

# MODELLING AND SIMULATION AS A KNOWLEDGE INSTRUMENT WITHIN THE MILITARY ORGANIZATION

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**Abstract:** *Over the last decade, modeling and simulation (M&S) has become a very important instrument for the military domain. This instrument is employed in various forms and the ways it is being used are constantly evolving, covering more and more specialties within the military organization. Nowadays, modeling and simulation does not represent an option, but a necessity. Consequently, M&S it is not only used for individual and collective training of the troops, but also used in various forms as a decision making tool, in wargaming or interconnected with the military command and control systems. Modeling and simulation capabilities are enhancing the ability of the military organization to execute different missions or to meet particular challenges as effectively as possible, taking into account all the assets and resources available.*

**Keywords:** M&S, decision making, wargames, constructive simulation.

## 1. Introduction

The intricate and emerging operational environment brings the commanders in front of new situations. Making a decision at the right moment makes the difference between success and failure. Therefore, we cannot apply an existent procedure, we cannot apply an already verified course of action and the reaction time has to be minimum.

Therefore, these permanent and complex changes of the operational environment have brought to attention the important role of using simulation systems in order to train and prepare the defense structures. Modeling and simulation represents a tool that can be used in various ways within the military organization. The most common uses are in domains such as *training and education* and *analysis and lessons learned*. Due to the fact that an analysis is a complex process and needs to be thoroughly planned, modelling and simulation tools can be used in order to facilitate the procedure and help the military organization to consider and interpret various aspects before making decisions. This paper aims to provide a brief description of the use of M&S [1] within the military organization, most of all for decision making purposes.

## 2. M&S as a decision making instrument

Planning phase of the combat was critical since ancient times and the result of the battle, was usually dependent on a single selected course of action. Trying to develop the leader’s ability of engaging the complex operational environment by simplifying the decision

making process represents another reason for employing the simulation assets in this domain. Simulation systems as well as mathematical models may be used in different types of analysis and military actions, such as improving the employability of military capabilities [2].

The use of modelling and simulation in decision making processes is mostly represented by the intention of pursuing effectiveness. The old style concepts are no longer enough in order to succeed in the future. Hence, M&S serves as a great potential for revolutionizing the impact on the operational picture understanding and real time response in forthcoming military actions.

Regarding the role of modelling and simulation in the field of analysis and lessons learned, one important usability could be for the course of action development. Course of action analysis can be done either in order to find the best one to be recommended to the Commander as part of the military decision making process or just for wargaming general purposes. In the following part of the paper it will be developed the use of M&S in wargames.

### **3. M&S used for wargames**

In order to clarify the term *wargame*, Peter P. Perla defined it in *The Art of Wargaming* as “a warfare model or simulation whose operation does not involve the activities of actual military forces, and whose sequence of events affects and is, in turn, affected by the decisions made by players representing the opposing sides” [3].

The use of wargames supported by simulation systems is very useful in order to gain more knowledge on how to respond to the requirements of the operational environment in which the missions are conducted.

Within a war game the decision of a player is limited only by his creativity. Hence, the war game creates new tactical situations and the players have to change their courses of action according to the others' decisions.

### **4. A national approach**

Taking into consideration our own national context, the simulation capability available to use for war gaming purposes is the constructive simulation [4] system called Joint Conflict and Tactical Simulation (JCATS)[5]. In Romania, the only military institution who has as a competence the validation of war games in order to establish the course of action is the Wargaming and doctrinal experimentation center in Bucharest.

Further on this paper, we will try to emphasize the process that should be taken into consideration regarding the wargaming using JCATS.

#### **4.1. Data input**

Firstly, for the wargame to be properly framed, there need to be set the aims and the objectives of the activity. Another very important aspect, is the setting and the scenario that is going to be used. Thus, the piece of terrain the wargame takes place needs to be identified.

In order to prepare the input for the wargaming process, there has to be built a data base by creating the entities according to their known characteristics for both: the friendly forces and the enemy forces. The following activity would be to build the task organizations and position the virtual forces on the virtual terrain (Figure 1).



Figure 1: JCATS Client displaying the forces engagement

Preplan each course of action according to the doctrine for both forces, friendly and enemy. There should be prepared more courses of action for one mission. Moreover, it needs to be taken into account that in this simulation system there can be done changes regarding parameters such as weather conditions, visibility, training factors, etc. These data may be changed for each COA.

The data base needs to be carefully built and verified by the subject matter experts before it is used in the simulation. Any error in building an entity or in planning, it may affect the results, thus the decision.

#### 4.2. Outcomes and analysis

JCATS is a complex system. In order to be used for wargaming purposes, it can be run in two different ways:

- Real time simulation (standard JCATS run): - when the operation is being planned as the simulation is running and it can be paused. Both forces friendly and enemy are maneuvered by trained workstation operators.
- Internal simulation run (JCATS Batch), when the scenario is being preplanned for both friendly and enemy forces.

Of course, that in order to verify multiple courses of action, for both ways of using the simulation system, the courses of action need to be run separately.

For the real time simulation run, the outcomes will be observed when the mission is accomplished. Hence, the duration of this process is as long as the operation. Due to the fact that the simulation can run faster than real time for specific stages of the operation, it can end in a shorter time.

The internal simulation run, takes less time, but then the results need to be analyzed in order to depict an outcome. This method is also being used especially for research purposes.

Regarding the algorithms used by the simulation system, we have to mention that many JCATS models, or functions within it, have a stochastic design [6]. Thus, they depend on the use of a random number in order to determine the outcome of an event. Typically, this random number determines a threshold value against which a calculated value can be

compared. JCATS permits divergent outcomes, even if the simulation data is identical during multiple runs.

Consequently, the same planning (the same course of action) can have the same results or it can lead to various outcomes.

According to the purpose of the analysis process there will be used one of the two approaches, or there can be used both of them if the case requires.

## **5. Conclusion**

Firstly, the benefits for using modelling and simulation as a decision making tool represents an opportunity to explore options and take risks without risking lives or wasting resources.

Moreover, it is a cost effective way to practice command, exercise staff procedures and management skills. Taking advantage of the simulation systems the gain is represented by the exposure to friction and uncertainty, adaptive thinking adversaries or allies. Thus, using M&S for wargames is mostly a mechanism for exploring innovation in the art of war.

Last but not least, it is a method for discovering new factors and questions that have not been previously identified.

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# THE IMPORTANCE OF MILITARY LEADER'S INTERCULTURAL COMPETENCE IN MULTINATIONAL OPERATIONS

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**Abstract:** *This study is aimed to highlight the importance of intercultural competence and also to identify the process of acquiring cultural imperatives by small unit leaders in order to fulfill successfully their missions and tasks in multinational operational environment. On the same importance, another objective is to highlight the impact of leader's regional competences (historical, political, religious) on mission's success meaning to attain final end state in complex cultural operational environments. Last, but not least, this study emphasizes the role of communication and negotiation skills used by small unit leaders to influence target audiences.*

**Keywords:** intercultural, competences, regional, multinational, skills

Military operations require their leaders to anticipate and interact with them, as well as to influence individuals and groups whose cultural context differs greatly from their own.

Thus, the army responded by increasing the availability of linguistic and regional training of its leaders and subordinates. These efforts are manifested by developing the knowledge and verbal communication skills needed to understand and interact with a certain population in a particular location.

However, full spectrum operations require a broader cultural capacity, through which army leaders can successfully adapt to any cultural framework. In order to fulfill this capacity, it is necessary to develop both general and regional knowledge and language skills. As language and regional expertise provide the depth to operate in a specific culture, intercultural competence gives leaders the broad opportunity to operate in any culture.

Intercultural competences represent the ability to communicate with people who have their origin in different cultures, the ability to mobilize knowledge, methods of action, but also affective experiences, positive attitudes in solving situations of intercultural interaction. The essence of intercultural competence lies in the ability to adapt the person, the ability to reorganize in an open, flexible, creative, and not closed, rigid, intolerant and monotonous way. The concept of intercultural competence is defined as a set of knowledge, skills, aptitudes and behaviors, which used harmoniously and complementarily allow the individual to solve situations of intercultural interaction. Intercultural competence is demonstrated by finding effective solutions to problems arising in intercultural contexts.

An intercultural competent leader is a leader who has a rich culture regarding the self in the first place, but also general, specific knowledge and meticulously studying mutual

influences. Moreover, his behavior must be specific, be empathetic, having the ability to build new connections, be a good listener and implicitly to solve problems. At the base of these, however, is the early and early information of the leader on any details related to culture.

### **1. Intercultural competences - general elements**

Intercultural competences represent a set of behaviors and attitudes that, once acquired, allow the leader to act effectively in different cultural contexts and situations.

The acquisition of intercultural competences can be seen as a process that involves moving from awareness and awareness to knowledge and then to skills.

Awareness represents the necessary basis for learning how to relate to different cultural contexts in a functional, adaptive manner. This materializes in understanding, both cognitively (rationally) and emotionally (emotionally), the fact that the world / contexts / people are diverse, as well as the willingness to accept this cultural diversity without stereotypes and prejudices to institute value hierarchies.

Cultural diversity refers to the fact that between individuals / persons who come from different areas / countries there are also differences regarding daily habits, spiritual life / religious beliefs, language. These differences may exist even within the same communities / areas / countries. For example, there are certain dishes that are specific to Transylvania (goulash, paprika etc.) and others that are prepared with a preference in Moldova (pies "poale-n brâu", alivenci). Intercultural sensitivity is not an innate characteristic of the leader or subordinates, but can be exercised by: gradually, awareness that being different is not a negative thing, trying to "put in someone else's shoes" of those who are treated with indifference or are rejected only for that they also understand how different people feel in those situations.

The second stage after awareness is represented by knowledge. Knowledge involves the acquisition by the leader and subordinates of a set of information, usually of a factual or procedural nature, on various aspects of the multicultural environment in which the mission is carried out, so that it can be successfully completed. This knowledge can be of two types: general and specific.

General knowledge is the military's acquisition of general information about the multicultural character of the world we live in or about the patterns of social interaction in multicultural environments. General knowledge provides a basis for understanding cultural diversity so that, when a military man arrives at a new theater of operations, he does not have inappropriate behaviors or reactions. In other words, general intercultural knowledge provides information on how to think in relation to any new cultural environment, such as knowing and understanding that the religion of the Afghan population is predominantly Muslim, different from the Orthodox religion, with different rules, rules and prescriptions, with different religious symbols.

Specific knowledge is achieved by acquiring specific knowledge and information for a particular cultural environment or a particular region, which enable the nuance and adaptation of the behavior to the specific of the respective area, to a greater extent than the general knowledge. As an example in this case, it is the knowledge that most Afghan Muslims are Sunni (about 84%), 15% are Shiites (most Hazari and Tajik) and that one of the central figures in the life of Afghan Muslims is the mullah (religious leader), whose attributions go beyond the religious sphere, including in disputes of a family or social nature.[1]

At least but not the last, the formation of intercultural competences implies acquiring skills that allow the development of verbal or non-verbal behaviors appropriate to different cultural contexts. Intercultural competences are based on intercultural awareness and knowledge that involve: the recognition and acceptance of the fact that all types of cultures have a profound influence on people's lives; accepting the fact that there are cultural

differences and that learning and respecting them is compulsory, even though sometimes they are very different from the known ones; the ability to accept the ignorance or only superficial knowledge of certain things about other cultures, so that, when the situation of interfering with them arises, there is the availability of their information and learning; the ability to transpose the knowledge of intercultural bill acquired, in behavioral plan, in the concrete interactions realized in different cultural environments.

## **2. Regional competences**

Regional competences refer to those specific cultural aspects that are essential or important for the fulfillment of the mission objectives and which can be transposed into behaviors that facilitate the adaptation of the military to the new cultural context that the respective mission implies. Therefore, the regional competences imply: the acquisition of diverse and in-depth knowledge about the cultural aspects of the area in which the mission is carried out; the ability to use the information obtained through this regional knowledge, translating them into adaptive attitudes and behaviors, both from an individual and organizational perspective. Therefore, regional competences can only be acquired in the context of the existence of general cultural competences, which presuppose "a cognitive openness towards the valorization of diversity and the ability to apply cultural-analytical models to any region.

In order to understand the cultural specificity of a country/region, a potential starting point is represented by certain elements related to the history of that country/region. This does not mean, however, that the leader or his subordinates should become experts in the history of that area, nor should he have the time, but only that he should have some basic information about his past. Therefore, it is necessary to develop the capacity to select from the multitude of information available, mainly, in electronic format, those that may be needed, as it could explain how the society and culture concerned have evolved. As a guide, this information should be: the time and context of the formation of the respective state; evolution of forms of government/political power: from monarchy to republic, for example; the main military conflicts in which he was involved and their consequences; colonial history (if applicable); elements of history of different ethnic groups (if any) such as their origin; the relationship, over time, with the local population/with other ethnic groups; past and present status.

The problems of political invoice in a certain region go beyond the area of individual identities, but they can often involve elements that the leader and his subordinates should know, because they can provide useful information about the central and/or local structures, ways to approach the security issue in the area. It also helps to better understand the differences of political culture/the way of reporting between them and the population in the area of displacement.

When dealing with the local population, it is advisable to know not only what to say/what to talk about, but also what not to say/what not to talk, and certain political topics may fall into this category.

Religious aspects (beliefs, rituals, etc.) are important elements for almost any person, even for many who declare themselves as "non-religious". These aspects often go beyond the way of daily life, the way in which society is structured, by other norms and rules that society strongly creates and marks the behaviors of many people. Therefore, during the mission, it is important for the leader and subordinates to know what the beliefs of the local population and its religious practices are.

Some of the areas where the mission is possible are those where the predominant religion is the Islamic one, which is why it is important to understand the beliefs of the people who embrace this religion, so that interaction with them can take place in the best conditions.[2]



### **3. Communication and negotiation skills**

Intercultural communication skills refer to the ability of the military to interact with people with different socio-cultural identities than their own. Therefore, intercultural communication skills involve: the ability to establish a way to communicate with other people, despite the different cultural contexts to which the leader and his subordinates belong; the ability to individually acquire a set of cultural skills. The necessity of possessing these competences is imposed by the daily realities of a global world, in which the intercultural interactions are practically a way of existence of the society. Each culture, ethnicity and even community has moral values, traditions and rules of conduct different from the others. They are neither better nor worse, they are simply different. Moreover, each person can have different values, habits, and behaviors in relation to the other people they come in contact with and communicate with.

Language is the key to knowing a culture and interpersonal communication. Because cultures communicate through people, any encounter and, implicitly any communication between cultures, involves knowing one's language. Therefore, language is part of the culture and has an appropriate place in the training programs - not necessarily in order to become an advanced user, but to define an "intercultural intelligence", to develop self-awareness, tolerance and good understanding. Language refers to the ability to communicate, through a system of verbal or nonverbal signs (for example, sign language, used by people with hearing and / or speech impairments).

The communication style and behavior can be influenced by the "culturalization" of the military with the help of socialization and / or the process of learning a language. Without an emphasis on linguistic knowledge in training programs, the effectiveness of the military in intercultural interactions would be limited.[3]

Intercultural communication is conditioned by language and language, which can raise barriers between cultures and generate intercultural conflicts, especially when interpreting, and some things are misunderstood. Therefore, it is recommended that in the communication of the military with the locals in the area in which they act, they always take into account culturally, politically, religiously, gender sensitive issues, etc. as presented in the previous chapter and compliance with certain communication rules specific to the respective area.

After a study by some of the best researchers of intercultural diversity, it was concluded that each component is as important as the other, since the existence of only a few or at least one competency does not ensure the existence of intercultural competences. Therefore, in the most comprehensive form and in order of importance, the elements components of the intercultural competences specific to a leader involve: understanding the views of others about the world; cultural self-awareness and self-awareness; adaptability to a new cultural environment; listening and observing skills; openness to learning a new culture and meeting people from other cultures; the ability to adapt to a variety of intercultural communication methods and different learning styles; flexibility; analysis, interpretation and relationship skills; accepting and engaging in ambiguities; in-depth knowledge and understanding of personal culture and others; respect for other cultures; empathy for other cultures, understanding the value of cultural diversity; understanding the role and impact of culture.

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# MODERN APPROACHES TO THE MANAGEMENT OF THE LOGISTICS CHAIN

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***Abstract:** Everyday life demonstrates us that logistics are part of our lives. As a manager or simply employee in the company, as a everyday worker or as a simple client in a global market, all of us are constantly interacting with suppliers, producers or consumers of goods and services. Among others things, everyone is linked together by the same thing: the desire to meet our needs in time! Moreover, we all want our requests to be fulfilled immediately, in the most favorable conditions of quality, price and fulfillment of expectations. Time is an important resource for everyone and is always in deficit. I can say, however, on the basis of my own managerial experience, that the success of the production activity depends, without exaggerating, on 90% proportion on good logistics support. That is why; the mission of my research is to raise awareness among managers about the role and importance of logistics in business.*

**Keywords:** logistics, management, resources, producers, consumers.

## **Introduction**

Despite current supply chain management practices, it is hard to think of a working world economy. The globe is full of intertwined trade networks, connecting freight routes, shipping and exporting globally. A number of organizations have now simplified their manufacturing processes and are continuing to work on increasing performance, operation management and other aspects of a new supply chain administration system. Nevertheless, many companies use old technologies and lack process automation — meaning they miss out on their rivalry. And that's a growing market in supply chain management technologies. According to most figures, 63% of businesses currently lack supply chain-consistency monitoring tools and 69% lack complete transparency and visibility within their supply chain.

### **1. What is the supply chain?**

The supply chain has 4 main components: production, transport, location, information. Production relates to the ability of a supply chain to manufacture and store the products. Factories and factories comprise the manufacturing facilities. The basic choice which managers face when making production decisions is how to solve the trade-off between responsiveness and profitability. When factories and warehouses are constructed with lots of storage capacity, they can be very durable and respond quickly to the wide fluctuations in commodity demand. Facilities which use all or nearly all of the power cannot easily adapt to demand changes. Power, on the other hand, costs money and excess electricity is unused

unnecessary capacity and not producing revenue. So the more power is unnecessary, the less efficient the mechanism is. [1]

Transportation refers to the flow of everything from various locations in a supply chain, from raw material to finished products. The trade-off between sensitivity and performance is reflected in the transportation mode of choice. Quick transport types such as aircraft are very flexible but also costlier. Slower modes like ship and rail are extremely cost-effective but not as efficient. Because transportation costs can account for as much as a third of a supply chain's operational costs, decisions taken here are very significant.

Information is the basis on which decisions on the other four supply chain drivers will be made. It's the bridge between all of the supply chain activities and operations. To the degree this relation is a solid one, the supply chain firms will each be able to make reasonable decisions about their own activities. It would also help to increase the supply chain's productivity as a whole. This is how capital exchanges or other financial markets run and supply chains have much of the same characteristics as the markets.

## **2. The new modern supply chain management**

New Supply Chain Technology is significantly improving market communication, accessibility, and security of supply chain data, in addition to knowledge flow speed. And what's the future holding? Well, I took the time to carefully pick some of the Supply Chain Innovations that I believe reflect the latest approach.

Automated Material Handling Equipment is the inventory and materials management, safety, transport, and storage by processing, delivery, recycling, production, and warehousing. The Integrated Material Handling Services process combines numerous automatic, manual, semi-automated equipment, and supply chain management supporting structures. Automated Material Processing Technologies and procedures are the promise of better customer support, faster distribution times and reduced inventories. It also reduces total production, processing, and logistics handling costs.

In the future, automated recognition applications that deliver corporate data systems in an automated manner alongside the recognition of various physical objects within the supply chain. The real-time visibility of user identities helps to link other relevant data in both the present and potential state of the system for easier access. Potential widespread implementation of these technologies in supply chain processes means a significant break in developing and restoring inventory storage, process monitoring, and tracing/tracking systems. Such supply chain innovations can allow the supply chain to be fully re-engineered by removing some of the constraints/limites faced today. Goods are classified using simplified process grouping, and opportunities for specific pieces are stressed. [2]

In rethinking its IT approach, cloud computing has a positive impact on supply chain firms. The use of cloud infrastructure serves as a platform that drives supply chain processes with reduced update effects, and facilitates rapid adoption of disruptive technologies. Full Ownership Cost (TCO) and Timing will now be seeing changes for Cloud computing. In the future, cloud infrastructure seeks to allow fast deployment and networking as well as route conversion for added features, without having to follow the "cut and remove" strategy. [3]

Computer Aided Design refers to designing the operating cycle of any manufacturing item that can consist of manufacturing of parts and assembly of components. Future CAD innovations provide more effective than ever in the calculation, processing and dispatch of finished goods. The entire CAD cycle requires a database (DB) and expert systems (ES) which, in conjunction with an expert knowledge base (KB), enables all practical areas of computer-aided development to work together. [4]

Computer Aided Technology takes care of the mechanism involved with creating and evaluating technical requirements using a computer workstation. Potential application of CAE

includes the use of data from production systems and procurement of materials to enhance engineering and manufacturing activities like assembly preparation. With CAE, all data relating to the production and execution of orders are added during the design of products that are critical for assembly and manufacture. [5]

Computer Aided Process Management integrates architecture and manufacturing in a computer-integrated development (CIM) environment. CAPP sees application in the formulation of a production schedule focused on estimated factors such as expense, availability of equipment, lead times, future routings for material replacement, quantities of production and testing requirements. The complexity of CAPP programs grows with the scale of the program, so information bases should be assimilated from a large variety of scheduled activities. [6]

Environmental Management Mechanisms are essential to making supply chain approaches workable. These supply chain solutions encompass all ecosystem risk control from the supply chain across the life-cycles and services of the goods. Environmental Management Systems are demonstrating significant value for tracking environmental changes within the supply chain in the future and even make many market opportunities open. [7]

Flexible Manufacturing Systems is a method for making goods that can be adapted to adjustments in both the form and quantity of the production process. Computerized and control structures are designed to manufacture various products and accommodate varying rates of output. FMS offers companies a advantage of quickly altering the manufacturing environment and increasing the performance of operations. The FMS adoption pace is on the rise rapidly. Better evaluation of durability and the requirements for potential usage are recommended. [8]

Machine learning provides the thinking skills of machines without being specifically trained. Using Machine learning in the supply chain we will teach computer programs to adapt and change quickly when introduced to new sets of instructions. The evolution of using these supply chain tools makes research unavoidable in supply chain planning. In fact, early examples of these capacities exist to boost both efficiencies in supply chain planning and to provide improved efficiency in supply chain decisions.

Sensor networks at any point of a manufacturing cycle will remove manual steps from the supply chain phase. These supply chain innovations, such as introducing clarity at the SKU level, have significantly reduced shortages and can offer more benefits over time. With the right technology in place, high memory density and computing speed Sensors Networks can store and use data for better computing. [9]

Supply chain technology has been critical for optimizing drug delivery for some time now. Automation is booming, with the latest rise in Wireless Connectivity. Using Wireless Communication will deliver a clever supply chain management framework for potential cataloging and tracking of products. Brand records would now be reported automatically and would reduce catalog errors. With the practical deployment of technologies such as GPS and RFID in drug tracking and consumer protection, Wireless Communication is going to become useful in the supply chain. [10]

Production chain management and planning requires managing the inventory and production in a supply chain sense with customer demand. Real-Time Process Control Systems is increasing the emphasis on supply chain optimization and greatly improving the prestige of activities. Nowadays, competitiveness is achieved by demand-driven supply chain structures which involve data visibility and visualization. The core aspects of strategic planning and management are easy and use Real-Time Process Control Systems and simplify and render intelligent control. For automation any computer cycle looks to Robotics. Supply chain systems that incorporate Robotics will become self-operating computers in the future. In

today's world, the various possibilities of Robotics to improve productivity are still underlined. Robotics will soon allow robots to become better suited to automation. [11]

### **Conclusion**

The vision of Supply Chain Systems that Are Shaping Current and the Future of Supply Chain is to create a smooth end-to-end supply chain, with perceptibility at any point of implementation and preparation. For the supply chain process, it begins with more product creativity and customer-centric needs, down for user loyalty. To adopt these Supply Chain Strategies, companies are forced to implement the most suited procedures for their activities while expanding cooperation and visibility across their supply chain. Data is important for this phase, with a smooth link for improved decision taking and performance enhancement overall.

