decision making process, creating in a private and different manner the institutional agenda, the formulation of public policies, their selection, their implementation and evaluation. The present article aims to identify the features of a certain type of personality (the religious type) with the goal of seeing the specific features and elements of public management activated by this type in Romanian Public Administration.

Keywords: decision making process, public administration, religious type, personality, public management

Elements of the personality in public administration

One of the structures of the personality is the character. The character refers to the most complex mental qualities that are specific to an individual and which is formed along its becoming [1, p. 200]. Etymologically, the term character is derived from Ancient Greek and means pattern, seal, and by reference to the man, refers to systems of traits, lifestyle. The character actually means a profound dimension of personality, which manifests through behavior. In order to develop the character of an actor, we must try to answer to the fundamental question, "why?", to ask about the reasons of an action, and about the values that underlie someone's behavior.

Andrei Cosmovici, highlighting two fundamental dimensions of the character – an axiological values-oriented one – other executive and voluntary - said: "the character is that structure that expresses the hierarchy of a person's motives, as well as the opportunity to translate into fact the decisions taken in accordance with them" [2, p. 82]. The character is "the degree of effective ethical organization of all the individual forces" [3, p. 42]. It is "a psycho-organic mood to inhibit the impulses according to a regulator principle" [3, p. 15] or "a will moral organized" [3, p. 16].

The character is a relational, in value subsystem, whose purpose is adjusting the personality which is expressed through a set of attitudes-values. The attitude expresses a way of reporting against certain aspects of the reality and involves emotional, cognitive and behavioral reactions. In the structure of the character are distinguished three groups of fundamental attitudes: attitudes towards himself: modesty, pride, dignity, sense of inferiority, guilt; attitudes towards others and attitudes towards society: humanism, patriotism, political attitudes and attitude towards work.

Whether we are talking about one of the dimensions of personality, when we look at the public policies and public administration, the decision maker's personality traits can make their mark on the processes. In a study of the psychological types of the actors from the Romanian administration, Pavel Popescu Neveanu identifies several typologies that shape the personality of individuals [4, pp. 129-149]: emotivity, hypertimic model, hyper-perseverance and demonstrativity. From the study of these dimensions of the character, the author Bruno Ștefan believes that we can talk about certain types of personality in the area of public policies and public administration [5, pp. 87-90].

The theoretical type is represented by a person more theoretical, "an ideal type" [5, p. 88] which focuses on decisions and actions which are in conformity with the notion of truth. His attitude is a cognitive one through which he searches similarities and differences, differences or commonalities that is rational and through which he observes, but who does not make judgments regarding the beauty or usefulness of an object, action or decision. He has an intellectualist trend, its main purpose being to order and systematize the knowledge.

The economic type is the ideal economic man, interested in what is useful. Initially, he has needs that link to satisfy basic needs (self-preservation). His interest is the utility applied to actions, practical decisions in the business world: production, trade of goods and services, funding, lending, buildup of tangible wealth. In personal life he makes a confusion between

luxury and beauty; in relationships between people, he is more interested to surpass the others in wealth than to dominate them (policy value), or to serve others (social value) [5, p. 89].

The aesthetical type's core values are the shape and the harmony. Every experience, action or decision is judged from the perspective of the symmetry, of correspondence. Life is for that person a diversity of events that causes him a unique and singular feeling that he is sipping quietly. You do not have an artist of genius or a decadent in his person. He is the person who finds his life motivation in aesthetic and artistic criteria. Such criteria are the total opposite of the theoretical type and assume the knowledge of diversity and the identification of personal experiences. The economic plan is not an attraction for the aesthetical type and his social plan does not require welfare, but also the knowledge of other persons from the perspective of diversity. He is still an individualistic person and tends towards self-sufficiency. They are attracted by the power, but they don't agree with it when it tends toward individualism.

The social type has a total openness towards people on the path of friendship, charity. He is good, unselfish, and refuses the idea of power.

The political type is more interested in the political row. Its activities are not just political, but they are generating success thanks to the self-confidence of the political individual gives evidence. They are true leaders that value life as a competition.