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# CONSIDERATIONS ABOUT LEADERS IN THE MILITARY ORGANIZATION

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**Abstract:** *Why do military organizations still need leadership? They are well structured, they have clear lines of authority, they have well-established objectives, military regulations provide precise rules! Why do we still need leaders to provide leadership for the military organization? Military organizations cannot function without the leaders. To function, they need leaders, not just any type of leader, but good, trained leaders with certain abilities. Leadership is the complex process by which the head of an organization guides and trains his subordinates, with non-coercive means, in a direction that will lead to the realization of his long-term interests. The quality of leadership is influenced by the leader's ability to determine the sources of power and how they use that power in the process of influencing the behavior of subordinates. Leadership is directly linked to the ability to influence people's behavior. Wherever we meet him, the leadership produces change.*

**Keywords:** military leader, leadership, leaders, influence

## 1. Leadership style as leadership

If the management appoints the general management activity with all its functions, leadership designates the management activity only of the human component. Leadership is therefore a component of management.

This leadership style approached from a human relations perspective can be analyzed from the following dimensions: the system of relationships promoted in the military organization, the decision-making system, the system for setting objectives and priority tasks for the organization, the system of control and use of control results, as well as the mutual influence between leadership and the external environment in which the activity is exercised.

Given these dimensions, the style of leadership as leadership can be classified as follows:

- Authoritarian styles - in two forms: hard authoritarian style and benevolent authoritarian style;
- Participatory styles, which can be: group participatory and consultative;
- The "let it happen" style.

## 2. Military leader and managerial skills

A new perspective on military organization highlights the leader as a military leader. The lucid evaluation of the experience of armed conflagration contributed decisively to the outline of this perspective.

Modern warfare focuses on leadership, cohesion, independent action, flexibility, the use of resources to operate in the enemy's decision-making cycle. Military leadership is defined as the process by which the military influences its subordinates to accomplish a mission. This process includes: direct personal management, management of large and complex organizations, management.

The military leader trains and demonstrates his organizational skills in matters of professional ethics, technical and tactical competence, communication, advice, supervision, planning, decision-making and resource management.

Leadership, at the national level, has the merit of concentrating the planning and development of education through the human component of the organization, pedagogically basing the training of future officers, in the perspective of the extremely complex demands that will be submitted in the first "posts" for the management of military micro-organizations and micro-groups.

Some possible conclusions should be considered:

- leadership is direct leadership, "face to face", in which human relationships and influences prevail, "unity of influence" being the man and the group;
- management constitutes indirect management (in relation to motivated people), the priority being the regulation of connections between inputs and outputs; the unit of influence is the organization as such.

If leadership is necessary and specific socio-psychological methods to know and influence the individual and the micro-group, manage micro-organizations, management will use, in summary, what is called the "ecological method", which is based on all techniques to achieve optimal links between the organization and the external environment.

Reported to the army, a chief must always know and respect the standards set by the military organization. They (leaders) must take care of the needs of people in the organization, form coherent teams, prepare them in difficult and realistic conditions, to simulation standards, appreciate their preferences, support their personal and professional growth and reward for their success. To be able to meet these demands, leaders must be competent and confident in their leadership skills.

### **3. Why do you need a leader in military organization?**

Military organizations with the same level of technical and human endowment, with similar organizational structures obtain different results. Why? Why does the same "score" played by the same "orchestra", in the same "room" and for the same "audience" produce different effects on it in different "representations"?

Because the "drivers" resort to means beyond the usual patterns. The "conductor" and the "instrumentalists" communicate in a specific way, other than those imposed by the "conductor" and the "score". The "conductor" who obtains the full and voluntary emotional participation of the members of the "orchestra" is a true leader, and the service he provides is a leader. The qualities of the leader, leadership, motivation in work and communication are crucial to achieve coordination and training of "instrumentalists".

All this can be valid in military organizations. The term leadership implies, in essence, an abstraction, a synthesis of theories and practices of influence and power in organizations. It has been agreed in the literature that prestigious social positions, which allow the possibility of human influence to designate the field of leadership, and the individuals who occupy these positions are called leaders.

Leadership is the complex process by which the head of an organization guides and trains his subordinates, by non-coercive means, in a direction that will lead to the realization of his long-term interests.



Leadership can be seen as a process of exchange in which the leader "gives" something to his supporters and "receives" something else from them. In such a possible transaction, three variables are involved: the leader, the subordinates and the situation.

The role of the leader in the leadership process is expressed by his personality, his motivations and his skills and his legitimacy. Subordinates, in turn, bring their personality, skills and expectations to the situation. The situation is determined by certain resources, tasks, structures and rules specific to military life. In the area where these three variables overlap, we find leadership.

The quality of leadership is influenced by the leader's ability to determine the sources of power and how they use that power in the process of influencing the behavior of subordinates. In addition, power itself comes from the subordinates' willingness to follow the direction indicated by the leader and from their ability to respond to the needs of the subordinates.

Where we meet, leadership produces change.

In peacetime, the military can fulfill the functions for which it was created through good administration and management. However, in the case of a military confrontation, good administration and specific peace management are insufficient. In wartime, effective leadership is required at all levels of military structures. This is why we can consider leadership as a "service" offered by the leaders of the military organization. Being a process whose desired goal concerns the competitiveness of the military organization, we appreciate the use of power in the following stages:

1. Execution of tasks by management, delegation of powers and support for the activity of subordinates;
2. The allocation of tasks, which involves the leader in planning, orientation and training;
3. Reward, incentive and feedback on the level of approximation of the performance of subordinates to the proposed objectives.

Why do military leadership organizations need it? Only, they are well structured, they have clear lines of authority, they have well-established objectives, military regulations provide precise rules and rules of behavior! Why do we still need leaders to provide leadership for the military organization?

The need is appreciated as such because:

- allows great organizational flexibility and great responsiveness to changes in the environment;
  - ensures the dynamism of the military organization;
  - offers the possibility of coordinating efforts, particularly in the phases of change;
  - facilitates the satisfaction of the needs of subordinates, a precondition for cohesion and stability of the organization.
- leadership is a desired and required attribute of organizations to their managers. Leaders trust their own strengths and inspire the trust of others. Around real leaders, employees feel more competent and find the work more interesting.

Leadership is directly linked to the ability to influence people's behavior. Leadership is an attribute of the manager that intrigues, amazes, but also puzzles at the same time. Two of the most renowned theorists in management and behavioral sciences have written the following:

"Our goal (by studying 60 executives) was to find people with leadership skills, not just good managers - real leaders who impress culture, who are the social architects of these organizations and who create and maintain values . Leaders are people who do the right things; managers are people who do the right thing. The two roles are essential, but profoundly different. "

In the same vein, T. Peters and N. Austin spoke of the management revolution:

"The concept of leadership is crucial to this revolution - so crucial that we believe the word management should be abandoned."

Some specialists in the field consider that manager and leader are synonymous terms and use them alternately. But leadership and management are actually separate dimensions of people in leadership: leadership is the ability to make people act. The manager, on the other hand, is the person who ensures the achievement of organizational objectives by planning, organizing and orienting the work towards the goal. Therefore, a person can be an effective manager without having the capabilities of a leader. Over the past decade, more attention has been paid to orienting managers to better leadership outcomes. Leadership is a characteristic that all organizations want to find in their managers, because leaders:

- are able to guide people, creating a vision that they can communicate with them;
- inspire confidence and have confidence in them;
- have enough experience to consider mistakes as another distraction the road to success;
- make people stronger around them. People do they feel more competent and confident in themselves, thus finding the work more interesting and stimulating.

#### **4. Leaders**

Organizations cannot function without a leader. It looks like cars: go down alone in the valley. To function, they need people, not all, but good, trained people with certain skills. Organizations become possible with the help of more people; they must have many specialties and success depends on how they manifest themselves. Protests have consequences that result from their abilities, but also from their attitudes towards the demands of the organization. Organizations need leaders. "The performance of an organization largely depends on the professionalism and human qualities of the leader."

The activity they do is what we call leadership. But its effectiveness is directly proportional to the good training of the leader.

The leader - theoretical approaches.

The leaders, whom Manfred Kets de Vries said were "merchants of hope", are those who occupy the central position within a group, having the greatest influence in mobilizing and concentrating the efforts of the members of the group to accomplish common tasks. The leader is "the person who manages (directs) or guides (directs) others", this person who exercises power has great influence within social groups of different sizes (societies, nations, communities, organizations, small groups, etc.). ) the person who obtains remarkable results with sure efficiency in any field of activity, whatever the obstacles which await him.

In sociology, a distinction is made between the formal leader (designated, official, institutional), the person appointed with the position of institutional leadership and the informal leader (spontaneous, unofficial), respectively the person who exercises the greatest influence within of the group. In order to achieve high performance and ensure a climate of satisfaction, the formal leader must coincide with the informal leader.

##### **4.1. The commander as military commander**

The experience of the military events of the last decades proves the triggering of deep demonstrations in the "logic of the military phenomenon" and, implicitly, in the "educational logic", in the processes of professional training, specialization and improvement of the human resources of the military organization. The "voice of arms" changes, going, as Alvin Toffler would say, from "brute force" to "cerebral force". The chief (commander) is no longer a simple user of tools. He is, much more than that - a leader of the people and, not infrequently, a leader of other leaders of military organizations. It is precisely on this basis, for example,

during the last decade, in modern armies, in particular of the states integrated into the N.A.T.O. a new doctrine of leadership which is - with exceptional relevance - closely linked to the "doctrine of military action" has been appropriate. In this space of interference, the "four requirements" of management have been formulated:

- Provide leadership in peacetime to prepare for war! (or in a lipid formulation: "Train while you fight")!

- Develop subordinate leaders!

- Train management teams!

- Decentralize management!

Those mentioned above require, in a broad sense, some observations:

a) The military commander does not automatically become chief at the start of his military career. It is in this sense that the leader was not born and does not impose itself. People usually have a natural endowment layer to which they add acquired qualities.

b) The profile of the military leader must be designed in a distinct manner and achieved on an educational level thanks to specific strategies.

The essential idea is, from this point of view, the following: (the military leader is not only a specialist capable of making decisions concerning the training of troops and military action in combat; he is above all a personality able to influence, and above all, to determine, by virtue of his qualities of natural leader, the action of the people and the organizational behavior, this is why the commander (becomes) a military leader.

#### **4.2. The military leader and his features**

The particularities presented by the military chief to the civil chief are generated by the existence of aspects specific to the military organization. Among them, the most important are: the objective, mission, structure and restrictions imposed on personnel by regulations and instructions.

As we know, military units have been created to fight in wars, but they must still exist in peacetime, to train. To deal with the different and different tasks of a civil organization in times of peace, crisis and war, commanders have more responsibilities, but also more power than civilian leaders, because their decisions can fundamentally influence activity and even the lives of subordinates.

The performance of an organization largely depends on the professionalism and human qualities of the leader. The great military leaders have proven certain peculiarities intended to represent and individualize them. The inventories of personality types have remained over time and, to some extent, are similar.

In the army, the command of the people is ensured by the commanders. The commander is the member who has been given the authority to direct, coordinate and control a military structure. In this capacity, he exercises his authority to plan, organize, direct and control the efforts of subordinates and use the human, material, financial and information resources allocated to achieve the established military objectives.

#### **4.3. Ways to implement the leadership role**

A leader can play his role in different ways. Concrete research with groups and organizations has helped formulate theories about how a leader performs his role. Basically, it is the leadership style chosen by the leader in his relationship with those with whom he works. Usually, the leader chooses his leadership style based on the group's level of preparation, his attitude toward the activity to be performed and the ability of group members to perform the defined tasks.

The group is capable of accomplishing a task if it has the necessary knowledge, skills and experience and, of course, is motivated. When the leader explains to each member of the group what to do, when, where and how, the group adopts a task-oriented behavior. Therefore, the appropriate leadership style depends on group consent and ability criteria.

Usually, the more willing and able the group is to accept responsibilities, the less task-oriented the leader should be.

Many of the tasks of military commanders have to be done by other people. To be a leader is therefore to exercise influence over another. But it is social power, in all its forms, that allows us to exercise this influence. In this context, social power should be understood simply as the potential to influence the other. In other words, social power is the ability to act on the beliefs, values, attitudes, behavior or performance of one or more people in order to achieve a goal.

By exercising the role of military leader, the latter appeals to the social power he holds. In turn, social power can be: professional power, which arises from the attributes of the position held within a structure of authority and power, and personal power, which arises from the qualities that society values or considers useful. Professional power is conferred and therefore temporary. It is acquired or lost when you change positions. In addition, a leader can compromise the legitimacy of professional power due to fault or poor performance. Personal power, on the contrary, is acquired through personal effort, hence its high mobility.

The power of a leader (i.e. his ability to influence) is not unchanged, but increases or decreases depending on his behavior and performance.

Leaders can strengthen their power and ability to influence people if and only if they have the necessary qualities, are competent and effective in everything they do and respect others. On the contrary, failures and shortcomings will weaken the legitimacy of their power and their ability to lead. Five main types of power are associated with position in the hierarchy or degree: legitimate power, reward power, coercion power, information power and environment power.

a) Legitimate power. This comes from the ability to impose a feeling of obligation or duty on another person. This power is based both on the law or on another official source (assignment of a position or position), as well as on social norms and expectations regarding a position.

b) The power due to the reward. This is based on the ability to give others what they want or appreciate. The rewards can be tangible (money, holidays), symbolic (diplomas, medals, military honors) or social (praise, recognition, support for personal initiatives). In the Romanian army, as in all the armies of the world, the power to grant rewards increases as one obtains a higher rank and position in the military hierarchy.

c) Coercive power. This stems from the possibility of withdrawing rewards and privileges or applying sanctions. Coercive measures can be moderate (pressure, warnings, warnings and surveillance) or severe (reprimands, fines, change of position).

d) Power related to information. It results from the possibility of accessing important information and disseminating it, selectively or not, to other comrades. This power is normally linked to a person's military rank and their position in the communication structure of the military institution.

e) Power linked to the environment. It comes from the ability to control the physical and social environment, resources, technology and work organization and thus exert an indirect influence. This type of influence is distributed across all military ranks, but leaders at higher levels have more power to effect significant changes in the organizational structure, technology, and the physical and cultural environment of the military institution.

In turn, personal power has three subcategories - power from knowledge, charismatic power, and power from relationships.

a) The power that emanates from knowledge results from the ability to provide people with the knowledge and advice they need. This power is based on unique knowledge, skills or experience and is the foundation of the social influence model based on technical expertise.

The enormous efforts invested by the Romanian army in training and education prove the great value that it attaches to competence and expertise.

b) Charismatic power is defined by the ability to provoke feelings of personal acceptance, approval, efficiency or appreciation. This is generally based on the esteem of his subordinates and sometimes on their desire to identify with or compete with him. The qualities that can confer more charismatic power include goodwill and kindness, a preventive attitude, loyalty, courage, authenticity, integrity.

c) The power of relationships comes from the ability to access useful information and resources, as well as the ability to take advantage of opportunities that arise. Although it resembles the power of information, the power that emanates from relationships is first and foremost based on networks of personal relationships and is therefore not linked to a particular position. Personal contact and relationships with other military professionals, influential figures, or recognized experts are elements of the power of relationships, which are generally called social capital.

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# STUDY ON THE ASSESSMENT OF THE INFLUENCE OF TRANSACTIONAL LEADERSHIP ON THE LEADING OF MILITARY OPERATIONS IN SAFETY

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**Abstract:** *Despite the fact that poor safety performance is the main cause of the accidents in the Ground Forces, empirical research is insufficient as to the answer to how to improve the safety performance of members in this environment. The overall objective of this paper is to explore the impact of management on the safety performance of subordinates. Despite the fact that most of the literature finds that transformational leadership is the most effective style of guiding subordinates in almost every field, however, in this study we will test the beneficial impact of transactional leadership when it comes to improve the safety performance of subordinates in the military field.*

**Keywords:** transactional, leadership, safety, military.

## Introduction

The style of transactional leadership is based on the assumption that followers are motivated by a system of rewards and punishments. If the followers do something welcoming to them, then they will be rewarded and vice versa, if they do something wrong, then they will be punished.[1]

This type of leadership is largely based on the leader's ability to negotiate. In order to direct the energy of his supporters, he must constantly develop his negotiating skills and be empathetic with them, so that he can fully understand the factors that motivate them.

An element that makes a strong impression on the success of the transactional leader is its accessibility to the resources of the organization, which can prove to be a critical factor for it. If the leader promises certain rewards in exchange for certain decisions, performance behaviors that are satisfactory to him, but he fails to deliver the promised rewards within a reasonable time, we will witness the loss of his credibility in front of the supporters. Once the credibility is lost, it is less likely that person, that leader can recover the lost ground but we will witness an amplification of the influence of a rival, of a new leader, who will want to expand and formalize his power.[2]

Transactional leadership places greater emphasis on "exchanges" between bosses and subordinates, in which they are rewarded for meeting certain performance criteria. Transactional leadership is most commonly encountered in practice, due to the way it focuses

on different targets and goals. In a transactional leadership, subordinates do not necessarily expect to think innovatively, as they focus more on the extrinsic motivation of the job.[3]

Transactional practices, such as close surveillance, increased visibility, proactive behaviors toward potential deviations and constant feedback, encourage the team's common perception of safety priority and therefore contribute to creating a safe climate. In the meantime, the safety climate will positively influence members' compliance with safety rules and procedures. Thus, the more the transactional management will be presented, the greater the security climate and the greater the security in respect of its compliance.

## **1. Objectives and hypotheses**

Here is exactly what this paper is about:

- The presence of transactional leadership in the process of subunit management;
- To what extent is the security climate maintained within the subunit;
- The impact that the transactional management has on the safety performance.

The hypotheses from which I start on this paper are the following:

Hypothesis 1: The elements related to the improvement of the workplace safety climate have a strong impact on the relationship between leader and subordinate.

Transactional leaders focus on individual learning and proactive management, and this encourages employees to continue to be involved in safety issues. By creating a safe climate, transactional leadership not only enhances security compliance, but also reinforces the military's commitment to voluntarily expose activities to protect themselves and their colleagues, as well as to promote security actions. Consequently, it is assumed that this type of guidance will have the potential to improve safety participation by creating a positive safety climate as well.

Hypothesis 2: The transactional leader can fulfill the objectives of the military organization.

Hypothesis 3: Subordinates agree to practice a leadership style based on transactional theory.

First questionnaire is an MLQ 5X type, a standard questionnaire developed by Bruce Avolio and Bernard Bass. This tool measures a wide range of leadership styles, such as passive leaders, transformational leaders or leaders who award contingent rewards to their subordinates. In our study we only considered those elements that identified the transactional management as a whole. Therefore, the MLQ-5X's transactional management scale was used to record transactional management behaviors, comprising two subscales, contingent reward and active exception management. Respondents had to indicate how frequently their direct superior acts, according to statements on a 5-point response scale from 1 (not at all) to 5 (always). Evidence that assessed transactional management included: "My superior ... focuses attention on irregularities, errors, exceptions and divergences from standards ... clarifies what can be expected to be received when performance goals are met" or " expresses satisfaction when others meet their expectations. "

The questionnaire number 2 was divided in order to find out the Safety Climate, the questionnaire comprises 16 elements, formulated by Zohar and Luria (2005). The items were accompanied by a 5-point rating scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). Although these articles covered three content dimensions, which are active practices (monitoring, control), proactive practices (training, guidance), and declarative practices (declaration, information), the questionnaire was used as one-dimensional in several similar publications. Examples are: "My organization ... provides members with a wealth of information on safety issues ... responds quickly to a problem when it comes to safety hazards" or "regularly holds awareness events of security (for example, presentations, ceremonies). "The questionnaire was adapted for military application.



## 2. Transactional leadership

After analyzing only those items specific to transactional leadership, to see if the hypothesis from which I started I specify that the leadership style adopted by my subject is the transactional one.

Considering the results obtained from the questions that follow the transactional management of this test, the following can be concluded:

1. The subject chosen by me obtained high scores on this CR scale. Situational reward manifests behaviors characteristic of an efficient transaction, that is, it tends to discuss in clear terms who is responsible for achieving performance goals, clarifies what a person can expect to receive when performance goals are achieved, and expresses satisfaction when others they fulfill what was expected of them.

2. He also achieved high scores on the MBEA scale. Management by exception: Active, the subject clearly specifies both the standards for compliance and what represents the inefficient performance, and which is subsequently summarized as sanctioning the subordinates for possible non-compliance with these standards. Monitor closely any deviations, errors and errors and then take corrective measures as quickly as possible when errors or deviations from the standard are committed.

## 3. Safety climate

The questionnaire, comprising three dimensions, I will analyze from their perspective. The three dimensions are active practices (monitoring, control), proactive practices (training, guidance) and declarative practices (declaration, information).

The second question is part of the first dimension, that of active practices, most of the answers being Agree (23) and Agree totally (31), we can conclude that, the subject chosen by me is very careful in maintaining the safety climate.

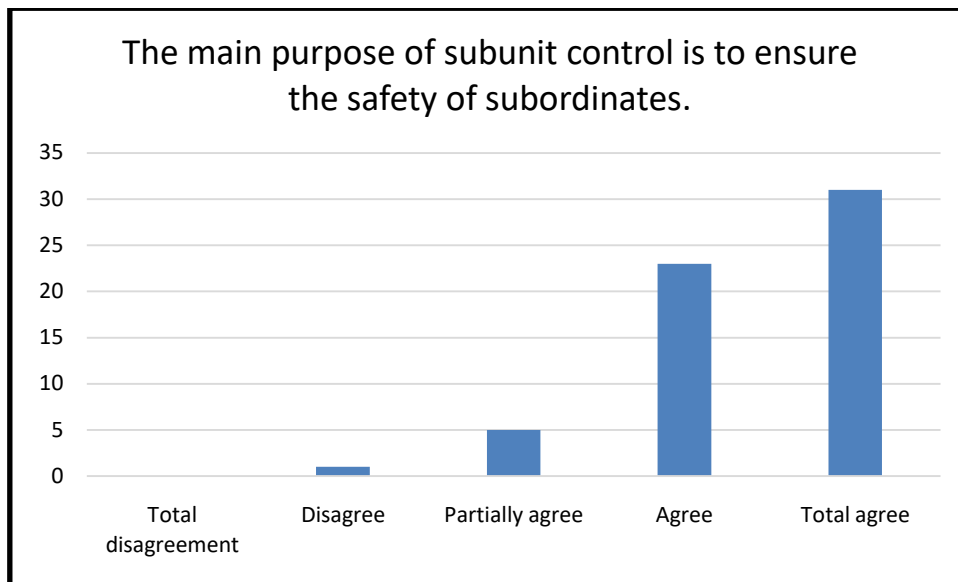


Figure 1. *The main purpose of subunit control is to ensure the safety of subordinates.*

Analyzing from the perspective of the size of active practices, in the seventh question “In this subunit not enough measures are taken to minimize the risks involved in dangerous tasks and work procedures”, the majority answers were Total disagreement (29) and Disagree (21), proves that, the subunit leader always takes measures to prevent accidents and improve the safety climate.

Analyzing from the perspective of the size of proactive practices, the commander of the subunit ensures that his subordinates are always trained in terms of security measures, we can see from this diagram, the majority answers being totally Agree and Agree.

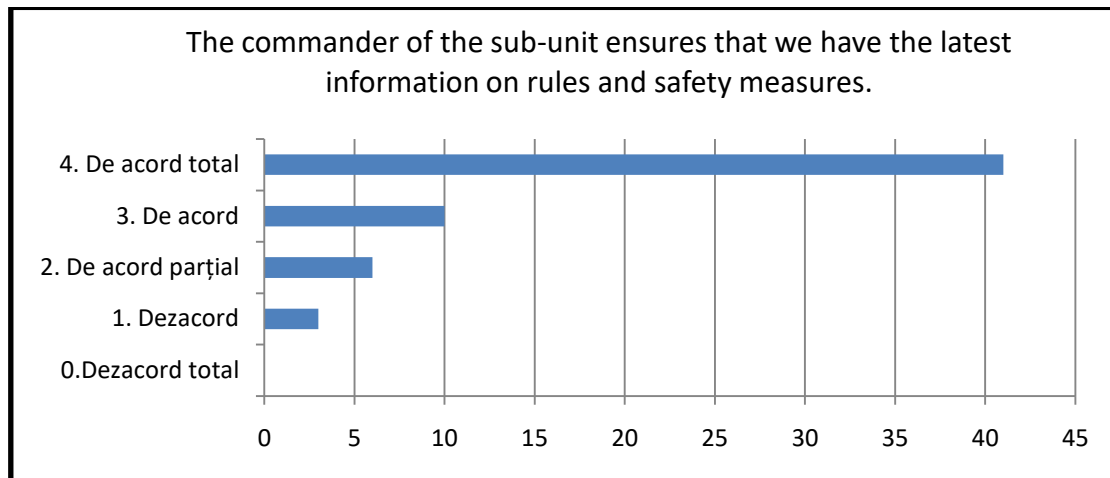


Figure 2. The commander of the sub-unit ensures that we have the latest information on rules and safety measures.

### Conclusions

The purpose of this paper is to analyze whether the assumptions we have left in this practical-application part are true or not. The last three hypotheses from which we started proved to be true following the application of the MLQ 5X questionnaire, and the first hypotheses were verified following the application of the second questionnaire.

When commanders act as transactional leaders, they establish a strong security climate, which enhances subordinates' willingness to obey security rules. The climate of safety has also been presented to be a mediator between leadership and participation in safety. Also, safety participation was directly influenced by the transactional orientation. The existence of transactional surveillance has reduced the occurrence of risky behaviors, through the security climate. The strong link between active transactional leadership and the security climate, which leads us to the conclusion that transactional leadership is a strong leadership style when it comes to forming the subordinate's common attitude and perception regarding security. The study shows that this style of leadership directly influences the safety behaviors of subordinates. This direct relationship could be explained because the observance of rules and procedures or the avoidance of risky behaviors are considered obligatory behaviors and there are other rewarding mechanisms for them (especially punitive ones, through regulations, policies, rules and procedures). Therefore, positive material or emotional rewards of leaders are not so necessary, in order to directly increase safety compliance or to reduce risky behaviors. On the contrary, participating in safety does not imply formal rewards, ergo, that leaders who want to keep subordinates who volunteer for safety will have to strongly reward them.

Considering the fact that all the hypotheses from which we started in the analysis of this practical part of the present work were confirmed following the opinion poll among the military cadres, the premises from which we started, they proved to be true, thus constituting the conclusions regarding the usefulness of the theory of transactional leadership regarding the development of the military leader.

Considering that the personal opinion on the subject chosen for analysis in this paper coincides with the results obtained from the application of the questionnaires in this paper, I conclude with the following statement: the transactional leader represents the ideal of the management process and is the one that correlates the needs and expectations of the

subordinates, with the objectives and goals of the military organization, thus increasing its efficiency within it.

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# THE EVOLUTION OF THE INDUSTRIAL SOCIETY TO THE POST-INDUSTRIAL

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**Abstract:** *The continues changes, which took place in the society, in the course of its existence, demonstrates that the evolution of human communities had never stole. The industrial society, as a evolving stage of the human society, started with the Industrial Revolution in England and the Great French Revolution, both had occurred in the second half of the XVIII century. It went through more stages of State development and organization and reached the highest performance in all the domains of social and economic life by the second half of the XX century. In the last quarter of the previous century, the transition process to a new height - the post-industrial society - had its start. It had more names, the last being the informational society, having at its foundation the whole collection of the technical and scientific progress. In present, an extremely complicated process, formed of such elements as development, perfection, and modernization, is taking place in the post-industrial society, which has attained unheard of performances in the development of the civilization. The tendency to a higher perfection is the imperative of the time and of the development of the modern society.*

**Keywords:** society, industrial, evolution, development, post-industrial.

Companies change. Looking at long-term evolution, Alvin Toffler highlights three waves. The first wave of the agrarian civilization, the second wave driven by the industrial civilization and the third wave, named in different ways: age of computer science, age of electronics, "global village", "technocratic age" (Zbigniew Brezezinski), post-industrial society (Daniel Bell ), or "scientific-technical revolution"<sup>1</sup>. The works "The Shock of the Future", "The Third Wave" and "Power in Motion" are centrally focused on change, ie. "what happens to people when their entire society suddenly turns into something new and unexpected"<sup>2</sup>.

It raises the question of why companies change? Talcott Parsons developed a general theory of how societies function, exploring the relationships between economic and political systems, between different types of social and cultural institutions. In all human societies

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<sup>1</sup> Toffler, Alvin, Third Wave, (Bucharest: Political Publishing House, 1983), 79.

<sup>2</sup> Toffler, Alvin, Powershift - Power in motion, (Bucharest: Antet Publishing House, 1995), 19.

there are four distinct analytical aspects or subsystems: “the economy, the political system, the social institutions and the culture that cannot exist alone and interact”<sup>3</sup>.

Economics - as a sphere of human activity in which people work to produce their necessities - interacts directly with the environment, but economies do not function outside of society, but societies organize their economic lives according to technologies, goals and ways of doing business, organization and, above all, by value. Thus appears the political system, in this case the state, which makes the most important decisions for almost all people. It is the state that decides what kind of economic system will prevail, what quantities of products are made, how the fruits are distributed, who takes and who controls.

In any complex society there is a level of social organization made up of institutions. All people have economic functions within a certain institutional framework consisting of companies or large bureaucratic bodies up to the small firms or enterprises. The basic political institution remains the state, but there are other institutional levels involved in politics such as: political parties, local administrative bodies, organized pressure groups, etc.

There is a fourth subsystem that forms the culture. This subsystem preserves culture and educates people. It is the culture that interprets the environment for people, gives them a certain meaning and allows them to express themselves. In this idea are included in the cultural system: religions, science, art, notions of good and evil, foreign languages.

Besides, there are at each technological level reached by a company, certain requirements that need to be respected. Thus an industrial society cannot function without a complex system of schooling, and a modern society cannot overcome without the adequate funding of scientific research.

Approaching the issue of social change, the problem of analyzing the causes and consequences of the changes is considered taking into account the four subsystems. Of the four subsystems, the economy is more interesting, the one that interacts with the natural world and constitutes the basic test regarding the way in which a society responds to the ecological demands, as well as the culture, the one that produces the codes, the changes or the new ideas that can be used. Scientific and technological discoveries, components of cultural innovation, make economic progress possible.

When pressures increase on the social system, it tries to adapt or adapt without the political subsystem and the subsystem of social institutions being demobilized. That's right explains that in many societies the political subsystem and that of the social institutions resist the changes started from the pressures of the economic and cultural subsystem. Following the economic and cultural pressures, an increasing space is created between them and the social institutions, which can lead to sudden and major disruptions. It reaches the situation where social institutions could dismantle. As such, they have the opportunity to either adjust and adjust to the pressures of the changes for which they were conceived, or to fail and pull the whole society after them. The way in which social institutions are resistant to change is of importance in terms of discontinuities arising in the rate of change, in that the periods of relatively long equilibrium are followed either by adaptations and accommodations or by reversals of situations.

This approach explains the fall of communism in Europe at the end of the nineteenth decade of the twentieth century. Poor economic performance and the increase in the number of dissidents have led to increased pressure in the companies concerned. The validity of the Marxist ideology has been questioned, as people stop believing in it. However, the system

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<sup>3</sup> Chirot, Daniel, *Societies in change*, (Bucharest: Athena Publishing House, 1996), 9.

continued to move in the same direction, with no possible changes, maintaining the same political system and the same institutions until it collapsed.

Complex societies receive information on how well they do it, in two ways. The first modality is based on the comparison with the other companies from which they obtain information that shows that their economic performance is superior to their own, they become stronger and they win in war. The second modality is based on the internal signals of an economic or political bill. Economic failures have led to massive dismantling, internal wars and suffering, signaling that something is not working well. In modern societies with a high level of education and complex economic statistics, the members of the society have the opportunity to judge successes or failures alone, to analyze their economic performance without reaching massive economic collapses. At the same time, the democratic societies as a whole have the opportunity to calculate and judge the political performances permanently and to respond to the unfavorable economic problems through a change of policy.

The advanced industrialized and democratic societies have managed to direct their changes much better than the rigid, centralized and non-democratic ones.

In the Western world it is estimated that a few hundred years ago a profound transformation took place<sup>4</sup>.

In the 13th century, such a transformation took place when the world became centered in the city. A second transformation took place during the 60 years between the invention of the pattern by Gutenberg and the Protestant reform initiated by Martin Luther in 1517. The next transformation was marked by the American Revolution of 1776, the invention of the steam engine by James Watt and the emergence from Adam Smith's book - "The Wealth of Nations". The period will end forty years later. The fourth transformation, almost two hundred years ago, is no longer limited to Western society and history, but "there is only the history of the world and the civilization of the world - but both are" westernized "" as Peter Drucker points out<sup>5</sup>. The same P. Drucker considers that "we are advanced enough in the new post-capitalist society to review and review the social, economic and political history of the era of capitalism and the nation-state." ... "Predicting how the post-capitalist world will look like is nonetheless quite risky. But, I think, we can already discover with a certain degree of probability what new questions will arise and which will be the big controversies to be solved." ... "The thing we can be sure of is that the world that will result from the present rearrangement of values, beliefs, economic and social structures, political concepts and systems, in other words of world views, will be different from what and anyone could imagine today. In some areas - and within society and its structure - the basic transformations have already taken place. The fact that the new society will be both new - socialist and post-capitalist - is practically a certainty. And it is also a certainty that her primary resource will be knowledge "<sup>6</sup>.

The changes, seen as transformations on a global scale are presented as megatendencies. John Naisbitt saw the transformations of the 80s of the last century through the ten megatendencies: 1. From the industrial society to the information society; 2. From forced technology to high technology - high compensatory reactions; 3. From the national economy to the world economy; 4. From the short term perspective, to the long term one; 5. From centralization to decentralization; 6. From international aid to self-help; 7. From

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<sup>4</sup> Drucker, Peter, F., Postcapitalist Society, (Bucharest: Image Publishing House, 1999), 23.

<sup>5</sup> Idem.

<sup>6</sup> Idem.

representative democracy to democracy participatory; 8. From hierarchies to networks; 9. From North to South; 10. From the exclusive option to the multiple option<sup>7</sup>.

The same author, together with Patricia Aburdene, presents for the 1990s and the beginning of the third millennium, ten other megatrends: 1. The advance of the global economy in the 1990s; 2. The revival of the arts; 3. The emergence of free market socialism; 4. Uniformization of the lifestyle at global level and cultural nationalism; 5. Privatization of the social welfare state; 6. Increasing the role of the Pacific area; 7. The 90s: The decade of women in management positions; 8. It was biology; 9. Religious revival in the third millennium; 10. The triumph of the individual<sup>8</sup>.

The first report of the Club of Rome sees the transformations as a global revolution whose seed has slowly germinated, over the years, whose complexity, uncertainty and rapidity of change "have reached unprecedented levels and are beginning to leave behind the capacity of the world system. of government "<sup>9</sup>.

Other authors, such as David Korten, believe that "the forces of economic globalization and new global capitalism are immutable and irreversible. There is no alternative. We must deepen our devotion to consumerism, free trade and economic growth, even as we endure the attempts of creative destruction caused by capitalism. Meanwhile, those who will survive and thrive must learn to win in the permanent and ruthless competition generated by the global economy. "<sup>10</sup>.

The current global transformations must be seen on several planes, but closely linked.

A first aspect is that of political globalization. It "changes the basis of the world order by reconstituting the traditional forms of sovereign state and by reordering international political relations"<sup>11</sup>. As these transformations are neither completely safe nor inevitable, the world order is better perceived as a "complex, contested and interconnected order in which the interstate system is increasingly rooted in regional and global political networks." Although such an appreciation seems to raise awareness of the so-called "unclear appearances" [9] that define global politics, it is possible to identify certain aspects by exploring the changing form of international and transnational organizations, increasing the role of international governmental and non-governmental organizations, the rapid development of various forms. regime, the changing structure of the form, area and subject of international law, the emergence and evolution of regional organizations and institutions, etc. Such developments highlight a certain departure from a purely state-centric policy towards a more complex, multilayered global governance.

Another aspect is that of military globalization that has an impact on national security, viewed both as doctrine and strategy; on the way of organizing and managing the security of the defense; on defense production and procurement; on national security policy.

Global trade and global markets are another aspect of the transformation. In this direction, a complex network of trade links operates and creates conditions for the existence of global markets. Towards the end of the twentieth century, institutional constraints and economic costs increasingly limited the scope of national protectionist policies. They have become subject to increased international oversight and regulation, both restrictions in the

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<sup>7</sup> Naisbitt, John, Megatrends, (Bucharest: Political Publishing House, 1989), 21.

<sup>8</sup> Naisbitt, John, Aburdene, Patricia, Year 2000 - Megatrends, (Bucharest: Humanitas Publishing House, 1993), 14.

<sup>9</sup> King, A., Schneider, B., First Global Revolution, (Bucharest: Technical Publishing House, 1993), 62.

<sup>10</sup> Korten, David C., The post-corporate world, (Bucharest: Antet Publishing House, 2002), 17.

<sup>11</sup> Held, D., McGrew, A., Goldblatt, D., Perraton, J., Global Transformations, (Iasi: Polirom Publishing, 2004), 39.



form of quotas and tariffs, as well as policies supporting domestic industry, domestic competition law and safety standards.

As far as the global finance system is concerned, after 1970 there was an unprecedented development of intensity, extension, speed and impact. National financial markets and significant centers of the world are increasingly rooted in a global financial system, so that few economies can be isolated from the functioning of the global financial market, and the volatility of global financial markets can have major internal economic consequences.

Another aspect of global transformations concerns corporate power and global production networks. The globalization of production has largely been organized by multinational corporations, which have the leading role in the field of production, trade, investment and technology transfer. Developed by national companies, multinational corporations use international investments to exploit their own competitive advantages, primarily pursuing global profitability. Multinational corporations and global production networks have acquired a fundamental role for the organization, placement and distribution of productive power in the world economy.

The problems are posed in the context of globalization and in terms of international migration. Migrations are more geographically extensive than the large global migrations of the modern era, but somewhat less intense. The autonomy of the national states is redefined by the impact of past legal migration and the permanent impact of illegal migration, and the capacity of states to protect their borders and to supervise their population is no longer adequate.

A problem of transformations is the globalization, culture and destiny of nations. States make efforts to maintain a national culture, but the huge flows of information, images and people circulating around the world somewhat change the context in which national projects in this field must be developed. A counterbalance to national type projects, in this direction, can emerge from a cultural cosmopolitanism which will create a challenge to the idea of nation.

The current global transformations are aimed at the relationship between globalization and the environment. Many positions have supported and argue that the entire planet is threatened by environmental changes. The problem is difficult. At least at present, the ability of ecological globalization to generate potential risks and threats exceeds existing resources for the construction of alternative identities and effective international institutions.

However, there are still questions about globalization: whether it is associated with the disappearance, rebirth or transformation of state power? if it imposes new policy limits? how could globalization be "civilized" and "democratized"?

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# THE USE OF "MATRIX GAMES" IN MILITARY DECISIONS PROCESS

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**Abstract:** *The military doctrine of decision prescribes that a commander select the course of action which offers the greatest promise of success in view of the enemy's capabilities of opposing him. This paper analyzes and develops the analogy between a military situation, which is possible to be met in the battlefield, and the use of “matrix games” proposed by von Neumann. Current military doctrine is conservative. The techniques of game theory permit analysis of the risk involved if the commander deviates from current doctrine to base his decision on his estimate of what his enemy intends to do rather than on what his enemy is capable of doing.*

**Keywords:** military decision, organization, theory of games, matrix games, optimal solution.

## Introduction

The “theory of games”, is a mathematical theory that models conflict situations. A conflict situation is generally characterized by a system of precise rules, in which there are two or more parties whose activity aims to achieve a certain purpose and whose interests are contrary.

The main features of the conflict situations are:

1. The rational character of the parties
2. The parties’ opposition of interest

By “the games”, is understood a conflict situation model. A game is characterized by two major components, which are:

- a) It is a process consisting of a succession of actions executed according to certain rules by rational factors called players (parties, opponents, enemies, partners), who make a decision from a multitude of alternatives.
- b) A rule to end the game and distribute the winnings that each player receives.

## The use of matrix game model in military domain

Let’s consider the following example: A military communication and informatics structure has the mission to organize and implement a fully scalable and interoperable network system for the upper echelon that it services. Knowing that the upper echelon carries out its mission in a predominantly mountainous field, where the communications are very difficult to establish and also the enemy use some jamming equipment, the CIS structure needs to consider on which medium they will transmit the data. So for the accomplish of this

mission, after the analysis of the battlefield and the possibility to transmit the data between different sites, there are identified two ways of executions:

- A- Establish the links between sites through optical fiber, but there is the risk that the enemy can cut it or maybe the optical fiber can be damaged by other animals;
- B- Establish the links between sites through radios, but also there is the risk that the signal can be damaged by the enemy jamming equipment or due to the mountainous terrain which not permit very good signal.

Regardless of the option chosen, the commander of his own forces is aware that establishing connections will be very debilitating and will not be able to be fully realized. The information available to him at this moment does not allow him to make a decision, being in addition a rigorous analysis regarding the impact on the fighting capacity of his own forces in each of the identified variants.

In the following, taking into account the information received from different specialized structures, the commander must evaluate the degree of connection in each of the situations presented.

In the following table there are presented as a percentage, the estimation of the realization of the links of their own forces depending on the terrain and the capabilities of the enemy to damage the signal.

Ways to establish the links				The enemy mode of action	
				M1	M2
				Enemy use jamming equipment to damage the signal	Enemy sends men to cut the opticalfiber
Radios	A1	The terrain good allows signal	55%	80%	100%
		The terrain poor allows signal	45%	50%	80%
Optical fiber	A2	The terrain is easily accessible	60%	100%	60%
		The terrain is hardly accessible	40%	90%	50%

Table 1- Estimation of variables

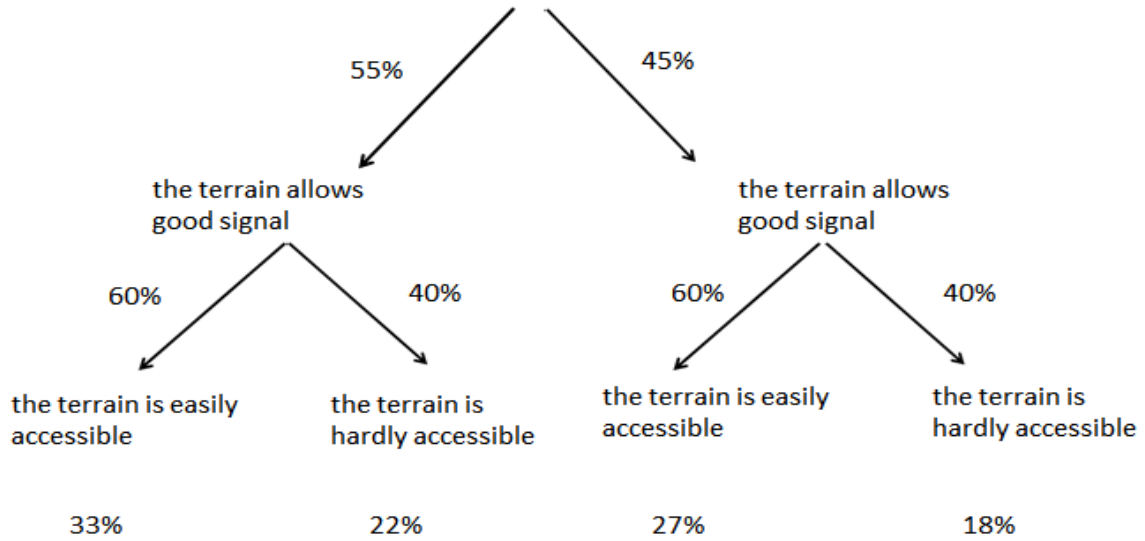
For example, if the own forces choose option A1, to establish connections through radio and the enemy decides not to use jamming equipment but send men in the field to find and cut the optical fiber, the data links will be covered 100%.

The commander of the communications and IT structure, together with the analysis department within the operations office, managed to evaluate the possibility of making connections for each situation, the data being passed in the table above. He has to decide how to organize and plan the communication system, so that they are interrupted as little as possible.

The determination of the implementation mode of the communications system can be determined using matrix game theory. Any other option chosen by the two commanders brings greater losses to their own forces, and the enemy a lower consumption of resources.

In the next figure it is presented the situation described previously and also shown on each situation every obstacle and limitations meet. Of course, the objective of our own forces

is to realize the data connections in the greatest proportion, and the objective of the enemy is to limit the execution of the command and control.



**Table 2 - The decision tree attached to the problem**

We will determine the optimal strategies of the two combatants in the four variants, after which we will write, taking into account the probabilities with which they can occur, the final optimal strategies of the two combatants.

We have the four variants:

V1	M1	M2
A11	80%	100%
A21	100%	60%

V2	M1	M2
A11	80%	100%
A22	90%	50%

V3	M1	M2
A12	50%	80%
A21	100%	60%

V4	M1	M2
A12	50%	80%
A22	90%	50%

**Table 3 – The four variants**

In order to determine the optimal strategies of the two combatants in each of the four situations, we will use the linear programming method.