The religious type main value is the unity. He is mystical and tries to understand the world around him. The economy is seen by this type differently. "The economy needs to be based on a being who understands one's meaning and the knowledge of the true value of one's action. Because nothing can be built in a deserted soul. Beyond wealth, power and pleasure (the three 'golden calves'), beyond the simplicity of life, in order to become complete, man needs meaning, love, faith and hope, needs dreams and colours to make a more beautiful life" [6, p. 36]. In fact, he has a refractory attitude towards the economic and also to the social front, considering him as a comprehensive totality. This opening to transcendence may lead some of them very active socially in this line of nature's own affirmation. The religious type serves to guide educational practice in the direction of forming the human "being mystic, has unity as a supreme value, understands the world as a unitary whole, and constantly relates to the world in its entirety. The mental structure of the religious human is constantly oriented in the direction of creating a perfect experience of the highest value" [7, p. 9].

Here, basically, we can talk, on the background of the literature in the field of management and public administration, about the existence of several styles of leadership, decision-making styles, which are related to personality types.

Therefore, outlining these dimensions of the subjective side of individuals, on the line of personality, the analytical approach logically continues with the identification of the personality types of the actors at administrative level in order to map out a specific profile based on the theory of Bruno Ștefan in the administrative area and strictly individually. For psychology of religion, for the public administration, also, the types of personality, the intrinsic/extrinsic motivational attitudes “are an important factor in investigating and interpreting congregational commitment in religious settings” [10, p. 2]. Congregational commitment might be argued as associated to a certain type of personality, to intrinsic/extrinsic motivation “in terms of maintaining and executing activities that in the realm of a religious affiliation provide a measure of looking at in-group relations, understanding out-groups conflicts, whilst also creating a balance to differing inter-group societal interests”, a different decision making process [10, p. 2].

More than that, the relation between religion and public sphere, between what we named the religious type and public administration, is formed at the level of the action. “Church’s social doctrine suggests principles of reflection, extracts principles of appreciation and offers directions for action” [11, p. 10]. In our study, the action refers to the decision making process in public administration.

2. Metodology and sample

In this study we carried out the theory developed by Bruno Ștefan on the values existing at the administrative level and on the personality typologies and the way they are intertwined at the level of institutional and administrative structures [5, p. 91], creating six types of personality:

1. the theoretical type - that has the items: to search and support the truth and the desire to know as much as possible
2. the economic type - items: pragmatism and ability to dominate the others
3. the aesthetic type - items: creativity and individualism.
4. the social type - items: philanthropy and altruism.
5. the political type - items: competitiveness and ability to hold power
6. the religious type - items: the unifying spirit and active participation.

At this stage of the analysis, we will present the initial results obtained in general on each item separately (the frequency of the questions of the items based on the dual type answers Yes / No) and, subsequently, we try to determine the type of personality to each respondent separately, as well as the frequencies of these types.

The present study is a prescriptive one and aims to identify the mechanisms and processes that the decision-making process enables at levels of Government under the three models of decision-making: the rational actor model, the incremental model and the model of bureaucratic organization. The questionnaire uses the three models based on some items in the form of closed questions that are designed to place the respondent in a decision making model.

The research sample is composed of 648 respondents, employees of the mayoralities of cities: Piatra Neamț, Iași, Bacău, Vaslui, Suceava, Botoșani, Galați, Focșani.

The sample is representative for the population of Moldova region, the civil servants employed in institutions of the Moldovian cityhalls being quite homogeneous, meaning an average of 1,51% from the total population of civil servants of these institutions (5317). The sample is representative and it is based on probabilistic process, trying to ensure that "each element of the population has equal opportunities to sample" [12, p. 256]. In relation to the size of the sample, the probabilistic error is most likely somewhere around 6% [12, p. 257].