The linear programming problems attached to the matrix games above are:

- For the V1 variant we have:

$$\begin{cases} \min(u_1 + u_2) \\ \mathbf{0, 8u_1 + u_2 \geq 1} \\ \mathbf{u_1 + 0, 6u_2 \geq 1} \\ \mathbf{u_1, u_2 \geq 0} \end{cases} \begin{cases} \max(v_1 + v_2) \\ \mathbf{0, 8v_1 + v_2 \leq 1} \\ \mathbf{v_1 + 0, 6v_2 \leq 1} \\ \mathbf{v_1, v_2 \geq 0} \end{cases} \quad (1)$$

- For the V2 variant we have:

$$\begin{cases} \min(u_1 + u_2) \\ \mathbf{0, 8u_1 + u_2 \geq 1} \\ \mathbf{0, 9u_1 + 0, 5u_2 \geq 1} \\ \mathbf{u_1, u_2 \geq 0} \end{cases} \begin{cases} \max(v_1 + v_2) \\ \mathbf{0, 8v_1 + v_2 \leq 1} \\ \mathbf{0, 9v_1 + 0, 5v_2 \leq 1} \\ \mathbf{v_1, v_2 \geq 0} \end{cases} \quad (2)$$

- For the V3 variant we have:

$$\left\{ \begin{array}{l} \min(\mathbf{u}_1 + \mathbf{u}_2) \\ \mathbf{0},5\mathbf{u}_1 + \mathbf{0},8\mathbf{u}_2 \geq \mathbf{1} \\ \mathbf{u}_1 + \mathbf{0},6\mathbf{u}_2 \geq \mathbf{1} \\ \mathbf{u}_1, \mathbf{u}_2 \geq \mathbf{0} \end{array} \right\} \left\{ \begin{array}{l} \max(\mathbf{v}_1 + \mathbf{v}_2) \\ \mathbf{0},5\mathbf{v}_1 + \mathbf{0},8\mathbf{v}_2 \leq \mathbf{1} \\ \mathbf{v}_1 + \mathbf{0},6\mathbf{v}_2 \leq \mathbf{1} \\ \mathbf{v}_1, \mathbf{v}_2 \geq \mathbf{0} \end{array} \right. \quad (3)$$

- For the V4 variant we have:

$$\left\{ \begin{array}{l} \min(\mathbf{u}_1 + \mathbf{u}_2) \\ \mathbf{0},5\mathbf{u}_1 + \mathbf{0},8\mathbf{u}_2 \geq \mathbf{1} \\ \mathbf{0},9\mathbf{u}_1 + \mathbf{0},5\mathbf{u}_2 \geq \mathbf{1} \\ \mathbf{u}_1, \mathbf{u}_2 \geq \mathbf{0} \end{array} \right\} \left\{ \begin{array}{l} \max(\mathbf{v}_1 + \mathbf{v}_2) \\ \mathbf{0},5\mathbf{v}_1 + \mathbf{0},8\mathbf{v}_2 \leq \mathbf{1} \\ \mathbf{0},9\mathbf{v}_1 + \mathbf{0},5\mathbf{v}_2 \leq \mathbf{1} \\ \mathbf{v}_1, \mathbf{v}_2 \geq \mathbf{0} \end{array} \right. \quad (4)$$

Now we have to calculate the solutions for each set of equations. For example, for V1 system we obtain the following results:

$$\mathbf{u}_1 = \mathbf{v}_1 = \mathbf{0},769231, \mathbf{u}_2 = \mathbf{v}_2 = \mathbf{0},384615$$

and their optimal value is:

$$\min \mathbf{z}_1 = \max \mathbf{z}_1 = 1,153846$$

Based on this solution we can determine the value of the game and the optimal strategies of the two combatants in this version, as follows:

$$\mathbf{v}^1 = \frac{1}{z_1} = \mathbf{0},866666;$$

$$\mathbf{x}_1^{(0)} = \mathbf{y}_1^{(0)} = \mathbf{v}^1 * \mathbf{u}_1^{(0)} = \mathbf{v}^1 * \mathbf{v}_1^{(0)} = (\mathbf{0},666666; \mathbf{0},333333)$$

For V2 variant the solutions of linear programming problems are determined as follows:

$$\mathbf{u}_1 = \mathbf{v}_1 = \mathbf{1}, \mathbf{u}_2 = \mathbf{v}_2 = \mathbf{0},2$$

and their optimal value is:

$$\min \mathbf{z}_2 = \max \mathbf{z}_2 = 1,2$$

Based on this solution we can determine the value of the game and the optimal strategies of the two combatants in this version, as follows:

$$\mathbf{v}^1 = \frac{1}{z_2} = \mathbf{0},833333;$$

$$\mathbf{x}_2^{(0)} = \mathbf{y}_2^{(0)} = \mathbf{v}^1 * \mathbf{u}_2^{(0)} = \mathbf{v}^1 * \mathbf{v}_2^{(0)} = (\mathbf{0},833333; \mathbf{0},166666)$$

For V3 variant the solutions of linear programming problems are determined as follows:

$$\mathbf{u}_1 = \mathbf{v}_1 = \mathbf{0},4, \mathbf{u}_2 = \mathbf{v}_2 = \mathbf{1}$$

and their optimal value is:

$$\min \mathbf{z}_3 = \max \mathbf{z}_3 = 1,4$$

Based on this solution we can determine the value of the game and the optimal strategies of the two combatants in this version, as follows:

$$\mathbf{v}^1 = \frac{1}{z_3} = \mathbf{0},714285;$$

$$\mathbf{x}_3^{(0)} = \mathbf{y}_3^{(0)} = \mathbf{v}^1 * \mathbf{u}_3^{(0)} = \mathbf{v}^1 * \mathbf{v}_3^{(0)} = (\mathbf{0},285714; \mathbf{0},714285)$$

For V4 variant the solutions of linear programming problems are determined as follows:

$$\mathbf{u}_1 = \mathbf{v}_1 = \mathbf{0,638297}, \mathbf{u}_2 = \mathbf{v}_2 = \mathbf{0,851065}$$

and their optimal value is:

$$\min \mathbf{z}_4 = \max \mathbf{z}_4 = 1,489362$$

Based on this solution we can determine the value of the game and the optimal strategies of the two combatants in this version, as follows:

$$\mathbf{v}^1 = \frac{1}{z_4} = \mathbf{0,671428};$$

$$\mathbf{x}_4^{(0)} = \mathbf{y}_4^{(0)} = \mathbf{v}^1 * \mathbf{u}_4^{(0)} = \mathbf{v}^1 * \mathbf{v}_4^{(0)} = (\mathbf{0,428570}; \mathbf{0,571428})$$

Finally, having determined the optimal strategies and the values of the fighting capacity in the four situations, we can establish the final strategies of the two combatants, taking into account the performance coefficients from the decision tree.

Thus we obtain the final value of the game:

$$\mathbf{V}_{final} = \mathbf{0,33} * \mathbf{0,866666} + \mathbf{0,22} * \mathbf{0,833333} + \mathbf{0,27} * \mathbf{0,714285} + \mathbf{0,18} * \mathbf{0,671428}$$

$$\mathbf{V}_{final} = \mathbf{0,783045}$$

This means that using the optimal strategy, the communications structure will be able to provide 78% of all connections in order to accomplish the mission.

Also the final strategies of two combatants will be:

$$\mathbf{X}_1 = \mathbf{0,33} * \mathbf{0,666666} + \mathbf{0,22} * \mathbf{0,833333} + \mathbf{0,27} * \mathbf{0,285714} + \mathbf{0,18} * \mathbf{0,42857}$$

$$\mathbf{X}_1 = \mathbf{0,55758}$$

$$\mathbf{X}_2 = \mathbf{0,33} * \mathbf{0,333333} + \mathbf{0,22} * \mathbf{0,166666} + \mathbf{0,27} * \mathbf{0,714285} + \mathbf{0,18} * \mathbf{0,571428}$$

$$\mathbf{X}_2 = \mathbf{0,442378}$$

Therefore we have  $\mathbf{X}^{(0)} = \mathbf{Y}^{(0)} = (\mathbf{0,55758}; \mathbf{0,442378})$

This analysis shows that own forces must use 55% radio communication and 44% fiber optic connections for establish the links between the sites involved in the battle.

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# LEADERSHIP STYLES AND THEIR INFLUENCE IN SATISFACTION AT WORK AT SUBUNITIES LEVEL OF 33rd BATTALION "POSADA"

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**Abstract:** *This study had a multiple objective. The first objective was to investigate the presence and appearance of the leadership styles (transactional and transformational) perceived by the graduate soldiers of the 33rd posada battalion. The second purpose was to see if these leadership styles had a significant influence on the satisfaction of the troops within the subunits. The study also looked at how subordinates' job satisfaction varies according to the perceived leadership style. The study found that transformational leadership is directly proportional to workplace satisfaction and that transactional leadership did not have a significantly negative influence on job satisfaction of professional graduate soldiers.*

**Keywords:** leadership, leadership styles, job satisfaction

## 1. Introduction

The concept of leadership has been intensively studied over the years in the behavioral and military sciences along with its appearance in the specialized literature. Leadership from it is a multitude of definitions, not having a unique and universally acceptable definition, it is certain that: “a leader is one who is innovative while being able to solve new problems, where we can bring a certain new and different for a group” [1]. Also, in relation to leadership, a series of theories and visions have been founded, which is why he is presented above from the point of view of behavioral vision, this vision depicts and presents the way of action, the whole manifestation of people and the features on which he presents to them. From the perspective of trait theory, leadership was also presented as being a characteristic that some leaders simply possess and others do not. [2]

Leadership is classified according to a lot of criteria and in a large number of styles, consisting of traded and transformative leadership styles. [3] The first style refers to those leaders who only give order, while the second style represents those leaders who help the growth and development of their subordinates. [4] Specifically, leaders are transformed if they are cared for in order to use charismatic skills, personal charm in a caring way can motivate subordinates and caregivers to put the needs of the organization or group above their needs. The main purpose of a transformational leader is to develop his subordinates and help them evolve.

Contrary to what I wrote above, transactional leaders are known as donors, meaning that in return for the tasks performed by their subordinates, they offer rewards [5]. This type of



leaders focuses more on a mutually advantageous relationship in which there is an exchange between leader and subordinate [6], where the exchange is carried out through a task and a reward received. It has the name of transactional leadership in the idea that there is a transaction whereby the leader fulfills the task and the subordinates gain something in exchange for fulfilling the task. For a transactional leader, the most important thing is to obtain the final result and to achieve the objective.

Given the activity within the military organization, this is one in which leadership needs to manifest and make its presence.

## **2. Transformational leadership**

The concept of transformational leadership represents one of the most researched and studied leadership models and leadership styles being a part of leadership theory developed by many authors, the first being Bass and subsequently studied by Avolio and Antonakis. [7]

According to Bass, transformational leaders are trying to make their mark on subordinates trying to improve and change their personal values and behaviors, so that they put before the personal interests, interests and goals of the organization or group. "Bass has proposed a full-range leadership model that focuses on three leadership styles, namely: [8]

Transformational leadership

- Idealized influence (II)
- Intellectual stimulation (IS)
- Inspirational motivation (IM)
- individualized consideration (CI)

Transactional leadership

- Contingent Reward (CR)
- Exceptional-active / passive management (MBE-A / P)

Leadership Laissez-faire "

Transformational leaders are pushing their subordinates to discover new horizons. They are visionaries and help their subordinates to reach unattainable goals. This style of leadership is an important precedent for building strong groups, collective confidence or the ability of groups to succeed when faced with difficult situations. [9] Transformational leadership is also an initiator of organizational change and can make major changes, promote the sense of loyalty among subordinates, bring a new way of thinking about the future, a new way of seeing things, and improve organizational commitment. of subordinates. [10]

Leadership is imperative for the overall mission of the army, but it has also remained ambiguous in culture for a long time.

There are numerous examples in which exceptional people with special qualities have managed to truly transform subordinates' thinking about their work, which has separated them from transactional leaders. The essential qualities that support transformational leadership are: intellectual stimulation and individual consideration. [11]

Intellectual stimulation contributes in part to the "new vision" aspect of transformational leadership. People are stimulated to think about problems, issues and strategies in a new way. Individualized consideration involves treating subordinates as distinct individuals, showing concern for their personal development and serving as a mentor when appropriate. The focus is on a perfectly directed attempt to meet the needs of the respective person in the context of the general objectives.

## **3. Transactional leadership**

Transactional leadership relies on the leader's ability to deal with his subordinates to achieve their involvement and to attract them on his part. It promises a series of rewards in exchange for adopting certain decisions and behaviors. In order to direct the energy of its

subordinates, the leader must continually develop his negotiation skills and be empathetic with them, so that he can fully understand the factors that motivate them. [12]

If the leader promises certain rewards in exchange for certain behaviors, decisions, performances that are satisfactory to him, but he fails to deliver within a reasonable time the rewards promised to his subordinates, this will lead to the loss of his credibility in front of them. This style of leadership is very easy to implement in the context where the soldiers will have to get the best results in order to benefit from as many submissions and permits, the greatest reward for them being the extra days on leave. Also, in the present situation, transactional leadership cannot be used by one alone, as it is compulsory to combine it with one or more leadership styles.

This style of leadership is effective in crisis and limit situations, as well as when the activities need to be conducted in a certain way. [13] However, this type of leadership has its limitations. A transaction does not achieve the objective of allowing the association of the parties. It does not make connections between subordinates and leaders in order to achieve a high objective. [14]

Transactional leadership is exercised through the path of conditional reinforcement, by awarding rewards (or absence of punishment) depending on the efforts made and the level of efficiency achieved. Less active transactional leadership would be management by exception or conditionally negative reinforcement; finally, the last form of inactivity would be permissiveness. In many cases, transactional leadership is often a guarantee of mediocrity, because the boss makes extensive use of exception management and does not intervene in his group unless the procedures and rules that help fulfill the tasks are not respected. For such a leader, "the good is the enemy of the good." [15]

#### **4. Satisfaction at work**

Leadership concepts and leadership work have been studied, discussed and developed to have an influence on workplace satisfaction of members of organizations. Therefore, it was found that when the leadership styles used by leaders coincided with those preferred by subordinates and needed to achieve the goals, the highest levels of job satisfaction were recorded. [16]

Thus, the need arises for leaders to know their subordinates very well and their subordinate groups so that they utilize a leadership style that is effective in achieving a high level of cohesion and job satisfaction. Also, the researchers demonstrated that the 2 leadership styles (transactional and transformational) have a direct and decisive effect on job satisfaction. [17]

Given that the military must be prepared for anything, job satisfaction plays a decisive role in their training, which is why a high level of job satisfaction is needed so that this high level of satisfaction leads to performance. Within all military structures, as with other structures, leadership styles are directly proportional to job satisfaction. [18]

Leaders represent patterns of behavior and are dominant figures for their subordinates, so the need for effective leadership styles emerges to take all precautionary measures that subordinates have high levels of job satisfaction and participate in the most efficient fulfillment of tasks. The first objective was to analyze the presence and importance of transactional and transformational leadership styles among the subunits in B 33. The second goal was to see if these leadership styles had a significant influence on the job satisfaction of subordinates.

#### **5. Ipotezis**

1. Transformational leadership is directly related to job satisfaction.
2. Transactional leadership and job satisfaction are in the opposite relationship.

## **6. Methodology of data collection**

In order to carry out this study we used as a research method the survey based on the questionnaire. I developed 2 questionnaires that I applied to a sample of the soldiers from the 33th Mountain Hunters Battalion, "Posada". The first questionnaire contained questions identifying the leadership style existing at the level of the subunit's management of which they are part. The questions are formulated clearly and in a language accessible to any person questioned. The second questionnaire included a multitude of questions regarding the level of satisfaction that the military has in the workplace. The answers to the items are graded in five stages, having as variants of answer: "To a very small extent", "To a small extent", "Neutral", "To a great extent", "To a very large extent".

The questionnaires were applied to a total of 40 male all-male soldiers: 10 major platooners, 10 major sergeants, 10 corporals and 10 soldiers from the 33rd Battalion. All subjects belong to mountain hunting companies and are 4-5 years old in the battalion.

In terms of data research and analysis, these were performed with a view to a series of very well defined stages. The first stage consisted of completing the questionnaires by those who participated as subjects of the research. The second stage consisted in correcting the questionnaires. Subsequently, the obtained results were entered and the resulting scores were calculated. Data synthesis was achieved through a directly proportional relationship between leadership style and job satisfaction, and finally the research results were presented.

## **7. Presentation and interpretation of data**

In the present situation, the study analyzes the influences that the styles of transactional and transformational leadership have on the job satisfaction of the soldiers of the 33rd Battalion "Posada".

Following the data analysis, the first hypothesis was supported only partially by the results of this study. According to the hypothesis, a higher level of transformational leadership was expected to be directly proportional to higher levels of job satisfaction among subordinates. According to the results, the transformational leadership subscales significantly corresponded with the higher scores of the job satisfaction index. According to the hypothesis, the idea is that when the subordinates evaluated their leaders as having higher levels of transformational behavior, they were directly proportional to higher levels of job satisfaction of the subordinates.

When leaders are seen as more transformational, a collective, group identity is formed. [19] This could possibly lead to greater job satisfaction in the future, as subordinates may feel more part of the group and meet their membership needs. This is important to encourage subordinates, as it could improve the efficiency of the team, which is extremely important during certain missions that the sub unit will have to accomplish and not only.

It has also been proven that transformational leadership can make subordinates more effort and more work. [20] As a result of this extra effort, the team can be much more efficient and work much better, thus leading to a higher job satisfaction of the subordinates.

Hypothesis two was not supported, as nothing significant was found in the data analyzes. The hypothesis predicted that higher levels of transactional leadership would correspond to lower levels of job satisfaction of subordinates. The place of transactional leadership in the military system, has been deduced from previous research and studies that have been conducted on this topic, due to the reward and promotion system. [21]

Previous studies have shown that transactional leadership is found in the military, it is logical that this does not have a significant negative effect on job satisfaction. The military are familiar with a reward system and perform certain tasks and do things in exchange for rewards (such as performing a specific task and receiving an award), so the eventual aspect of the reward of transactional leadership is inherently a part of the culture.

Depending on how the army is organized, it can provide a transactional leadership framework that is more efficient than it would otherwise be. Subordinates already know that they respond to leaders and know that their performance will lead to desirable or undesirable consequences.

Transactional leaders should not stand out as having a negative effect on job satisfaction, because the military realizes that they are part of the system, so they are comfortable with it and do not interpret it as something unusual. Although there was only a few information that proved to be statistically significant and provides support for hypotheses, the findings of this study may be beneficial for training future officers.

According to the hypothesis, a low level of job satisfaction of subordinates was expected to be directly related to the increased use of transactional leadership.. Finally, it is assumed that both leadership styles (transformational and transactional) would significantly predict association with satisfaction.

### **Conclusions**

Transformational and transactional leadership styles are bold attempts by researchers to explain the nature and effect of leadership. Both theories have different strengths and weaknesses, however, the influence of situational variables on leadership outcomes in the context of both leadership styles should not be ignored.

From the interpretation of the data it is not clear which leadership style is better between the transformational and the transactional. From my point of view, this might depend on the nature of the tasks and the leadership traits of the leader. However, mixing two could lead to better results, even if it is claimed that the leader can be transactional or transformative.

From the analysis of the strengths and weaknesses of these two leadership models, it is clear that much more empirical efforts need to be made to gain a clearer understanding of these two concepts.

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# ECONOMIC ESPIONAGE

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**Abstract:** *Gathering information on a country's economy, its vulnerability, as well as on natural resources within the borders of a state was unanimously accepted as one of the basic functions, at least in World War I. At the same time, the activity of collecting information regarding the commercial practices and the positions of the negotiations within the commercial arrangements and talks was developed. The information is all the more necessary in the field of commercial affairs, as the turnover increases, a matter that is in the attention of any government. However, economic espionage is something else. Theft or theft of plans, state-of-the-art technologies, scientific research works, etc. it is practiced obstinately and ostentatiously, making full use of the means of informative activity, ie sources of operational interest, recruited in a foreign company or institutions with production and research concerns in the economic field. The spies have completed their profile preparation in such a way that they can bring the informational action to the economic information of interest. The beach of economic espionage has been sized according to the proposed purposes. In this paper I will address the basic categories, structures and ideas of general economic espionage, making references to countries such as Japan, the USA, London and others.*

**Keywords:** espionage, economy, information, states, counterintelligence, intelligence tools

## 1. Introduction

Approaching the economy in all its structure and mechanisms, starting from the industrial, scientific, technical, passing into the commercial, financial-banking field, we achieve an understanding of all the sectors with implications for the military, which, in fact, for the entire defense system of the country . The strength of an army is always in line with the economic power of the state from which it receives all the necessary resources for equipping it with weapons and other specific means necessary for carrying out the war.

The problem of economic espionage must be addressed in its multiple plans (industrial, scientific, technical, financial, commercial), under the name of economic espionage, which excludes the possibility that, in each of these genres or subdivisions of the espionage, they will be fired on for purposes well defined and at the same time they are not excluded, on the contrary, they complement each other.

The notion of economic espionage is not relatively new. The object of collecting information in the industrial, commercial, agricultural, financial or technical-scientific news field

has only recently included an entire system of economic relations. Economic espionage has become globalized.

As long as the relations between states are based solely on interests, they resort to espionage. In our opinion, "espionage is the action taken to know and disclose, by various means, all that is required to remain confidential, conspicuous, hidden, concealed, from a person, company or country."

Going into the depths of the history of mankind, we can find facts that are the prelude to espionage activities by methods used and today, therefore, we call them classics. Today, economic, military, political, scientific espionage is a reality. The supremacy of one or the other in the espionage field is determined by the plan that the fight for supremacy is taking place, and I think that everyone agrees that this fight goes, first and foremost, for economic sake, and the military form supports these interests. Thus, it was determined to adopt two parallel directions for the defense of economic secrecy, namely: first, to protect their own secrets from people outside the unit, interested in obtaining them, and second - to guard their secrets within the units themselves. own employees, in order not to "sweat" anything important outwards.

## **2. Today's espionage**

The spy is no longer an adventurer today. He is a professional, "his duties, as the former CIA director, W. Colby, emphasized, have changed and target several political, economic, military, sociological and scientific issues." The methods used to gather information are not taboo here and are not only used in isolation, they have nothing fantastic in their content, but they can always be superimposed: corruption with theft, fraud with blackmail or violation of rooms. It is therefore confirmed that, in espionage, there is no moral. A good example is the Japanese. There were cases, from a certain stage of the negotiations, spies asked to see the functioning of the installation or the apparatus, after which, for various reasons, they stopped the negotiations. Japanese often use such tactics. When the Japanese visited American economic goals, they first became very numerous delegates then, they were divided into specialized groups on areas of interest. For a long time, the American economic counter-espionage did not pay attention to this detail. Much later, when some Japanese products were appearing on the market and strikingly similar to those made in Japanese-targeted companies, they prompted American analysts in the news to find out how large the number of visitors was by chance. When a product of a certain size and complexity was presented to Japanese visitors, the latter were trained to memorize the product in detail, by components. Upon arrival in the country, the Japanese were able to reproduce the entire product from memory. As a result, the FBI banned Japanese visits to American companies, with delegates consisting of a large number of members. One of the methods used to penetrate the secrets of a company would be the "Trojan horse" method, which is simple. from deductions. A person enters inside, presenting himself as a teacher of a group of students, a visitor, etc. and receiving approval to enter certain sections, he "loses" through the company to steal information, then at the exit joining the group.

In order to survive on the economic market, to be able to operate with maximum efficiency, both industry and trade need as much information today.

These are increasingly sought after and are mainly structured as follows:

- generates: the study of markets and new legislation; taxing; predictable trade fluctuations; marketingurile; customer reactions; consumer needs; the pulse of internal and external markets



- those targeting the competition: the quality of the competitors' products; the new societies appeared; financial reports; shareholder meetings or friendly meetings; the study of products sold to competitors;

In addition to the two main directions, economic espionage can also target:

- the intentions of a country or a trader in relation to the new markets discovered;
- investment plans or annual figures for the development of the economy in general or of production in particular;
- precise identification of senior officials or valuable specialists to act on them;
- discovering information that would allow the influence of a country's finances, higher or lower sales prices;
- weaknesses of a business that could allow the merger or conclusion of an agreement;
- information regarding the sale at a more favorable price of some products in the present and future;
- identification of possible new competitors, new ideas and markets, new processes for selling the products, before this information is known by legal means;
- the goodness of an enterprise, whether or not it is prone to bankruptcy.

In connection with the last paragraph, the following example, sufficiently edifying, is illustrative. On January 6 and 7, 1978, the Chancellor of the Federal Republic of Germany, Helmut Schmidt, made an official visit to Bucharest. On this occasion, VF Fokker was interested in entering into business with the Romanian government. The contacts were initiated, several negotiations were carried out. The position was codenamed "Wing". The wing of the business quickly broke, because obtaining the license to manufacture the VFW 614 aircraft was floating in uncertainty and uncertainty, prospecting the US market to place a non-existent product. In this case, no one could guarantee that the Americans would buy the plane because of the Romanians, since they did not buy it from the West Germans, the Fokker company went bankrupt, precisely because of the lack of orders.

Approaching the various directions of action of the espionage and counteracting measures corresponding to these directions, another important aspect would be the protection and defense of a new product. Premature disclosure of information on a new product is a serious danger, leading to serious, sometimes catastrophic, losses. The information disclosed can be used by the one in whose hand they fall, in various ways, but, in all cases, to the detriment of the former beneficiary.

The defense of the new product must start from its conception, by directly involving the driving factors, those specialized in counterintelligence, being aware of everything that happens in each stage of manufacture. The original idea and the first studies are protected by the general protection system, namely static defense, which includes all the protective measures regarding the personnel, documents and materials. This system also includes active and external defense. That is why it is necessary to create a defense program, which will apply at all stages, from the manufacture to the entry into use of the new product.

### **3. The efficiency of Russian espionage**

Famous examples in history for theft of products, is occupied by the Russian economic espionage. In an article in the Intelligence Digest, published at the end of 2002, it is highlighted that Russia had reactivated its technological and economic spy networks. Perhaps the strongest point of the Russians in their attempts to expand the world has been and is espionage. Richard

Sorge's conspiracy, the date of the Germans' invasion of the Soviet Union, and the theft of the American atomic bomb secret, which was of major importance in establishing spheres of influence after World War II, are just a few of the "horrors." Russian spies.

The well-known Organized "Janes" recently drew attention to the fact that, today, Russia has engaged in massive espionage activities in Europe and North America, especially for technological and economic purposes. The SVR (Sluzba Vesnei Razvedka), the Russian civil intelligence service, would have received direct orders from President Vladimir Putin in this direction in order to amplify the collection of economic and technical information from NATO.

The latest deal that proves the effectiveness of Russian espionage is the theft of the missile radar guidance system mounted on NATO's "Jas-39 Gripen" Sudanese fighter jets. The 39 Gripen fighter jets are produced by a "joint venture" between the Swedish company "SAABAB" and the British company "BAE Systems". The radar of the Gripen plane, one of the most perfected in the world, is manufactured by the military component of the company "Ericsson". In November 2002, "Ericsson" accused five of his spy staff in favor of Russia, who sold him the manufacturing secret of the missile steering radar mounted on the "Gripen" plane. At the same time, the Swedish Government expelled two members of the Russian Embassy to Stockholm for activities "incompatible with their status".

Of the five employees of "Ericsson", three were charged with industrial espionage and Swedish justice was referred. Ericsson's business has been regarded in the Western media as the "spy business of the year", although the Swedish company has been trying to keep it quieter. Although Sweden is not a NATO member, the secrets of Swedish technology are, by tradition, shared by the members of the alliance. Anders Melbourn, director of the "Swedish Institute for International Affairs", said that Sweden is increasingly integrated into the NATO defense system, so that the secrets of Sweden can also be considered NATO secrets.

The "espionage business of the year" proves that Russia's intelligence services are more active than ever before, with remarkable efficiency, linking economic and military espionage and leveraging the rich experience of the Czarist and Soviet KGB.

#### **4. Conclusion**

The need for information was, is and will be strongly felt. It is determined by the national and international competition system which, in turn, determines the survival, prosperity or bankruptcy of a company, institution or industry. The useful information obtained about a competitor is an advance in the eternal fight against time for the one who obtains it. That's why, in the US, Japan and Europe, all major companies have two distinct services: one for research and the other for defense. In the complexity of today's world, characterized by numerous contradictory processes, the danger of economic espionage, regardless of its areas of aggression, should not be minimized or underestimated. The informative-offensive activity in the economic field will be further refined, it will continue to become more and more important, even just because technology is playing an increasing role.

With the end of the bipolar world, a new war has started: the economic type war, with an informational component, in which the great security actors of the world, leading the US, are the big winners. From here comes a new world order, which upsets the very nature of the old information services, which for a long time, have been confined to the "cold war".

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# CONFLICT MANAGEMENT AND RESOLUTION STRATEGIES

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**Abstract:** *The following article is based on the idea that conflict management should be understood as a management of success. The term conflict has a strong negative connotation, evoking words like: anger, opposition, aggression. But the conflict does not have to be a negative experience. Conflict resolution is often an incentive for positive change within the organization. Usually, managers intend to describe the conflict as a tension state between two or more groups when they have to interact to perform a task or an objective. Conflict management must help managers to develop skills for them to think about the positive and negative aspects of conflicts and quickly find solutions to solve them, thus ensuring a pleasant and constructive working climate. The benefits of conflict resolution are given by the possibility of new opportunities and constructive aspects in performing a specific task or mission.*

**Keywords:** organization, management, conflict, resolution.

## Introduction

As a term, the conflict derives from the Latin "conflictus", which means "to keep together with force", and as a phenomenon, according to the dictionary of sociology, signifies "open opposition, fight between individuals, groups, social classes, parties, communities, states with economic, political, religious, ethnic, racial interests divergent or incompatible, with destructive effects on social interactions".

Conflict is a tensioning state that occurs when two or more parts of the organization need to enter into interaction to perform a task, make a decision and achieve a goal, or solve a problem.

Although the literature has many views on the nature or definition of the conflict, even stating that there is a "conflict" regarding the role of conflict in organizations, the following conflict approaches within the organization have been highlighted: traditionalist approach, human relations approach [1].

The notion of conflict refers both to conflict with negative effects (non-productive) and positive conflict (productive) with beneficial effects on the individual, group or organization. In the life of an organization, a group, in professional activity, conflicts are inevitable. They can cause great harm to productivity, but they can be synonymous with dynamism and progress.

Referring only to conflicts within a system, in our case, the military system, which by its destination must be homogeneous and unified, we point out that people, groups and military organizations in deep conflict, manifest their concerns in different directions

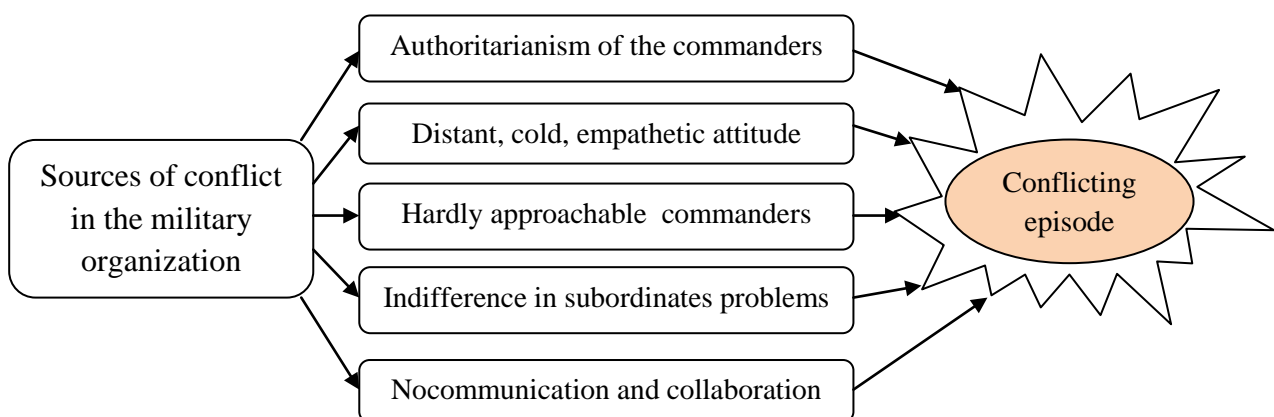
undermine each other's actions, do not communicate with each other cooperatively and reduce efficiency until annihilation [2].

The conflict in the military organization has a great diversity of manifestation and may be related to service or other issues, thus also acting on the management process, because managers will have to act to settle them. Whatever the cause of the conflict between members of the military organization, it is ultimately reflected, one way or another, in interpersonal relations.

### Types of conflicts. Causes of conflict in the organization

There are a wide variety of causes that generate conflicts, but most conflicts are reduced to a few basic types that can be identified using a number of specific criteria, such as [3]:

1. In terms of the effects it generates, conflicts can be:
  - Functional or constructive conflicts;
  - Dysfunctional or destructive conflicts.
2. From the point of view of the scope, conflicts can be:
  - Intrapersonal or inner conflicts;
  - Interpersonal conflicts;
  - Intergroups conflicts.
3. In terms of hierarchical level, conflicts can be:
  - Horizontal conflicts (peer to peer);
  - Vertical conflicts (different hierarchical levels);
  - Diagonal conflicts (allocation of resources in the organization).
4. In terms of duration and evolution, conflicts can be:
  - Spontaneous conflicts;
  - Acute conflicts;
  - Chronic conflicts.
5. In terms of the environment and the form of manifestation, conflicts can be [4]:
  - Public or private;
  - Formal or informal;
  - Rational or irrational.
  -



**Figure 1.**Sources of conflict in the military organization

"The successful resolution of conflict situations also requires the identification and awareness of the causes of conflicts in order to be able to act to make proper use of the positive effects, as well as to reduce as far as possible negative consequences[5]."

After Sam Deep and Lyle Sussman the essential causes of conflicts are[6]:

- **Different views on priority objectives.** The existence of different goals or objectives, frequently leads to conflicts of interest or priorities, even when the same organizational purposes are pursued;

- **Different views on the methods used.** Individuals or groups may have common objectives, but different opinions on how to achieve them;

- **Differences in perception mode or value system.** Most conflicts result from the different way in which people see reality; people tend to act on the basis of what they perceive to be reality, and conflicts arise precisely because we do not all see the same reality; differences may also arise in relation to ethical aspects or the ways in which power is exercised, without neglecting moral probity and fairness;

- **Lack of communication or poor communication leading to misunderstandings.** In such situations, the only way to resolve the conflict is cooperation, which allows each party to find out the position and arguments of the other party;

- **The competition on insufficient resources.** The limited nature of organizational resources and dependence on such resources can lead to competitions that can turn into conflicts; resource failure has the ability to turn sneaky or slow conflicts into open and acute conflicts;

- **Differences in power, status and culture.** In situations where the parties differ significantly in strength, status and culture; power-related, for example, if dependence is not mutual but one-sided, the potential for conflict increases; the higher chances of some persons or groups of having a social status considered by others more honorable are another cause of conflict; also, when two or more cultures develop in an organization, the clash between beliefs and values can generate open conflict;

- **The competition for supremacy.** It manifests itself when a person tries to surpass or eclipse another person, such as when two employees compete for promotion or an influential position within the same organization;

- **The "invasion" of the territory,** which, as mentioned in the literature, is not limited to the physical space, but to all other finite resources for which people are competing (spaces, investments, personnel, facilities, rewards, etc.);

- **Ambiguity.** Ambiguous goals and objectives, imprecision in determining the tasks, authority and responsibility of certain posts or compartments, lack of clarity in the transmission of decisions or the warped presentation of reality are sources of conflict;

- **The nature of activities and interdependence of tasks** are potential sources of conflict when individuals, groups or departments are mutually dependent on the achievement of their own objectives, which requires the interaction of the parties so that they can coordinate their interests;

- **Changing the external environment of the organization,** since increasing competition, government interventions, new technologies or changing social values can be major causes of conflict;

- **Aggression and stubbornness,** because some individuals go through life in a way that seems to be looking for opponents; therefore, literature stresses that it would be a big mistake to confuse a difficult man with difficult conduct.

### **Conflict management in the military organization**

Sources of conflict in an organization cannot be removed, but the manager must be able to identify these sources, understand their nature, and then, given both the objectives of the organization and the individual, he can act to reduce the negative effects and use the positive effects.

Management theory and practice in the field of human resources highlights numerous strategies for solving conflict situations within an organization [7], such as:

**The strategy oriented towards avoiding (avoiding/ neglecting)** is characterized by the fact that the conflicting people recognise the existence of the conflict, but do not wish to cooperate. This type of strategy has as its main characteristic the reduced capacity of the conflicting parties to impose their own interests and needs.

**The strategy oriented towards accommodation (adaptation/concession).** The parties in conflict in this situation do not act towards imposing their own point of view, but more to meet the needs of others. Accommodating influences managers to become more cooperative and willing to meet the needs or interests of others, to the harm of their own interests.

**Strategy oriented towards competition (authority/ power)** is in direct opposition with the accommodation strategy, and is the way that focuses particularly on imposing interest and self-view, and minimising cooperation. This strategy is useful in situations where power is in the middle and when there is a "win-loss" or "winner-defeated" posture [8].

**The strategy oriented towards compromise (sharing)** represents that type of conflict management which combines in intermediate or average doses imposing their own interest, their own point of view and cooperation or satisfying the needs of others. This strategy usually involves a negotiation, in which a position is adopted which ultimately leads to minimal gain and limited loss, both in terms of interpersonal relations and objectives.

**The strategy oriented towards collaboration (integration)** is that strategy that maximises the imposition of interest and self-view, as well as cooperation or meeting the needs of others, in the hope of obtaining an integrative agreement, or finding integrative solutions that satisfy the interests of all parties to the conflict.

Successful resolution of conflicts in the military organization depends to a large extent on people's willingness to change their attitudes and opinions. Conflict management ability can be improved by practicing human relationship and communication management skills [9]:

- the ability to communicate - to convey and listen to messages;
- developing a climate of trust;
- respect for oneself and others, tolerance;
- acceptance of the responsibility of others and one's own person;
- control of emotions.

There are several ways to deal with conflicts:

- avoidance, abandonment, postponement or ignorance – people justify their attitude by denying the existence of the problem;
- adjustment, repression (for the sake of peace) - people consider that it is not worth destroying the relationship; the disadvantage is that communication is not achieved;
- winner-defeated/domination - the use of power in one party, while the other side has no resolution and is frustrated; the loser may block cooperation in the future;
- compromise - reassess the requirements and seek a third solution, win-win solution, so that both sides are satisfied;
- win-win approach - the optimal approach, in which it is no longer a victory for one side over another, but a win for both sides.

Conflict prevention can be achieved through quality social dialogue within the military organization. This requires active participation of subordinates in a communication both

horizontally and vertically, which involves several levels: participation in the workplace; participation in human relations itself; their financial co-interest.

In order to prevent a destructive conflict, the commander must: ask for people's opinions and listen to them carefully; to address criticism in a constructive manner; not start from the premise that they know what others think or feel about certain important topics; before taking decisions which could affect the work of others to consult or incentivize it to participate in their development; encourage people and groups engaged in constructive disputes; to try to find ways to allow both sides of a conflict to leave the field with some dignity.

There is a wide variety of conflict management techniques and systems, but the most important forms of conflict intervention are considered: mediation, arbitration and conciliation.

- **Mediation** takes place when a neutral third party facilitates the reach of a negotiated agreement. This method works at full efficiency when the conflict is not intense and the parties are willing to negotiate.

- **Arbitration**, occurs when the third party is given the authority to impose the terms of extinguishing a conflict. Arbitration may intervene by showing the willingness of the parties at any time of the conflict of interest.

- **Conciliation** is carried out by a neutral person or a conciliation committee and involves holding discussions between the warring parties, with the aim of harmonizing their positions and reaching a certain agreement.

### **Conclusions**

Conflict must be considered an inevitable aspect of the lives of organizations, with most people considering conflicts to be destructive, irreconcilable clashes, resulting in some gaining over others. A mid-level conflict is necessary to enable the evolution of organizational processes and pave the way for change; conflict can give rise to the motivation to solve problems that otherwise go unnoticed, leading to creative behavior.

A conflict can be born in an organization and it can be amplified from a simple misunderstanding. If this conflict is not treated in time, it can lead to an imbalance of power and undermine any method of collaboration. Conflicts occur when the people concerned have no opportunity to communicate, listen and collaborate.

The conflict can, on the one hand, be a huge leak of resources for an organization, and on the other hand a source of discomfort and apathy at work. The usefulness of conflict management is therefore enormous for an organization and its management.

Taking actions to prevent conflict does not implicitly mean that they will lead to the permanent elimination of problems in the organization. In this regard, it is necessary to implement an organizational culture that assumes that problems are a natural part of organizational life.

Good management of interpersonal conflicts and between groups always has a positive impact on individual yields and makes the organization a pleasant and high-performance environment.

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# IMPLEMENTING SUSTAINABLE DEVELOPMENT GOALS AT MILITARY UNIT LEVEL - AIR BASE

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**Abstract:** *Romania, as a member state of the UN and the EU, has adhered to the 17 goals of sustainable development and has elaborated the 2030 Agenda for Sustainable Development. Adherence to the principles of sustainable development by our country requires their application in all fields and all sectors of activity, thus, the military units take steps to align with the objectives of sustainable development. The military unit has implemented a series of measures to meet these objectives, such as: purchasing new technology to reduce consumption and pollution, waste recycling, use of environmentally friendly substances, equal opportunities, increasing the spirit of belonging, exercises with foreign partners to broaden the horizon and intercultural communication, and many more. Even if the efforts of the military unit were considerable, the process of adopting the principles of sustainable development is not complete, and other measures to correct the deficiencies will be applied.*

**Keywords:** sustainable, development, unit, environment, waste

## **1. The main characteristics of the military unit - air base**

The main activity of the military unit is air transport for the benefit of the Ministry of National Defense and other state institutions. The air transport missions are carried out under the aegis of the UN, NATO or OSCE, both in the Romanian airspace and in the international airspace, the unit being involved in civil emergency and natural disaster missions.

Considering the specificity of the unit, it has a very large area, hundreds of hectares, most of which represents an unbuilt area, grassland and orchards, and the rest of the area is covered by the buildings, hangars for aviation technology, access roads and alleys, toll roads, take-off runways and parking platforms.

The staff of the unit is numerous, having varied staff: officers, warrant officers, non-commissioned officers, soldiers and civilian personnel who have various specialties and work 8 hours or shifts.

The subunits within the base fulfill multiple tasks: pilotage, technical maintenance, aerodrome infrastructure maintenance, barracks maintenance, fuel supply, feeding, security and protection, human resources, training, communications and computer science, accounting, medical assistance, psychological assistance and many more.

Each subunit is equipped with equipment for the area of responsibility, the unit has an extremely complex equipment, from aviation technology (air transport aircraft, fighter jets,

helicopters, etc.), land transport equipment (trucks, cars, buses, etc.), engineering equipment and for maintaining the operation of the treads (backhoe loader, snow removal equipment, grass maintenance equipment, track cleaning equipment, etc.), for emergency situations (auto fire extinguishers, ambulances, helicopters for medical evacuation), equipment for carburetor supply (auto tanks), communication and computer technology and much more others. Each category of equipment requires specialized personnel for its maintenance and operation, but also different types of tools for maintenance and spare parts.

As a result of the activities carried out within the unit, the large number of equipment and personnel, a considerable amount of waste results, both wood, plastic, glass, metal, vegetable waste, as well as dangerous substances that require specially arranged storage places and special modes of transport. Thus, the effort made for sorting, storing, transporting and recycling them is considerable. Also, the employees of the unit and the people who live or work in the areas in its vicinity, are subjected to an increased level of noise pollution, air pollution and electromagnetic radiation.

## **2. The current state of implementation of the concept of sustainable development at the military unit level**

Romania, as a member state of the United Nations (UN) and the European Union (EU), expressed its adherence to the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda, adopted by the UN General Assembly Resolution A / RES / 70/1, at the UN Summit for Sustainable Development in September 2015. The conclusions of the EU Council, adopted on June 20, 2017, "A sustainable future of Europe: the EU response to the 2030 Agenda for Sustainable Development" is the assumed political document by EU Member States on the implementation of the 2030 Agenda for Sustainable Development.[1]

The implementation of the concept of sustainable development in the military unit is based on the strategy established at national level, based on three pillars: economic, social and environmental. These are reflected at the unit level through the activity to ensure: good working conditions for the staff, ensuring that they have a good quality of life and can meet their basic needs, and to fulfill the missions of the unit using optimal resources and without affecting the environment.

One of the main aspects of sustainable development applied in the military unit is the achievement of social cohesion and equity through solidarity and balance. Thus, the sub-units are encouraged to cooperate continuously for the achievement of the objectives, without the idea that each has to deal only with the tasks assigned to them. In most cases where a subunit receives a more difficult task or is in a crisis of personnel or resources, it is supported by other subunits, both with personnel, equipment and materials. Subunit commanders are encouraged to communicate with each other, to know what each subunit can offer and needs. At the same time, each sub-unit commander is encouraged to know the social and material status of the subordinate personnel, to know their problems and to try to support them, thus increasing their confidence and spirit of belonging.

At the level of the military unit, the principle of equal opportunities is applied, thus, each person is informed, in a timely manner, about the opportunities for advancement and improvement, through training courses and programs.

In the last year, the focus has been greatly on improving working conditions, on the comfort and quality of life of the staff in the unit. Thus, began the renovation of workspaces, offices, equipping them with air conditioning, increasing the quality of food and organizing multiple sports activities: volleyball, basketball, table tennis, football, martial arts, fitness and recreation: concerts, plays, scientific events.

The activity of promoting the military unit and the army was an important objective, the unit is becoming increasingly visible in the online environment, in the media and in the

community it is part of. Multiple events were organized in which people from the civilian environment were also received, such as the day of the open gates, during which the citizens had the opportunity to visit the military unit and to see the equipment. Also, the unit was involved in charitable activities, both for those outside the unit and for the situations in which people within the unit needed help, thus highlighting the solidarity of the people in the unit in the face of unfortunate situations.

The military unit participated in multiple multinational exercises, which aim to strengthen cooperation with NATO member states, but also the improvement of the staff through the exchange of experience, socialization and teamwork with the staff from the partner states. At the same time, working together with foreign personnel increases intercultural communication, broadens the horizons of its own personnel, and reduces racism, bringing a benefit, not only to military units and its personnel, but to society in general.

The orchards in the military unit are regularly maintained and cleaned, so the staff has the opportunity to consume seasonal fruits, which have not been sprayed with pesticides, directly from the orchard. Preponderant, in the orchards of the military unit there are apricots and apples, but we also find cherries and mirabelle. Access to the orchards is free, each person consuming the fruit at will, the offices are breathed by the smell of fruit, the health of the staff is improved and their morale is increased. If a fruit tree is an obstacle to carrying out activities or carrying out missions, it is not cut, it is relocated to another area where it does not affect work. In the last year considerable areas of natural grass have been planted, for aesthetic purpose and for air purification.