3. Results

For the theoretical type: to truth-seeking and sustaining 54,5% of respondents provided an affirmative answer, 40,1% - negative; the desire to know as much as possible- 53,2% - yes, 41,4%- no. Economic type: 21,1% yes for pragmatism, 73,6% - no; the ability to dominate the others – 3,1% -Yes 91,7% - No. Aesthetic type: 51,1% of respondents answered "Yes" for creativity, 43,7% - no; individualism -1, 9% yes and 92,9% - No. Social type: 1,2% yes for philanthropy and 93,5% - no; altruism – 12,3% and 82, 4% no for altruism. Political type: for competitiveness 48,5% said yes, 46,1% - no; the ability of holding power – 4,3% -Yes and 90,4% - No. Religious type: the unifying spirit 11,1% -Yes and 83,6% - no; active participation 70,8% - yes and 23,8% - No.

Subsequently, on the basis of the above analysis, here we outlined the typologies of personality of the respondents who had chosen four traits of those twelve attached to every kind of personality two by two. We arrived finally at a multitude of combinations among the six types of personality, along with the six pure types previously enunciated (see **Table 1**: Typologies of the personality according to the theory of Bruno Ștefan).

Table 1: Typologies of the personality according to the theory of Bruno Ștefan

<i>Types of personality</i>		Frequency	Percent	Valid Percent	Cumulative Percent
1	The theoretical type	218	33,6	35,5	35,5
2	The economic type	9	1,4	1,5	37,0
3	The aesthetic type	3	0,5	0,5	37,5
4	The social type	1	0,2	0,2	37,6
5	The political type	13	0,2	2,1	39,7
6	The religious type	82	12,7	13,4	53,1
7	theoretical-economic	1	0,2	0,2	53,3
8	theoretical-political	3	0,5	0,5	53,7
9	theoretical-religious	25	3,9	4,1	57,8
10	theoretical- economic-religious	6	0,9	1,0	58,8
11	theoretical-economic-social-religious	17	2,6	2,8	61,6
12	Theoretical- aesthetic-political-religious	101	15,6	16,4	78,0
13	theoretical-aesthetic-social-religious	14	2,2	2,3	80,3
14	economic-aesthetic-political-religious	22	3,4	3,6	83,9
15	theoretical-political-religious	6	0,9	1,0	84,9
16	theoretical-social-political-religious	14	2,2	2,3	87,1
17	theoretical-social-political	1	0,2	0,2	87,3
18	political-religious	2	0,3	0,3	87,6
19	theoretical-economic-aesthetic-political	11	0,7	1,8	89,4
20	aesthetic-social-political-religious	5	0,8	0,8	90,2
21	theoretical-aesthetic-political	5	0,8	0,8	91,0
22	theoretical-economic-aesthetic-religious	20	3,1	3,3	94,3

23	aesthetic-social	1	0,2	0,2	94,5
24	theoretical-economic-social-political	4	0,6	0,7	95,1
25	economic-aesthetic	2	0,3	0,3	95,4
26	theoretical-aesthetic-religious	6	0,9	1,0	96,4
27	theoretical-aesthetic-political-religious	1	0,2	0,2	96,6
28	theoretical-economic-political-religious	8	1,2	1,3	97,9
29	aesthetic-religious	1	0,2	0,2	98,0
30	economic-religious	2	0,3	0,3	98,4
31	theoretical-aesthetic-social-political	5	0,8	0,8	99,2
32	economic-aesthetic-social-religious	4	0,6	0,7	99,8
33	economic-political	1	0,2	0,2	100
	Total	614	4,8	100	

Thus, as a result of the calculations, we have identified 33 of the possible combinations of the types of the personality, of which six are the pure types. Since the percentages are very low on most of them, we will focus the attention only on the pure types and those that have the highest percentages: 33,6% of respondents fall within the theoretical type, 12,7% - the religious type, 2% - the political type, 1,4%, economic type, 0,5% - aesthetic type, 0,2% social type and in a significant percentage -15, 6% of the respondents are subsumed to a combination of all the types of the personality: theoretical-aesthetic-political-religious. Further, the analysis will focus on the religious type (12,7%).

3. 1. Who is the religious type?

From the perspective of socio-demographic characteristics, 25,3% from the religious type respondents are masculine and 74,4% female; 7.8% were aged up to 30 years old; 27,5% between 31 and 40 years; 37,3% between 41 and 50 years and 27,5% over 51 years old. 91% are Orthodox, and 9% are Catholics (see **Table 2**), and in relation to what are these

respondents employed at the typology of “religious” and religious affiliation declared, we put the question if there is any correlation between the two variables.

Table 2. Religious affiliation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ortodox	61	74,4	91,0	91,0
	Catholic	6	7,3	9,0	100,0
	Total	67	81,7	100,0	

According to the correlation between the two variables, the relationship established is a negative one, implying that if the respondent is more religious, then his religious orientation appears to be slight. It should be noted, on the one hand, that the two variables set such an operation with each other, and, on the other hand, the correlation value is very low (see **Table 3**).

Table 3. Correlations between personality and religious

		The personality is:	Religious:
The personality is:	Pearson Correlation	1	-.040
	Sig. (2-tailed)	.	.352
	N	614	534
Religious	Pearson Correlation	-.040	1
	Sig. (2-tailed)	.352	.
	N	534	538

It can be asserted that the two dimensions of religiousness of the actors affect each other, but the relationship between them is not very strong. 70,8% are married; 16,9% are unmarried; 9,2% are divorced, and 3,1% are widowed. 15,8% are high school graduates; 6,6%-school educational institutions; 50% - of faculty; 26,3% - of masters and 1,3% have a PhD. 17,7% are graduates of technical sciences; 38,7% - Economics; 11,3% - legal sciences; 9,7% - social sciences; 17,7% - public administration; 3,2% - architecture; 1,6% - mathematics and informatics; 45,5% are counsellors; 33,3% are inspectors; 9,1% are heads of desk and 12,1% are Officers. 27,5% are working in public administration up to 5 years; 35,3% have a length of up to 10 years; 37,3% have more than 10 years. 38,2% earns on average up to 1000 lei;

35,3% earn between 1001-1500 lei; 20,6% between 1501-2000 lei, while 5,9% over 2000 lei. 1,3% are part of a political party, and 98,7% are not.

3 2. Characteristics of the administrative decision-making process from the perspective of the religious type

Identifying these types of personality at administrative level, the next level of the analysis involves the identification of the features of the administrative decision-making process from the perspective of the religious type of the actors involved. 13% of the religious type respondents consider that in the institution in which they work the decisions are taken by the individuals or by certain groups clearly set out at the beginning of the decision-making process; 9,1% - by the individuals or groups set out along the way; 77,9% - by the institution as a whole or by the bosses.

77,2% claim that the decision follows the steps: defining the problem, identifying the goals, identifying all the alternatives, choosing the best alternatives mainly based on economic criteria; 13,9% claim that the problem definition is followed by the identification of the known alternative and its implementation on the basis of this criterion, if necessary, redefine the problem depending on the developments of the situation; 8,9% claim that the decision-making process is a negotiation starting with the defining the problem, the search for an alternative solution that is recognized by all actors who have negotiated. 34,2% claim that when a decision is taken, it assumes even drastic changes; 46,6% support keeping the existing policies and 19,2% support the change, but not drastic. 78,2% claim that when a decision is taken, all issues are discussed; 10,3% - some problems can be ignored in favor of others; 11,5% - problems are imposed by the coordinator, some of them can be circumvented. 74,4% - the decision is a strategic act, coherent, planned; 6,7% - the decision is not necessarily coherent, can be changeable; 18,7% - the decision is subject to rules, but may be inconsistent. 16% - argue that the institutional process matters; 56% - the process can be repeated if somewhere there was an error; 28%-the decision making process focuses on coordinating the activity of the groups involved, even if this type of activity is characterized by routine. 11,6% claim that when decisions are taken, all the actors try to find the consensus of all; 5,8% -the partnership of at least some of those involved; 79,1% - the cooperation between the members or groups. 50% claim that the decision has a dominant purpose; 25% - it is a combination of specific purposes; 25% - it watch the interests of the group directly involved. 47,6% claim

that the decision-making process supposes the the majorities subject the minorities; 19% - everyone who is involved can make decisions; 17,1% - there may be minorities within the working group. In the decision-making, process, 51,2% claim that fair information counts from the beginning; 17,1% - the information shall be given on the roadmap, but may resume if errors occur; 20% - the process for informing is strict without error, but that can be modified.