To prevent obesity, from the menu from the unit mess were eliminated high fat preparations. Also, the unit stand gives the staff the opportunity to opt for the diet menu, in which the food is prepared without frying, spices or different ingredients contraindicated by doctors.

Gender equality and strengthening the role of women in the military, and implicitly in society, is an objective of sustainable development that has been taken over by the military unit. This is reflected by the large number of female staff in the unit and the fact that many of them are in senior management positions. The number of women assigned after graduation from the military academies and the schools of warrant officers and non-commissioned officers was bigger than in the past. The women in the unit carry out various functions, from sub-unit commanders, depot managers, to personnel in charge of aircraft and helicopter maintenance, and pilots on all categories of aircraft.

To support the national effort to mitigate climate effects, the military unit has implemented a series of measures to reduce pollution. Moving the staff from home to the unit, to start the program, and from the unit to home, at the end of the work program, is done with the help of buses and minibuses. Thus, a large number of people travel by means of public transport, not by personal car, greatly reducing the amount of exhaust gas released into the air, and thus, its pollution. The use of the buses provided by the base staff not only helps maintain a clean air in the city, but also reduces traffic during peak hours.

In the last year, the unit has made considerable efforts to equip the subunits with new technique and to replace the old technique. The newly introduced equipment allows the tasks to be carried out in a shorter time and with better results, but also increases the comfort of the operators, because they are equipped with air conditioning, heating system, comfortable chairs, in general, assemblies that enhance the ergonomics of man-machine, as opposed to the old technique, in which the air conditioning was non-existent, the heat did not work, and the staff encountered back problems due to working hours in uncomfortable chairs, but also poor quality suspensions that did not cushion the shock felt by the operator when traveling on rough terrain.

At the same time, the new technique has a low fuel consumption and a low emission of pollutants, as opposed to the old technology which had a high consumption and emitted a considerable quantity of exhaust gases which considerably pollute the air.

Given the specificity of the unit, air base it is imperative to ensure the operation of the toll roads, take-off runways and stationary platforms, regardless of the time of year and weather conditions. If during the hot season, the practicability of the aerodrome infrastructure can be achieved with reduced efforts, the cold season raises a major difficulty in achieving it. Roads should be kept as clean and dry as possible, even in the cold season, but above all they should not be covered by glazed frost as they can cause major accidents. The snow is removed with the help of the new snowmobiles equipped with snow blades or snowblowers, the glazed frost is removed by spreading deicing substances, solid or liquid, with the help of special vehicles equipped with salt spreading equipment.

The main environmental problem faced by the unit in order to maintain the viability of the roads during the cold season is that most de-icing substances are toxic for the environment. For example, in February 2019, the Commissioners of the Environmental Guard fined the "Henri Coandă" Airport in Otopeni for discharges of toxic substances into the lake basin around Bucharest[2], tonnes of fish died after the spill. The toxic substances came from the defroster used to defrost the aircraft and remove the glazed frost. The military unit realized early on the impact that this type of harmful substances can have on the environment, so it opted for the purchase and use of solid and liquid de-icing agents, which produce the desired effect, without affecting the environment.

The activities carried out in the unit are complex, so it is necessary to provide workspaces for staff in different places, which change periodically. The construction of new buildings represents a huge effort and a large amount of resources, construction sites produce air pollution due to dust and noise pollution, green spaces are reduced to make room for buildings. To meet the diverse needs of workspaces, the unit should periodically build buildings, which, after a period of use, will no longer find utility. The solution adopted by the military unit to achieve its objectives, without affecting the environment and without wasting resources, was the purchase of modular containers. Modular containers are the facility where the staff can operate with multiple destinations: office, warehouse, toilet, showers, dining room, conference room and many more. They can be easily moved from one place to another with the help of a crane and trailer to meet the needs of the unit. In this way, the unit saves money, material resources, human resources, protects the environment and can promptly fulfill those missions that appear in crisis situations.

The amount of waste resulted from the activities carried out in the unit is considerable. The large area of grassy areas and orchards of the unit produces a large volume of vegetable debris, these are the easiest to manage, the grass is cut regularly and is not harvested later, which is beneficial for the soil, and the wood from the cleaning of trees and cleaning the orchards is sorted by size and sent to military units that can use it. Metal, plastic and glass are sorted and transported to the military units that deal with their recycling. Due to the lack of storage spaces, the sorted waste is kept outdoors until the required quantity is collected to carry out the transport. Hazardous substances are stored in special containers arranged in special spaces.

### **3. Prospects for implementing the concept of sustainable development at the military unit level**

The military unit recycles waste resulting from specific activities, but is facing a real problem regarding household garbage. Due to the insufficient number of waste bins for selective collection and the lack of a contract with a sanitation company that selects the waste, the household waste is not recycled. Therefore, steps were taken for the purchase and

placement of the waste bins for selective collection and for the signing of a contract with a company that will manage them properly.

Although the unit was equipped with new technology, there are some areas of activity in which this has not yet materialized, is still in use the old technique, which has a high fuel consumption and which pollutes. The main objective is to replace all the old equipment in the military unit. Also, it is necessary to change the way in which the acquisition of technique is made, because, so far, the criterion of choice of the product was the lowest price, and in order to align with the principles of sustainable development, the purchase must be made taking into account of the life cycle cost of the product.

A considerable number of buildings are not thermally insulated, which increases the consumption of thermal resources necessary to maintain an optimum temperature during the cold season.

Measures must be taken to mitigate the harmful effect of electromagnetic radiation from communications equipment on the human body.

The geographical area in which the unit is located allows the installation of alternative electricity production facilities. In the hot season, the temperature is very high, this, correlated with the large unbuilt and flat surfaces, located in open areas, allow the arrangement of solar panels that can meet the unit's electricity needs.

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# LEADERSHIP AND ORGANIZATIONAL CULTURE STYLES IN NATIONAL DEFENSE MINISTRY EDUCATIONAL INSTITUTIONS

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**Abstract:** *The value of the organizational climate in a military institution is significantly influenced by the leadership style of the commander. As the climate influences the performance of each individual, it is clear that the chief (commander) must act directly on climate, to influence it positively. The degree of sociability and its mood are two variables that put their mark on the climate. Most studies on the organizational climate have highlighted the importance of enhancing the human factor in the overall mission and objectives of the organization, its involvement in decision making and problem solving, cultivating professional support and collaboration relationships, so that the employee develops and invests a personal interest for welfare of the institution.*

**Keywords:** leadership, organizational climate, problem solving, military;

The military institutions, with an important part to play in the National Defense sector, had a tumultuous historical evolution, being a large part of their existence, military units more than schools, their staff taking part in various specific missions and practical activities. During the time, the fresh blood from external sources and the significant changes in attributions and missions of the structures had the effect of creating, on an educational institutional level, a body of instructors and heterogeneous administrative staff in terms of status, professional training and organizational culture. On this point of view, I considered it necessary and opportune to study the organizational culture and leadership style in the military educational institution.

There is no unanimous acceptance on the concept of organizational culture, most theorists consider it holistic, to some extent reflecting the evolution of the organization in time, as being related to the collective unconscious (myths, rituals, symbols), socially based and difficult to alter because it refers to the intimate springs of the personality of its members within the organization.

The article connects with the Geert Hofstede's model, regarding the organizational culture, defined as the collective programming of the mind, which distinguishes the members of a group or category from those of another[4] of the different organizations. Within the organizational culture of the military institutions, as in any institution, there are deep-rooted beliefs about how work should be organized, authority, and the best methods of rewarding and controlling the employee, or how much submission or initiative is expected from subordinates.

The five outlined organizational culture dimensions by Hofstede's model that influences the culture of the workplace are: power distance, individualism, masculinity vs. femininity, uncertainty avoidance index and long term orientation [2].

Power distance index refers to the differences in the work culture as per the power delegated to the employees. The military organisation believes in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However, in some civilian organisations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work. [1] Individualism represents the degree to which individuals are integrated into groups / organisations. Individualism characterizes the [5] societies in which [5] the connections between the members [5] are shallow, each is on its own, and the work ethics is directed towards training individuals for solving the tasks on its own, without the support of the group. Instead, collectivism is specific to the structures in which the individual is connected to the group, protected by it and loyal to it, expressing the group ideology, instead of the personal opinions, and education trains the members to social integrate.

Masculinity vs. femininity refers to the distribution of [6] gender roles [6] and represents the [6] degree to which [6] society considers confident/masculine behavior to be successful. The male cultures are characterized by ambition and competition, while the female cultures by modesty and caring for the others. Both create different types of leaders. The male manager is tough, determined and aggressive, adopting an autocratic leadership style while the female leader uses intuition, seeks common sense and agreement, having a style characterized by collaboration, operability and active participation.

Uncertainty avoidance index deals with society's tolerance for uncertainty and ambiguity [2] and to what extent the members of [2] the organization feel [2] comfortable or [2] uncomfortable in new and unknown positions. The index refers to the tolerance level of employees within comfortable and uncomfortable situations [1]. Organizations characterized by a strong avoidance of uncertainty index try to minimize the possibility of such situations by strict laws and rules, safety and security measures [3].

Long term orientation is the [3] last dimension [3], added later by Hofstede [3]. The values associated with long term orientation are [2] perseverance, saving, buying, and [2]. organizing relationships by statute. Opposite, short term orientation is represented by respect for tradition [7], fulfilling social obligations, personal [7] safety and stability [7], respecting morals and ethics. Military and civilian personnel working in military institutions react to all the factors presented in the Hofstede's Model of Organizational cultures, there for it is important to be aware of the influence the organizational culture upon every individual's results. According to Kurt Lewin, there are three major leadership styles: authoritative, democratic and permissive, also called laissez-faire, which will be highlighted in a direct relationship with the Hofstede's Model of Organizational cultures, using as tool the results of the study made in a national defense military institution.

The study aimed to investigate the connection between perceived leadership style, ideal leadership style and organizational culture in order to identify and find solutions for improving the results within the organization.

The study was carried out on a representative group of subjects working in a military institution, containing 90 persons. The group consists of 25% women and 75% men. In terms of professional status there were questioned: 30 officers, 50 non-commissioned officers and 10 civilian contract staff.

After completing the questionnaire and interpreting the results, several conclusions were



determined. First of all, it was revealed that the autocratic leadership style correlates negatively with the democratic and the permissive style, and the democratic one correlates with the permissive style. These correlations confirm Lewin's model of the three leadership styles. In the ideal variant of the style, the negative correlation of the autocratic style with the other two dimensions is preserved, the last two not being correlated with each other.

Thus, the ideal democratic style and the permissive ideal style seem to be independent dimensions. Regarding the correlations of the perceived leadership style with the dimensions of the culture, we found that only one dimension of the style correlated with a single dimension of the organizational culture (the autocratic style with the preference for the male type culture). However, the correlation found confirms Hofstede's model in terms of male cultures, characterized as being competitive and driven by tough, determined and aggressive people, so in an autocratic style.

Regarding the relationship between the ideal leadership style and the organizational culture, it is a closer one. The preference for the autocratic style correlated with the preference for masculine cultures, but also with the avoidance of uncertainty and individualism, and the preference for the democratic style correlated with the tendency towards collectivism and with a small power distance.

The permissive style also correlated with a higher power distance index. These relationships are, again, confirmers of Hofstede's organizational culture model, mentioning that his model does not refer to the ideal leadership style, but to the current one.

Also, it was noticed the interesting relationship between an ideal permissive style and a higher power distance index. Comparing the personnel categories, it appears that civilian personnel have a higher preference for the authoritarian leadership style, both in comparison to the officers and non-commissioned officers in the military educational structure. Similarly, they perceive and accept a bigger power distance index, and have a greater tendency toward avoiding uncertainty and a more pronounced long-term.

Another aspect not to be neglected is the significantly higher preference of the military personnel for a collective culture, a culture in which the individual is part of the group, is protected and loyal to the mission of the organization, which confirms once again that in terms of organizational culture, the military organization needs collectivism, in order to offer the basis of a strong, functional system. This has important implications on how to use managerial tools, leadership, etc., on an approach level, depending on the specific of each personnel category, to obtain the best results.

A correct diagnosis of the organizational culture together with a clear assessment of the leadership style (perceived and ideal) will help leaders from various hierarchical levels to address the expectations and personal needs of the employees, regardless of their rank and social status, to act in accordance with the norms and values accepted by them, thus amplifying the motivation in the work of the employees. In the same time, they will be able to model attitudes and behaviors by using organizational culture as a tool for influencing staff.

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# THE BUDGET DEFICIT OF THE COUNTRY IN THE CASE OF ROMANIA

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**Abstract:** *The budget deficit is one of the macroeconomic indicators representing the expenses that exceed the revenues and reflecting the financial health of a state. The budget deficit is not a problem when it is fully reflected in investment spending and, in particular, in infrastructure development and is covered by secure financial resources, without resorting to inflationary monetary issues. The deficit may occur as a result of unanticipated economic activities and is reflected as a percentage of Gross Domestic Product (GDP). In Romania, within the broad economic activity for highlighting the place held by the budget deficit, an important aspect is the determination of the share of the public financial deficit within the expenditures and revenues of the general consolidated budget. At present, the knowledge of the budget deficit and the concern for its diminution continues to unfold, all the more so as Romania faces difficulties in the evolution of the economy.*

**Keywords:** Budget, external debt, economic activity, macroeconomic stability, financial stability.

## Introduction

In the current conditions of economic activity, where the need for financial resources is greater than the existing funds, the elaboration of budgets at any level is one of the primary problems, especially regarding the respect of the principle of budgetary balance.

In Romania, in the complex context in which the activity is carried out, in an attempt to highlight the place held by the phenomenon of the deficit, an important role is attributed in determining the share the public deficit in the overall consolidated expenditures and revenues. Given the existence of certain structural phenomena of crisis, the increase of budget deficits beyond the limits of non-inflationary financing returns as an additional factor competing to accentuate the economic imbalances. Moreover, if the budgetary expenditures are directed towards satisfying the function of redistribution of the state and to the subsidies, in the absence of a real coefficient of multiplication, the state of the budget deficits worsens.

Thus, in the current context, when one wants to find out and motivate those branches of the national economy that can be modified in the world economy, one of the most important of problems are solve regarding the interpretation of the processes and adoption of a dynamic and creative concept, which takes into account both the requirements for the use of fiscal levers in the development policy of the economy, as well as the reason of modifying the structure of budgetary expenditures.

### **Causes and consequences of the budget deficit**

Macroeconomic stability is one of the main aims of economic policies, because the short-term uncontrolled fluctuations of the main macroeconomic indicators destabilize the path of efficient implementation of government policies, affect economic growth and create uncertainty in the economic environment.

The budget deficit has now become a common phenomenon, in many countries, against the backdrop of increasing public spending. In Romania, the budget deficit has been one of the most difficult problems faced by the economic policy in recent years. Under the current conditions of economic activity, where the need for financial resources is greater than the existing funds, the elaboration of budgets at any level is one of the primary problems, especially regarding the respect of the principle of budgetary balance. *In most cases, the budget balance is not automatically achieved by covering the budgetary expenses with the budget revenues. In this case it can be said that the budget is elaborated with financing deficit. The long-term effects of budget deficits are analyzed from the perspective of how they affect economic growth and the well-being of individuals* [1]

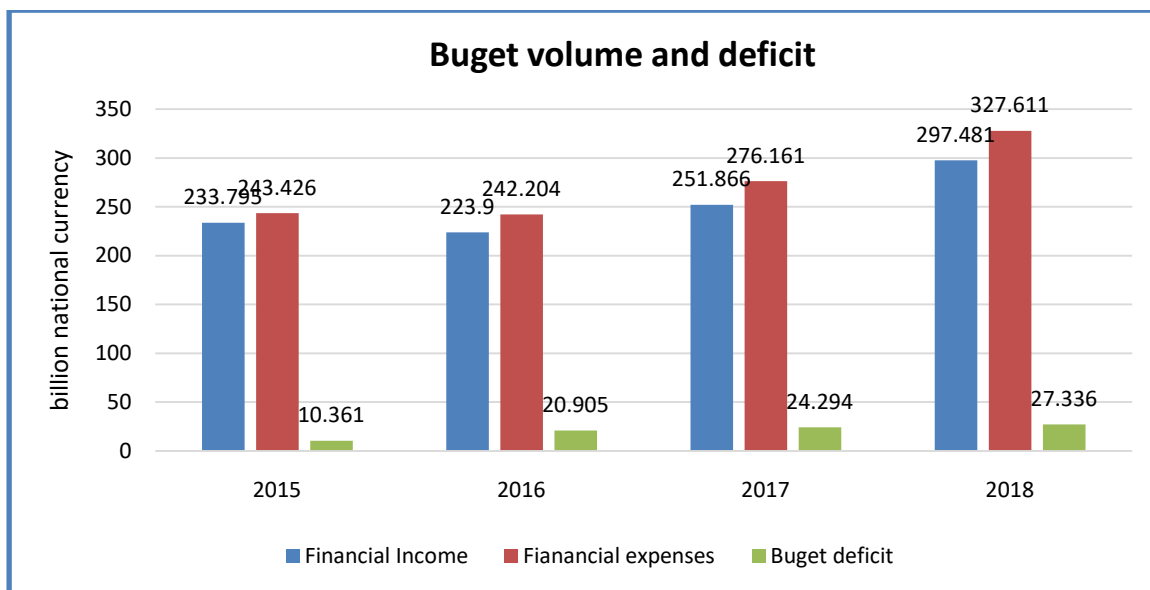
### **Analysis of the budget deficit in the period 2015-2018**

The period 2015-2018 was a period marked by political instability, which followed and deepened the policy of budget execution with deficit. The analysis of the deficit will be done using sets of level, structure indicators and interpretation of the dynamics of the indicators during the respective years, corroborated with the main changes in the fiscal-budgetary policy and in the economy.

The economic indicator represents the numerical form of the quantitative side of the phenomena and processes in the economy under certain conditions of time, space and environment. The indicator allows the causal highlighting of these processes and sub-processes from a quantitative, qualitative and structural point of view and is important for analyzing the interdependencies of the subsystems of the economy. Indicators that are suggestive for determining the dynamics of the economy through the budgetary-fiscal policy perspective will be used.

The budget deficit is stipulated in the law 500/2002 regarding the public finances as the surplus or deficit of the state budget, the state social insurance budget and the special funds budgets and it is established that the difference between the incomes collected and the payments made until the end of the budget year.

The deficit at the level of the consolidated general budget expresses the aggregate imbalance that exists in the component budgets of the consolidated general budget. This is the most used level indicator in the analyzes regarding the imbalance and sustainability of public spending. For a correct sizing of the budget deficit, both the expenses and the budgetary revenues to the BCG are taken into account in a transparent way, with the elimination from the calculation flow of the transfers between the budgets foreseen at the expenses



Source: INS

Figure number 1- Buget volume and deficit

The graphical representation presents the synthetic budgetary volume indicators for revenue, expenditure and budget deficit at BCG level for all 4 years analyzed. The graph shows the upward trend of the budget deficit volume over the years. However, a decrease in the volume of revenues in the general budget consolidated by 4.3% compared to 2015 is observed in 2016, while the total expenditure decreased by 0.6% between the same years, while the volume of the budget deficit increased by 95%, for to finance the difference.

We therefore observe the impact of some fiscal-budgetary measures envisaged within the policy of reducing the fiscal pressure through the modification of the Fiscal Code by Law no. 227/2015 with an impact on revenues of 10.5 billion lei. During the technocratic governance in 2016, the state budget suffered 2 rectifications, through GEO 14/2016, respectively GEO 86/2016 regarding the rectification of the state budget, following the evolution of the macroeconomic indicators and the reflection in the budget execution of some fiscal-budgetary measures. .

The years 2017-2018 undergo a policy change at the Government level with the installation of the Grindeanu cabinet and the start of the governance program assumed after the 2016 elections. The maximum value reached in the range is the year 2018 for all indicators, while the minimum value of revenues and expenditures is found in 2016, the minimum volume of the deficit being nevertheless present in 2015 due to the dynamics of the applied policies.

In the current norms, Romania tries to define its status and performances, it is desired to identify and encourage those branches and branches of the national economy that can be developed in the world economic framework, it is ideal to use the fiscal levers in accordance with the current requirements established at the union level. European and taking into account the other macroeconomic policies that can be adopted to overcome the current economic and financial deadlock. Thus, it is established the theory that, during the crisis period, an increase of the budgetary expenses must be ensured having as main objective a relaunch of the economic activity, which will contribute to the increase of the employment and to the reduction of unemployment, thus it must be taken into account. consideration of reorganizing the mode of economic activity.

### **Measures to finance the budget deficit in Romania**

The influences that cause the increase of the deficit can be synthesized and paired, for a better way to understand the phenomenon, in two categories: influences of economic nature and influences of psychological nature. among the principal aspects of the budget deficit in Romania in the context of the current crisis. *Labor market implications, psychological influences combined with economic ones act directly on the financial markets, which leads to the decline of capital markets and the sometimes sharp depreciation of national currencies. consequently a certain depreciation of the exchange rate is often a useful method in balancing trade balances, an uncontrolled amplification of budget deficits can sometimes lead to monetary devaluation.*[2]

These, at a certain level, alter the benefits obtained externally, aggravating the internal imbalances, especially by modifying with the tendency to increase the pressures in the economy of inflation. As for the influences of the economic nature, they act very strictly defined ways by the modalities used to balance the budget deficit. The modalities used are the object of the analysis, by the direct methods or indirect methods, they generate on the economic mechanisms or to the economic stability in the same time. The problem of financing the budget deficit, choosing an optimal method of financing is the subject of numerous debates between economists. In the specialized researches we can find the following ways of financing deficits: high tax financing, financing through the reduction of budgetary expenses, financing by monetary emissions and financing by public debt.

### **Conclusions**

In our country, the financing of the budget deficit has been obtained mainly by contracting state loans, from external and from internal resources, respectively from loans from the internal market, from the external market and through the support from the account resources of The State Treasury.

The main threat is related to sum the budget deficits that will make it difficult to manage public debt. Romania's public debt, still far from 60% of the GDP offered by the Stability Pact, assumed by the Maastricht Treaty, has seen an accelerated growth in the last two years, when it was almost doubled. For Romania, the basic problem remains the low level of collection of budget revenues in GDP (28.8%), compared to the European Union average 27 (40.5% of GDP), without encouraging the forecasts for the current year or for the following years. beyond 32% of GDP.

It is necessary to rethink the single share, because the effectiveness of this fiscal policy is no longer as great as when it led to an increase in budget revenues from 17 billion euros before applying the single action to 22.5 billion in 2005, so, in 2009, the level of collection will decrease compared to 2008. Along with the sustainability of the public debt, an important threat is the degree of aging of the population and the budgetary transfers related to the coverage of the pension fund. This total of threats and risks leads to the idea of increasing fiscal responsibility, adopting a low and long term different methods on balance the budgetary and convergence monetary and fiscal policies.