Also, beyond these features that provides specific features to the decision-making process from the perspective of the religious type of actor involved in the process, another aspect in addition required to be elucidated. First, if there is a correlation between the degree of religiosity of the respondents and the stages of the decision-making process. From this point of view, the two variables establish a negative oriented correlation (see **Table 4**).

Table 4. Correlations between personality and the steps of the decision making process

		Steps in decision making process
The personality is:	Pearson Correlation	-.101(*)
	Sig. (2-tailed)	.016
	N	575

* Correlation is significant at the 0.05 level (2-tailed).

Secondly, this item pursued shows that the decision making process is influenced by the degree to which varies what we called the religious type from the taxonomy identified at the respondents involved in the decision making process. From this point of view, we can say that the religious type actors develop the specific characteristics of the decision-making process that is precisely determined by them. In this way, our theoretical hypotese was one more time demonstrated. The decision making process has the features presented only because the religious type activates them.

4. Conclusions

At the administrative level, the subjective sphere of the actors involved in the decision making process is a variable that influences the whole process. The personality typologies, in particular the religious type, differentiates between them and are clearly different. The religious type dominant variables are the unifying spirit and active participation, and as socio-

demographic characteristics, he is individualized through the fact that he is mainly a feminine person, mature (over 30 years old), educated (who had completed at least higher education), Orthodox and who is working in public administration particularly as counsellor.

Based on these specific dimensions of the actors involved in public administration, the decision-making characteristics are determined by this typology of decision-makers: the decision-making process is rather centralized in the hands of the bosses; defining the problem, identifying the goals, identifying all the alternatives, choosing the best alternatives mainly based on economic criteria; all issues are discussed; the decision is a strategic act, coherent, planned, but incremental; the process can be repeated if somewhere there was an error; the decision-making process supposes that the majorities subject the minorities; the decision has a dominant purpose and the fair information counts from the beginning.

Concluding, the decision making process from the perspective of the religious type is one that respects the principles of rational actor theory (economic principles), but this theory is much more tempered by a cautious incrementalism, the momentum of economic rationality is not, as we have seen, an attribute of the religious type.

More than that, we are aware that there are other variables besides the religiosity, which influence the decision making process. From this point of view, the researches on decision-making in public administration are open in the future and will have to focus much more on the close relation between the public space - the administrative one - and the private space - the individual one, of the actors.

References

- [1] A.Chircev (coord.), *Psihologie Generală*, Editura Didactică și Pedagogică, București, 1986..
- [2] A. Cosmovici, *Psihologie generală*, Editura Polirom, Iași, 1996.
- [3] G. Allport, *Structura și determinarea personalității*, Editura Didactică și Pedagogică, București, 1991.
- [4] P. Popescu Neveanu, E. Tihan, A. Popescu, *Tipuri psihologice în administrația publică românească*, Editura BCS, București, 2001.
- [5] B. Ștefan (coord.), *Atitudini și valori în administrația publică locală*, Editura BCS, București, 2001.
- [6] T. Brăilean (coord.), *European Journal of Science and Theology*, **5** (2009), 1, 35-40.
- [7] M. Iovan, *European Journal of Science and Theology*, **6** (2010), 4, 5-20.

- [8] R. Likert, *New Patterns of Management*, New York, McGraw Hill, 1961.
- [9] D. Iacob, D.-M.Cismaru, *Managementul deciziei în afaceri*, Editura Comunicare, București, 2009.
- [10] G.Varvatsoulas, *European Journal of Science and Teology*, **8** (2012), 1, 1-31.
- [11] A. Adămuț, *European Journal of Science and Teology*, **7** (2011), 4, 9-23.
- [12] V. Miftode, *Tratat de metodologie sociologică*, Ed. Lumen, Iași, 2003.