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# STUDY ON THE IMPLEMENTATION OF THE 5S METHOD OF ORGANIZING THE WORK PLACE IN AN ORGANIZATION

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**Abstract:** *Whether we are talking about a civilian or military organization, we want it to be productive and to carry out its activity for a long time. To reach these targets, the 5S method of organizing the workplace was developed. By using this method, we aim to organize, clean, develop and sustain a productive job. A key element in using these methods, is the human factor because its productivity will increase and the stress level will decrease if the workplace is organized and clean. It is essential that every employee in an organization fully understand this method and apply it permanently. This method cannot be implemented in an organization where the number of employees is low, because its application and maintenance is carried out by the employees. The purpose of this scientific work is to demonstrate the benefits of using the 5S method in an organization for both the employer and the employee.*

**Keywords:** 5S Method, human factor, clean, develop

Achieving the goals defined within an organization is based on factors of indirect influence that can act as a motivational element or as an obstacle in the performance management process. One such factor is maintaining an organized workspace, which is based on five major principles that can be implemented and respected.

## **Why the 5S method was developed?**

### **Many organizations face the following problems:**

- staff absenteeism;
- large staff fluctuations;
- demotivate employees;
- cluttered and crowded workspaces;
- mistakes and mistakes made by employees.

To eliminate these problems, a Japanese concept was developed to organize, clean, develop and sustain a productive job. The 5S method is the basis of any improvement process and aims to:

- elimination of waste resulting from uncontrolled processes;
- better control over the location and position of equipment, materials and other inventory assets;



- applying the control techniques to avoid the deterioration of the improvements previously gained;
- standardization of improvements to maintain critical process parameters;

### The successful implementation of the method

The 5 steps that lead to the successful implementation of the method are:

1. Sort;
2. Set in order;
3. Shine;
4. Standardize;
5. Sustain;

In some quarters, 5S has become 6S, the sixth element being safety (Safe). This one is present in areas with high risk of accidents, such as chemical and military field, mining companies and construction companies.



(5S Methodology - Figure 1)

**1.Sort** is a process by which all items are analyzed and those that are no longer needed are eliminated. This process can be applied from the office level to the corporate level.

Goals:

- by reducing the number of items, it reduces the time to search for a particular item;
- it reduces the chance of being distracted by unnecessary objects;
- a low number of items facilitates inspection;
- by eliminating the useless objects, the available space is increased;
- eliminates the risk of accidents by eliminating unusable items.

Implementation:

- each item is inspected and it is evaluate whether its presence in that place is necessary or not;
- eliminate the items that are no longer needed as quickly as possible;
- keeping the work area clean and keeping only the materials needed for production.

**2.Set in order** it is a process by which all the necessary items are placed in special places to facilitate their use.

Goals:

- creating a workflow that is quick to understand and easy to follow.

Implementation:

- arranging the workstation in such a way that all the equipment is in proximity, easily accessible and positioned in a logical order;
- arranging the materials that are used more often closer to the workstation;
- assigning each item a specific location.

**3.Shine** is a process that includes all the activities that lead to the maintenance of a clean workplace, this also includes tools and machinery.

Goals:

- improving the production process and reducing losses;
- keeping the workplace clean.
- maintaining a safe and easy to use workplace.

Implementation:

- to implement this, a rigorous program is required to check and clean the equipment.

**4.Standardize** it means maintaining the level reached after the implementation of the first 3S.

Goals:

- establishing procedures to ensure the constant fulfillment of the first 3S.

Implementation:

- developing a set of procedures by which the new standards are understood and put into practice by all;
- ensuring that each employee knows their tasks regarding cleaning, planning and sorting.

**5.Sustain** it means maintaining discipline by respecting and revising standards when needed. The Supporting step aims to make 5S a commonplace in any workplace.

Goal:

- ensure that the implementation of the 5s method is followed.

Implementation:

- planning training sessions;
- implementation of improvements;
- identifying the crises and looking for timely solutions.

### **Benefits of 5S implementation**

- **Work Safety: By creating a visual workplace, hazards are easier to identify and prevent.**
- **Reducing the Stock Level:** By keeping in the workplace only useful landmarks, excess inventories can be identified and eliminated.
- **Improving Quality:** Creating a climate of discipline and visual management helps to prevent mistakes and reduce the number of rejections.
- **Increasing Employee Morale:** Anyone working more efficiently in an orderly and clean workplace.

- 5S is a method that is successfully applied in both productive and office areas.

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# TRANSPARENCY AND COMPETITIVENESS IN THE PROCESS OF PUBLIC PROCUREMENT

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**Abstract:** *Transparency and competitiveness in the public administration aim in fact to ensure a wider access of citizens to the information and documents in the possession of state institutions, the participation of citizens in the decision-making process and to ensure the legitimacy, efficiency and responsibility of the administration towards the citizen, in a broader sense. refers to the free access to information of public interest and the possibility of being directly and impartially involved in the adoption of processes or actions related to public money. In a simple manner, we can say that the public procurement system represents the whole of the operations, acts and deeds performed by a contracting authority, from identifying a need to fulfilling it, for which public money is used. Public procurement is a vital aspect of public investment: it stimulates economic development and is an important factor in boosting the market, thus the purpose of the public procurement system is dedicated to the penance of the public interest, namely the amplification and improvement of the community's living environment.*

**Keywords:** *Transparency; Competitiveness; Public procurement; Procurement System; Public investment;*

## 1. Introduction

Due to informational, technological, economic, social and political changes at the conception and international level, the importance of effective communication between citizens and rulers becomes more than essential for strengthening democratic regimes by accepting a new kind of government, namely the so-called "open governance".

Transparency and competitiveness in the public administration aim in fact to ensure a wider access of citizens to the information and documents in the possession of public institutions, the participation of citizens in the decision-making process and to ensure the legitimacy, efficiency and responsibility of the administration towards the citizen. In a broader sense, it refers to the free access to information of public interest and to the possibility of being directly and impartially involved in the adoption of processes or actions related to public money.

A general definition of public procurement is the acquisition, definitive or temporary, by a legal person defined as contracting authority, of certain products, works or services, by

awarding a public procurement contract. Public contracts have always been tempting to economic agents.

However, in the context of the economic crisis, this has become for companies in several key areas, such as the construction or the railway industry, the only chance to ensure their existence.

The system of public procurement in Romania is similar to that of other EU member states, as Community legislation in the field is a common one.

Public procurement is a vital aspect of public investment: it stimulates economic development and is an important factor in boosting the market.

Public procurement is important it accounts for 19% of EU GDP and is part of every citizen's daily life.

Also, public procurement can provide prospects for economic entities, thus encouraging private investment and concretely contributing to economic growth and job creation.

Public procurement plays an important role in channeling European structural and investment funds.

It is estimated that about 48% of European structural and investment funds are spent on public procurement.

The public procurement rules refer to procedures for awarding public procurement contracts for products, services and works.

The rules under which public procurement contracts are awarded are meant to ensure freedom of movement of goods and services and to ensure that the award procedures comply with the regulations on free competition.

## **2. The necessity of a public procurement system**

The relationship between the public administration and the citizens has always been quite controversial, with both sides having many things to reproach. In addition, excessive bureaucracy, the cumbersome administrative procedures, lack of professionalism in public relations, agglomeration, human error, lack of information among the public are at large, the problems involved in this administration-citizens relationship.

The domain of public procurement is closely linked with the free movement of goods and services. Free movement of goods implies that the products can be traded throughout the European Union territory, eliminating the restrictions of natural activity that can be achieved in the meantime.<sup>1</sup>

The system of public procurement in Romania is similar to that of other EU member states, as Community legislation in the field (Directive 2014/25 / EU, regarding the acquisitions made by entities operating in the water, energy, transport and postal services sectors and repeal of the Directive 2004/17 / EC and Directive 2014/24 / EU, on public procurement and repealing Directive 2004/18 / EC.) Have been strictly enforced into romanian legislation.

The current legislation in Romania in the field of public procurement came into force in June 2016 and had as main objective the transposition of the new EU Directives in this field, thus ensuring full harmonization with the communautaire acquis.

Since 2016 the public procurement system has changed from the ground up, according to the European directives in the field. The four laws adopted on classic public procurement, sectoral procurement, concessions of works and services and on remedies entered into force on May 26, 2016.<sup>2</sup>

In a simple manner, the public procurement system represents all the operations, acts and deeds performed by a contracting authority, from identifying a need to fulfilling it, for which public money is used.

This can be represented by 3 interconnected parts: input, process and result (objective).

In addition, starting with 2018, 100% of the total value of the public procurement completed during that year, is already carried out, by using electronic means, so in this way a more transparent transparency regarding the use can be offered.

Some provisions have substantially changed the rules of the previous directives or created new instruments (eg the innovative partnership, the single European procurement document), others represent in fact a codification of the jurisprudence of the Court of Justice of the European Union such as those regarding the modification of the public procurement contracts. <sup>3</sup>

The purpose of the public procurement system "is to satisfy the public interest, respectively, to develop and improve the living environment in the community."

In order to exist, a system must have a purpose or a specific objective, clear, measurable, resilient, realistic and fixed in time. If no clear objectives are set, it is impossible to design a system capable of contributing to their attainment.<sup>1</sup>

In accordance with European norms, the Romanian legislative framework takes over seven principles for public procurement: non-discrimination, equal treatment, mutual recognition, transparency, proportionality, efficiency in the use of funds, assuming the responsibility of the authority contractors, as well as for economic operators.<sup>2</sup>

The new legal directives manage to make the public procurement system more flexible, by setting shorter terms and higher thresholds, through the wider applicability of competitive negotiation and competitive dialogue procedures, or by clarifying simplified procedures for awarding services.

### **3. Specificity of the national public procurement system**

Alignment with the legislative regulations of the high standards of the European Union standards imposed in the field of public procurement, the issuance of a law to regulate, from a legal point of view, the activities of the public institutions with regard to the use of this fund and the funds provided by the state budget. of products, service provider or executing works.

The main pawns of the Public Procurement System can be grouped as follows:

a.) Supervisors of the public procurement system are by legal :

- Ministry of Public Finances;
- National Agency for Public Procurement;
- National Council for Solving Complaints;

b.) Contracting authorities are:

- The central and local public authorities and institutions, which have delegated the quality of authorizing officer of credits and who have established competences in the public procurement domain;
- Public law bodies: Any entities other than central or local public authorities and institutions, such as their constituent structures, which have delegated the status of authorizing officer of credit and which have established competences in the field of public procurement and which cumulatively fulfill the following conditions:- they are set up to satisfy needs of general interest, commercial or industrial character; they have legal personality; they are mostly financed by the aforementioned entities or by other bodies of public law or is under the subordination, under the authority or in the coordination of the control of the entity of the above-mentioned ones.

c.) Contracting entities are:

- The entities of the local central public institutions, as well as the structures in this component have delegated the quality of authorizing officer of credits and which have established competences in the field of public procurement;

- Public law bodies;
- Associations comprising at least one contracting entity from the above mentioned passages;

d.) The economic operators represents any natural or legal person, of public or private law, or group or association of such persons, who offers on the market the execution of works and / or of a construction, the supply of products or the provision of services, including any temporary association formed between two or more of these entities.

Any economic operator has the right to participate in the award procedure as a successful bidder, individually or jointly with other economic operators, including in forms of temporary association established for the purpose of participating in the award procedure, under the proposed or third-party contractor, under the conditions provided by law.

It is vital that the economic agents wishing to participate in public tenders to find out in the shortest possible time, first of all, what are the auctions to which they could participate and to find out all the details related to these auctions: the name of the contracting authority, the award procedure, the conditions of participation, the deadline for submitting the participation documentation and obtaining the related specifications.

The public procurement process represents a succession of stages, after which the product or the right to use it is obtained, the service or the work, following the award of a public procurement contract.<sup>1</sup>

The planning of the acquisitions is not limited only to the choice of the public procurement procedure and the establishment of the calendar of activities, these phases representing in fact only the end of this stage: identifying needs and setting priorities at authority level; estimating the value of the procurement contract; identification of applicable legal provisions; identification and evaluation of potential risks that may arise during the course of the public procurement procedure; choosing the procedure for awarding the public procurement contract; preparation of the annual public procurement program; Obtaining approvals to initiate the procedure; establishing the calendar of the procedure according to the sequence of activities within the procedure used to award the contracts.<sup>1</sup>

In order to verify the way of drawing up the contracting strategy, the “Guide for the elaboration of the contracting strategy” is used and the provisions of art. 9, para. (3) of H.G. no. 395/2016.

The contracting authority must ensure that the premises have been created to identify the situations potentially generating conflict of interest, including, but not limited to those nominated by way of example in art. 60, para. (1) of Law no. 98/2016.

In order to fulfill the procurement function, at the level of the contracting authority, all the public procurement processes, planned to be started in a calendar year, must be gathered in a portfolio that is analyzed from the beginning as a whole.

The sequence of activities is usually the following: publication of the notice of intention; preparation of the documentation for the elaboration and presentation of the public procurement offer; general information; purchase data sheet; forms and models of documents; specifications; the contract and its type as the case may be (supply contract, service contract, works contract); appointment of the evaluation commission; publication of the participation announcement.

The Public Procurement System is the platform that wants to ensure transparency regarding the conduct of a public auction, of the process itself but also of the procedures regulated by the law in force. In order for a company to be able to register in the electronic system of public procurement, it also needs to publish announcements of intention, participation, and in attribution it needs the necessary infrastructure, according to the law, that is a computer with internet.

The electronic public procurement system was created precisely to support the principle of transparency, one of the seven principles of the European legislative card that represents the pillars of the public procurement system throughout the European Union. Transparency means making available to those interested, all the information necessary to participate in a public auction, which The Public Procurement System does in fact.

The Electronic Public Procurement System represents a unitary Informational Technology infrastructure that offers the public institutions in Romania the possibility to purchase products, goods and services by electronic means.

#### **4. Conclusion and personal considerations**

Transparency and competitiveness in the public administration are vital principles for the functioning of a public procurement system, but also for the functioning of a free economy because the participation of citizens in the decision-making process and ensure the legitimacy, efficiency and responsibility of an administration.

Public procurement is a “must have” aspect of public investment: it stimulates economic development and is an important factor in boosting the market, thus the purpose of the public procurement system is dedicated to the penance of the public interest, namely the amplification and improvement of the community's living environment.

The relationship between the public administration and the citizens has always been controversial, with both parties having many things to reproach, but the steps taken in recent years from the legislative point of view, but also from the point of view of the information infrastructure, are seeing a more transparent and equidistant future of public procurement.

Accordingly, the need for a public procurement system based on transparency and competitiveness unequivocal in any kind of a democratic paradigm.

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# STUDY ON THE PRACTICAL MODALITIES OF ELABORATING THE PROCEDURES DOCUMENTED IN AN ORGANIZATION

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**Abstract:** *The procedural activity aims to implement the Control Standard no. 9- Procedures, regulated by O.S.G.G. no. 600 of April 20, 2018, regarding the approval of the Code of internal managerial control of public entities. The purpose of the documented procedures is to establish a set of unitary rules for how a process or activities are carried out in an organization. Documented procedures are the specific way of performing a work or process, edited in paper or electronic form. Documented procedures can be: - system procedures; - operational procedures. Operational procedure (working procedure) — procedure describing a process or activity that takes place at the level of one or more compartments in an entity, without applicability throughout the public entity. System procedure (general procedure) — procedure describing a process or activity that takes place at the level of the applicable public entity/ applicable to most or turrets of compartments in a public entity.*

**Keywords :** procedure, rules, unitary, organization, process.

## 1. Introduction

The procedural activity aims to implement the Control Standard no. 9 - Procedures, regulated by O.S.G.G. no. 600 of April 20, 2018, regarding the approval of the Code of internal managerial control of public entities. The purpose of the documented procedures is to establish a set of unitary rules for how a process or activities are carried out in an organization.

In this sense, for the unitary procedure and the documented procedures, the “Guide for the systematic and operational procedures” was issued. In the Order of the Secretary General and the Government no. 600 of April 20, 2018 is defined as a public entity, as follows: “public authority, public institution, company / national companies, autonomous management, companies to which the state or an administrative-territorial unit is authorized, and is authorized by the legal authorities, public and / or public outreach”. [1]

Documented procedures can be:

- system procedures;
- operational procedures.

Order of S.G.G. no. 600/2008 defines the 2 types of documented procedures, as follows: “Operational procedure (working procedure) — procedure describing a process or activity that takes place at the level of one or more compartments in an entity, without applicability throughout the public entity” [2].

“System procedure (general procedure) — procedure describing a process or activity that takes place at the level of the applicable public entity/ applicable to most or turrets of compartments in a public entity” [3].

## **2. Algorithm for developing a documented procedure**

The task of elaborating the documented procedures for the activities and processes carried out at the level of the organization rests with the head of the organization through the persons designated in this regard.

The coordination of this activity is carried out by the Monitoring Commission, through the Technical Secretariat and the Monitoring Committee. The Order of the Secretary General and the Government no. 600 of April 20, 2018 states: “The technical secretariat of the monitoring commission represents the person/persons designated/appointed by the chairman of the Monitoring Commission to compartmentalize the role of the organization in the organization of the organization, which is responsible for the organization of the organization” [4].

According to the above-mentioned order, the procedural activity represents “the major process or specific activity for which rules and modalities of work can be established, generating them, in view of the fulfillment in the conditions of efficiency, efficiency, efficiency and efficiency” [5].

The procedures are identified based on a unique code assigned to the level of the issuing organization.

For the attribution of the unique identification code, at the level of the Technical Secretariat and the monitoring commission there is the Record of procedures.

The coding system for documented procedures is as follows:

PS/PO-XX-YY:

PS –Abbreviation of the system procedure

PO –abbreviation for the operational procedure

XX – the initials of the issuing organization (compartment);

YY – the order number of the single register procedure.

Ex. PS-MAI-DGL-01

PO –DL-01

In the case of the system procedures, PS, the code is replaced by the technical secretariat of the Monitoring Commission, and in the case of the operational procedures, the OP, coding is carried out at the level of the issuing compartments.

The identification data regarding the name of the organization, the type of procedure, the name, the code, the order number for the edition and revision in force, the order number for the example given to a certain compartment, are contained in a table format called the procedure.

The cartridge of the procedure is mentioned on each page of the procedure, except for the first page.

The editions are numbered with Romanian numerals and the revisions with Arabic numerals.

For the unitary drafting of the procedures, from the point of view of the drafting, the following drafting model is recommended [6]:

- Notary succession: 1.0,1.1., (1), 1, a), (a);
- The documented procedure is drafted using diacritics
- The paper size: A4;
- Content of the page:
  - *proposal*: - titles written with letters Bold, body of 12, Times New Romanian;

- the text with normal letters of the body of 12, Times New Romanian content of footnote, body character of 9, Times New Romanian;
- *each entity can use the type of font established in its manual or its public identity guide.*"

Elaboration of the procedures is carried out by the designated person responsible, at the initiative of the leader of the compartment.

The documented procedure is drawn up in a single copy.

According to Annex no. 2 to the Code of internal control of management and public entities, "the documented procedure must contain the following minimum components:

- Guard Page
- Contents
- Purpose
- Field of application
- Reference documents
- Definitions and abbreviations
- Description of the activity or process
- Responsibilities
- Record form and modifications
- Procedure form
- Distribution / distribution form
- Annexes, including progress diagram".

This is a minimal structure of the procedure.

Each organization shall draw up a system procedure for the "procedure drawing", specifying the rules regarding the activities carried out during the process of preparation.

#### **a. Guard Page**

The guard page and the first page of the procedure include:

- Name of the organization, the option can be inserted and the logo of the organization;
- "Approval" - function, name and surname of the person who approves the procedure, the leader of his or her organization, after the case, the person designated in accordance with his / her own procedure;
- Name of the system procedure or its operation - name of the procedure;
- PS / PO procedure code;
- Edition - the edition number in force;
- Review - the number of the review in force;
- NOTICE - the name, first name and signature of the Chairman of the Monitoring Committee;
- Verified - the name, surname, position and signature, of the leader of the compartment;
- Elaborate - last name, first name, position and signature.
- Procedure pages - current page number / number of pages.

#### **b. Contents**

The table of contents contains a list of the component parts of the procedure, specifying the page.

**c. The purpose of the procedure**

The purpose of the procedure is to specify the utility of this procedure as well as to describe the steps to be taken in order to carry out an activity or process.

**d. Field of application**

The scope defines the specific activities for which the procedure is applied and specifies the compartment (s) that will implement the procedure, in the case of an operational procedure or entities, in the case of a system procedure.

**e. Reference documents**

It presents the documents that regulate the activity presented in the proceedings.

“The reference documents highlighted in a documented procedure are, as the case may be, the following [7]:

- International regulations - applicable at the level of the EU;
- Primary legislation - includes laws and ordinances of the Government;
- Secondary legislation - decisions of the Government to act on bodies with regulatory powers and which are issued in accordance with the laws and/or Government ordinances;
- Other organization regulations - regulations, instructions, procedures, decisions, orders, etc. which have the effect of the procedural activity”.

**f. Definitions and abbreviations**

This component of the procedure presents the most commonly used terms in the procedure.

**g. Description of the activity or process**

“The description of the procedure includes how the activity should be carried out or the process in logical succession, the tasks and tasks of the involved factors, the resources used (after the case), respectively the deadlines; This component is the essence of the procedure” [8].

**h. Responsibilities**

There are presented the actions that have to do with the activity, the procedural process and the establishment of the compartments that have responsibilities to this process, as well as the people who are involved in this process.

**i. Record form and modifications**

The procedure is subject to permitting monitoring and, after all, updating, through its revisions or through the issue of new editions.

**j. Procedure form**

Prior to the entry into force of the procedure and the dissemination of this procedure, the procedure is submitted to the involved compartments, with a view to expressing a point of view.

The initiating compartment submits the draft procedure, for consultation, to the compartments involved, which have responsibilities in the application, verification and control of the activities that are the subject of the procedure.

All proposals are centralized in the procedure formulation.

#### **k. Procedure distribution form**

Once the procedure has been approved, it is distributed to the compartments involved and to the technical secretariat and the Monitoring Commission.

The identification elements of the compartment to which the procedure is distributed are passed in the distribution / dissemination form.

The Technical Secretariat and the Monitoring Commission keep track of all system and operational procedures.

If the technique and the level of training of the personnel allow, approve, approve, distribute the documented procedures it can be re-established and with the help of the information mechanisms, provided that the person is informed about the aforementioned aspects.

### **3. Annexes, including progress diagram**

Attachments - are represented by process diagram, tables, formulations, graphs, logical schemes, etc., necessary for a better understanding and description of the procedural activity.

#### **Process diagram**

The process represents all the activities / actions logically structured, which are carried out in view of the achievement of defined objectives, and for this purpose more types of resources are used.

The process diagram represents the starting point for the elaboration of a documented procedure, presenting schematically and succinctly the steps that need to be followed in order to re-process the procedural activity.

At the same time, the process diagram represents a general description of the activities and the relationships between them.

The process diagram should include the following elements: the input data and the results of the process, the flow of formulation and use of the documents, the actions to be performed, the compartment and/or the person involved in the process, modeled in the case between the processors, the relationship between them, and subsequent ones.

Once the activity of the church is completed and the procedure is subject to the approval of the chairman of the Monitoring Commission.

After the procedure is approved, it is intended to be approved by the head of the organization.

The record of the documented procedures is performed by the Technical Secretariat and the Monitoring Commission through the Record of procedures and procedures.

The record of procedures and procedures comprises separate sections for system procedures and operational procedures.

The registration of the documented procedures shall be carried out prior to the approval of this document, respectively at the time of submission to the Technical Secretariat and to the Monitoring Committee for verification of the format and structure of the procedure.

After they have been approved and registered in the Register regarding the record of the documented procedures, they are distributed, as follows:

- the system procedures are distributed to all compartments of the organization by the Technical Secretariat and the Monitoring Commission;
- in the case of operational procedures - the functional compartment of the initiator diffuses the procedure and other compartments, if it is the case.

A mailing list is used for both system and operational procedures.

The procedure consists of:

- review of the procedure, or
- issue a new edition, usually at three revisions;

The archiving of the documented procedures is carried out as follows:

- For the system procedures, by the Technical Secretariat and the Monitoring Commission;
- For operational procedures by the responsible person within the compartment.

#### **4. Conclusions**

The procedures must be simple, complete, precise and comply with the entity's policies. The procedures must describe the carrying out of a significant activity respecting the logical sequence of the operations contained. The procedures must be verified, approved, approved and made known to the personnel using it. The procedures need to be updated whenever required. Procedures must be a risk mitigation tool. The procedures must ensure the continuity of the activity under the conditions of personnel fluctuation.

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# FROM PROACTIVITY TO PERFORMANCE AT WORK

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**Abstract:** *Work performance is a permanent concern for managers, given that the equality and preparation of the human resource depends on the achievement of the objectives of an organization. Regardless of the area of activity, achieving a high level of performance is the central objective of all staff in the work teams. Most of the time there is talk of motivation as the main factor behind it. An equally important factor contributing to achieving the objectives, but also to achieving the highest possible level of tasks is proactivity. This is a feature of personality that designates that side of human behaviour by which individuals show their desire and intentions to take initiative, to set things moving through their direct input and intervention,*

**Keywords:** performance, proactivity, work environment,

## 1. Proactivity – definition of the concept

George Bernard Shaw stated that there are three typologies of people in the world: those who make things happen, those who watch how it happens, and those who wonder what happened. The point that sets them apart is what we call proactivity today. This term has entered the vocabulary of modern management, but the concept of proactivity raises countless questions the essence of which is expressed by the following: is the proactivity of another cliché or is it a concept of higher rank? As in many other similar situations, there remains also in this case of interpretations generated by a large number of meanings attributed to this concept. If the definition were clear, the concept could be much more easily operationalised and would truly become an indispensable element for the performance of organisations.[1]

Being proactive means taking things in the right direction. Proactive behavior distinguishes individuals in the crowd and organizations from the market. Proactivity involves triggering a change, not just anticipation. It does not just involve important attributes of flexibility and adaptability. Being proactive means taking the initiative in improving business. At the other extreme, the behavior that is not proactive includes the individual's position in the second line from which they let others take the initiative to make things happen, hoping that the change imposed on the outside "works well".[2] Even if people take part of many actions with the purpose to produce some changes, that doesn't mean that those are some proactive actions.

First, the change can be triggered unintentionally in the case of both a negative result and a positive result, but this does not involve proactive behaviour.

Secondly, people can engage in a cognitive restructuring process through reflection or by reinterpreting situations, but this is not proactive behavior either, as it only changes the individual's perceptions without changing Reality.

Thirdly, people can make conscious decisions to enter or get out of certain situations, such as, for example, when they change jobs, decide to make a purchase or enter new markets. This can be considered a way to be proactive. Fourth – and most importantly – people can intentionally and directly change things by creating new circumstances or by actively changing the current ones; this is what is meant by true proactive behaviour.

Proactive behaviour at work involves anticipated actions, initiated by itself, aimed at changing the situation or of one's own person. Examples include accountability for improving working methods, proactive problem solving, use of personal initiative and transactions in human interactions, and proactive search.[3]

Since the beginning of the 21st century, researchers have tried to identify and operationalize different types of proactive behaviors. In an effort to empirically integrate various proactive behaviors, Parker and Collins identified three higher categories of order: proactive working behaviour, proactive strategic behavior and proactive environmental behavior.

- Proactive working behaviour aims to make changes within the organisation, such as improving working methods, expressing ideas or concerns, and taking steps to prevent problems from happening.

- Proactive strategic behaviour refers to enhancing the effectiveness of an organisation and adapting it to the external environment, for example by identifying opportunities or threats or by bringing problems to the attention of management in a effort to influence the strategy.

- Through proactive environmental behaviour individuals improve the compatibility between their needs and abilities, on the one hand, and the opportunities and requirements of the working environment, on the other.

The history of proactivity involving individual differences in the tendency to engage in proactive behavior received special attention in the literature. Individual differences investigated in research in the field include demographic characteristics, knowledge, skills and personality. The researchers claimed that individual differences and contextual variables influence proactivity indirectly through proactive motivational states. Building on existing motivation theories and models, Straus and Parker determined that individuals will set and pursue proactive goals if:

- have a compelling reason to engage proactively, dealing with current or future objectives;

- they believe they can have an impact on the results and that they can be successful in being proactive and in bearing the consequences of their proactive behaviour (expectations specific to self-effectiveness);

- feel energized by the positive state of proactive activation.[4]

Another perspective is to consider proactivity as a special type of civic behavior or extra-role behavior. Some argued that this type of behaviour is, by definition, 'extra-role'. In the paper "That's not my job: developing flexible employee work orientations," Sharon Parker, Toby Wall and Paul Jackson claim that proactive people play their roles more broadly and redefine them to include tasks and new objectives. These problems led researchers to suggest that proactivity should be considered a different dimension from the role or extra-role behavior and the related size of contextual performance. From this perspective, we must not regard proactive behavior as civic or extra-role behaviour and not any extra-role or civic behaviour can be considered proactive.



Proactive behaviour can also be distinguished from associated behaviours such as innovation and adaptability. Innovation is by definition "new", while being proactive does not necessarily involve novelty. Employees could, for example, talk about problems affecting their workgroup or personally affecting them, take over the task of solving a pre-existing problem. Such behavior can be classified as proactive, but not innovative. However, proactive behaviours are important for the implementation of innovation.

## **2. Method of implementation the proactivity within the group**

To further explore these behaviors, a group of researchers who had Bateman and Crant as coordinators interviewed a sample of proactive businessmen operating as entrepreneurs and company presidents in North America, Central Europe and Southeast Asia.

a. Search for opportunities for change; proactive behavior focuses on achievement, but especially on real impact. "I will raise the standard" was a joint declaration among the founders of a Thai company. Similarly, a U.S. entrepreneur claimed, "I want to propose a vision above what someone else has. It's almost something new that hasn't been discovered." An independent consultant explained his purpose of having a major impact on other people, saying, "I'm not crazy to sell services. I am more concerned with empowering my clients to manage their businesses for themselves."

b. Anticipation and prevention of problems; "I roll on the floor," said the owner and manager of a children's care center, describing how they try to see their work through the children's eyes so as to perceive potential environmental hazards and perceive their potential environmental hazards before the problems occur.

c. Find a different way to do the things; a successful entrepreneur said in the interview: "I hate the concept of and I believe the same." Another said, "Let's change the model" and do business in a different way. Similarly, a founder of a company explained: "What I've always wanted to do is find a better way to do something, I don't want to do it traditionally."

d. Perseverance; proactive persons persist in their efforts. They do not shy away from obstacles, do not settle for a little and are not happy to be able to say after a defeat: "At least I tried." This is reflected in attitude and behaviour. A Thai entrepreneur said, "If you stop, not just stop, you'll go down. You must continue." "Successes for me are those small challenges that you have to overcome, daily, weekly, monthly, anything, just to exist and survive and be a part of the economic landscape" this is what a U.S. entrepreneur affirms about how to built a successful firm. Being perseverant involves effort and willing to change, not keeping the same way to do the things: "Keep trying different ways" and "We will make it happen one way or another" were exemplified quotes from the interviewees.

e. Obtaining results; the above comments is the clear orientation towards results. Change must not only be thought or tried, but achieved. A typical quote was: "Realization is the main thing. You must have tangible results." In one of their studies, proactive people revealed that "the greatest personal achievements" are qualitatively. Those who scored more on the proactivity measurement questionnaire proved more able to set up a company, were agents of successful changes, or engaged in entrepreneurial activities within large corporations and engaged in in several and different civic and community activities aimed at improving the lives of others.[5]

Being proactive involves defining new problems, finding new solutions to old problems and ensuring active leadership towards an uncertain future. In its final form, proactivity involves broad ambitions, divergent thinking and internal resources to make it even impossible to happen. Proactivity does not require a single omnipotent man to do all these things, 24/7, but means that there are people who make personal decision sit and

companies/organisations who make the strategic decision to behave procasticly in relation to their own life and the environment.

### **3. Relation between proactivity and performance at work**

Proactive activity is increasingly important in the process of selecting and hiring the future employees of a company. The reason is found in the changing nature of work in the 21st century, where work has become dynamic and decentralized, where it becomes increasingly important that employees are able to control changes in the work environment. The proactive personality, which is considered to be an antecedent of the proactive behavior, gives a person the ability to engage in the active change of the working environment. Proactive personalities identify opportunities and act; they manifest initiative, take action and persist until significant changes occur. Also, people with proactive behavior try and find the problems and find solutions to improve the environment. Proactive skills are considered to be one of the most important factor which contribute to organizational efficiency. [6]

Another important goal for organizations is not only to find the right employees, with the necessary character of the proactive personality, but also to keep those employees. Therefore, it is important to determine the relationship between proactive personality and organizational commitment. In affective organizational commitment, for example, an employee exercises his free will to remain in an organization. It is the most researched form of engagement in the literature, because it is the strongest predictor of the results of the work desired by an organization. Moreover, affective commitment is a crucial determinant of organizational effectiveness, being closely linked to employee performance and their level of productivity. Other significant variables in the relationship between proactive personality and performance are the stressors of the workplace.

People who can change the environment in which they live or work are considered to be more efficient at work. To prove this, Bateman and Crant developed the Proactive Personality Scale to measure this construct. This has been used in several studies to identify the effects of proactive personality on different work outcomes. The two authors identified significant positive correlations with variables such as: individual workplace performance, organizational innovation, career outcomes (eg career success, salary, number of promotions), team performance and entrepreneurship. They illustrate that proactive personality is an important variable in terms of effectiveness and performance for organizations and individuals.

The purpose of the proactive personality concept was to test and measure someone's personal disposition towards proactive behaviour.

From a prototypical point of view, people with a proactive personality are described as relatively unconstrained by situational forces and having an obvious influence on changing the environment. Their main skills are identifying and using opportunities, demonstrating initiative and perseverance until significant changes are made. People with low proactive personality have opposite tendencies. They do not identify opportunities, they cannot use them to bring about change and they are passive and reactive to situational forces. Rather, it accepts and adapts to the circumstances rather than changing them. Work performance is closely linked to the degree of proactivity of each employee. All the activities carried out within an organization are influenced by the way they are treated by the employees.

### **Conclusion**

As organizations become more and more complex and unpredictable, the issue of proactivity in the workplace has become of great importance to managers and managers of organizations. Proactivity leads to performance and innovation and increases the well-being and job satisfaction of individuals. When people are proactive, they use their initiative to create a better job. They follow the occurrence of the opportune moments, but, moreover, they

create and make the most of them in order to obtain optimal results or even more than the expected ones. People with this well-developed personality trait persist in the work until the change is made and act to prevent the recurrence of problems.

Success in organizations can be effective, increasing the likelihood that staff will engage in proactive behaviors in the future. On the other hand, failure that results from inefficient human behavior may undermine effectiveness, but there is also the possibility that failure can provide lessons and learning opportunities and motivate employees to develop their knowledge and skills. Similarly, favorable interpersonal reactions can positively influence the future of the organization, as well as unfavorable ones reduce the level of performance.

The proactive behavior of a person can also be influenced by colleagues, supervisors, clients, subordinates or family members. Thus, these factors have a strong positive or negative contribution regarding the level of proactivity of the personnel within the organizations. The present work starts from the presentation of the specialized notions about proactivity, of the factors that influence the way and level of manifestation of this personality trait and of the ways of developing the proactivity within the working groups. The main characteristics of the performance and the correlation between proactivity and performance are also highlighted based on the studies carried out by different researchers and the results obtained by them.

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# SUSTAINABLE DEVELOPMENT STRATEGIES

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**Abstract:** *Sustainable development has emerged as a necessity for establishing a sustainable program in time, both in the economic field and in the social environment, for more efficient management of the available resources. The main problem encountered is finding a balance that will develop harmoniously and assumed in relation to the resources involved in the project. This paper establishes the goals by which development can be achieved by emphasizing the main benefits and foundations on which to conclude a theory. There are imposed dimensions placed in time as they are social, economic, ecological, spatial and cultural in nature. At the same time, the objectives and principles of support for developing a viable strategy are found.*

**Keywords:** development, economy, resources, strategies

The present concept can refer to a passage through which it can be phases, which can reach a higher level, so that sustainability is a long life in time. From the beginning the human concern was founded the presentation in order to have the following sequences to promise the future, to adapt to the demands, these are having a satisfactory degree for the higher and higher. The printing of care resources requires the consolidation of the number and the economic resources of care must be in close correlation with the environment in active care, for a good harmonization and integration in the resource complex.

Throughout history, various strategies have been developed, which have always been updated according to the needs of the period, all under the supervision of the ONU. Among the many projects carried out we can mention the Bruntland Report (1987) which had as its subject the common future, the ONU Meeting at the Rio de Janeiro (1992).

Regarding the strategies, on the world level there are several types depending on the political influences and the possible economic and strategic communities, but military alliances. Some have as a target group larger community such as the ONU where we can recall Agenda 21, or the Strategies of the European Community and of the Member States where an economic alliance is discussed, as well as the Non-European Strategies of the USA, Australia, and Canada.

Regarding the situation of Romania, these strategies are based on the National Commission for Sustainable Development, this being the authorized institution. The first strategy at national level was elaborated in 1999, being followed by the one from 2008 which has a wide perspective regarding the years 2013, 2020.

For the success of sustainable development we must consider three very important aspects. First of all, economic development is the basis, it must have a foundation based on statistical analysis, be continuous even in the event of any impediments. Secondly, social

development must be focused on continuous improvement in relation to the current human resource requirements and needs, thus improving the quality of life. Finally, the last but not the last representative factor is the realization of a favorable environment, which must ensure the following: to establish a balance in the systems involved, to function at the optimal parameters, to have a good management regarding the accounting of activities economic and their impact on the environment (pollution, waste).

In the concept of sustainable development, the interactions between environment, economy and society are closely linked. If we analyze the social-environment and the environment-economy connection, we can see that it is developing viable development, and if we mention the social-economic connection, a development of the type of fair development is formed. All these types are the basis for sustainable development.

The basic model of sustainable development finds its inspiration in nature, being closely linked to the evolution achieved over the millennia. The principle of this evolution was the fact that at each error a new test was made until the expected result was achieved, a success. Following these procedures ecological balances have been achieved, which are viable even today, ensuring the propagation of life no matter how varied the living conditions.

The dimensions of sustainable development are divided into several groups: an ecological dimension, where the aim is to ensure compatibility between man and the environment, nature; a social-human dimension, which contributes to the innovation of current generations and the creation of a foundation for future generations; a territorial dimension, which is reported nationally, regionally or globally, being determined by the tendency of rapid evolution and accentuated, influenced by globalization, with the aim of integration and many polarities.

The goals of sustainable development have been set according to the needs of humanity identified over time, with evolution, innovation in all areas. First, the elimination of poverty was an important point to be solved by meeting the essential needs of the population, through a job, providing food and water, energy, a home, but also the right to health and culture.

Secondly, the aim is to ensure the population growth of the population in order to ensure the perpetuation of the species, this being done in a controlled way, establishing a level of acceptability.

On the other hand, the conservation and increase of natural resources must be done strategically, so as to preserve the multitude of ecosystems, by monitoring the economic activities and analyzing their impact on the environment.

At the same time, one of the development goals is oriented towards technology, innovation, supporting the reorientation of technologies and the control of risks, because with the advance of technology, imbalances may occur.

A final goal of development may be decentralizing the forms of government and increasing the participation of all people in making decisions regarding environment and development at national and international level.

After setting the goals, the goals are in close correlation with them. In terms of the ecological dimension, better management of resources and rational use of what we have helps to strengthen the future, and at the same time a realistic approach to global problems is necessary. The quality of all environmental factors, such as air, water, soil, natural ecological systems and biodiversity conservation are also part of the same category. The social-human dimension follows the demographic development to ensure the perpetuation of generations that will ensure the future. From an economic point of view, rethinking technologies would represent an important step in their impact on the environment, improving the quality of natural resources.

In order to establish the effectiveness of the sustainable development, evaluations are carried out in all the involved fields, following the way of its development. For the ecological

evaluation, the utilization to the maximum capacity of the resources is analyzed, in order to record the best returns, at the same time; the results are analyzed through a report of incoming-outgoing resources.

The evaluation of the social economic well-being is performed at the beginning on the local communities, following that all the data will be accumulated at national level, centralizing for any statistics, graphs that help the implementation and the success of the sustainable development projects.

The fundamentals of sustainable development are multiple and diverse, meant to consolidate the future through a different way of managing resources, through careful and rigorous management.

At the same time, the ecological dimension is based on the conscious and controlled reduction of human impacts on the environment, the reduction of the consumption of raw materials and materials, the recovery of waste and the reuse of the resulting products, the implementation of a rigorous management meant to protect the protected areas of nature. Also in this area, the aim is to extend the activities of ecological recovery of the environment and to re-analyze the energy consumption and to change the way of energy management for a use at the optimal parameters for minimizing the environment of the economic activities. Regarding the human resources involved in development, they receive an education both psychically and physically for good functionality in managing situations, but also a permanent education of the population in the spirit of sustainable development concepts.

The principles that support sustainable development are based on the relationship between the ecological environment in close correlation with the economic and human branch. To begin with, understanding the role of ecology is a first step in developing the future of humanity, in preserving the environment. In order to achieve this objective, the knowledge and observance of limits must be implemented at a social level so that the natural balances are not affected in the future.

Once the problems have been identified, plans are made to reduce the impact caused by pollution and at the same time, measures are taken to recover, recover and reconstruct the affected environment. After solving the problems identified, for a sustainable future, it is necessary to make a change in the mentality of the people regarding the environment, so that in the future, future similar situations can be prevented.

The elaboration of a sustainable development strategy implies the accomplishment of some stages, these being interdependent with each other. In their elaboration, institutions empowered and trained for this purpose are involved. For starters, the switching of solutions, ideas and plans are organized in an adaptive system that continuously improves the strategies of government, thus recording a result directly related to the social needs found today.

The state is directly involved and responsible for the development and transmission of the plans designed and adapted to the society. For a better functionality, adapted to the current needs of the company, it is necessary to analyze the results and opportunities, the negotiation to be a transparent one, to exist cooperation and the implementation of concrete actions.

In developing a strategy, an analysis of the implemented plan must be made, making a relationship between achievements and the emphasis on results and the impact of a decision. Another important factor is gaining independence from external influences, developing and financing from one's own resources. At the same time, in order for the process to work according to it, strategies developed based on previous experience must be implemented.

In 1997, just a few years after the historic event represented by the United Nations Conference on Environment and Development in Rio de Janeiro, Romania began the process of developing a sustainable development strategy.

The national strategy for the sustainable development of Romania (SNDD) was finalized in 1999 by a working group constituted by the Government Decision no. 305/1999.

Although elaborated in a participatory system, SNDD did not provide the appropriate mechanisms for monitoring the implementation on the basis of which it can be periodically reviewed.

The EU Strategy for Sustainable Development, is the foundation of the Romanian National Strategy in this field, being a continuation of the Lisbon Strategy and it is intended to be a foundation for those who elaborate public policies, in order to change the behavior in the European society and in the Romanian society and the involvement assets of decision makers, public and private, as well as citizens in the elaboration, implementation and monitoring of the objectives of sustainable development.

The responsibility for implementing the Strategy lies with the European Union and its Member States, involving all the institutional components at Community and national level. It is also underlined the importance of close cooperation with civil society, social partners, local communities and citizens in order to achieve the goals of sustainable development.

In the first sustainable development strategy of 1999, fundamental principles are found, targeting all the specific areas, these establishing the coordinates and the parameters of the model for an efficient sustainable development. These are:

- It is desired to stop the degradation process in terms of environment, ecology and conservation of the genetic structure of the population
  - Restructuring and resizing of the Romanian economy
  - Implementing an innovative system of laws, so as to ensure the basis in political or economic reforms, respecting the principles of the rule of law. Fulfillment of all the responsibilities found in the European Agreement, it integrating Romania into the European Community and favoring the relationship with its other states, which results in economic freedom through free movement of goods, exchange of services and human capital, market development of the competition, the adaptation of the national legislation to the legislations found in the Community, all of them being closely related to the interest towards the environment, economy and human resources
    - Applying an accumulation of efficient measures for social protection in the critical phases of the restructuring and resizing process of the economy
    - Economic development through the creation of new modalities, having the role of modifying the basic structure for adapting to the increase and decrease, most of the time oscillating, and regulating the social classes, so that the middle classes can be helped to progress and those the poor should be diminished as much as possible.
    - Innovations in the education system, both for the education of the population and for the formation of the political class so that the human resource has a correct approach of the activities that it carries out, analyzing at the same time the cost-benefit impact that this long-term strategy has in lasting development
      - For the proper functioning of a sustainable development project, this should include monitoring that will follow indicators, these being the state-pressure-response indicators. These indicators give information directly related to possible economic growth, both quantitative and qualitative, if the use of the goods is made in an organized way for the use of the fund in a sustainable way, at the same time, the same principles apply in the case of natural capital, for a correct appreciation in relation to the market value of resources and services, thus creating a socio-economic strategy meant to be viable in the long term.
      - For a better management of information, it is proposed to create a much simpler and better delimited infrastructure, interconnected to solve the tasks foreseen in the structure of sustainable development
      - Creation of institutions that work in correlation with civilian institutions, to be included in government structures, local and public authorities, but wanting a partnership between social structures and private structures

- A reduction of the exploitation of the non-renewable natural resources is pursued, this being realized on the basis of a promotion in this direction, the promotion of advanced technologies that have diminished consumption of raw materials and energy, the implementation of the concept of recycling or reuse of waste. The effect of these steps should be propagated and amplified by actions that are meant to act as a complementary source of energy, through alternative sources of energy and raw materials.

- Development on the scientific side is a priority point to be met, because with the innovations brought the advanced technologies help to sustain a sustainable development. In this sector, the technologies that minimize the consumption of raw materials and energy have been followed, having an impact also in the production of waste resulting from the economic activities. Also in this field were implemented technologies that use as raw material renewable energy sources, such as wind energy, hydropower, technologies for efficient waste management and technologies implemented to protect biodiversity and to remedy the damage already caused by pollution.

- For faster and more efficient communication, the development of information technology is the key to facilitating communication between the structures of a state, offering transparency in the transmission and implementation of information.

- For the conservation of the environment, a strategy is implemented to gradually reduce the level of pollution found in air, water, soil to a tolerable threshold so as not to generate repercussions in future processes of life.

- Development of a system of monitoring and supervision of the socio-economic evolution and its impact in relation to the natural framework, monitoring the quality of life, of the natural resources by analyzing the indicators, for a sustainable sustainable development.

The fundamental objective of Romania's sustainable development is "to increase the well-being and prosperity of the individual and of the social assembly at national level, pursuing an economic development within the limits of support of the natural capital, in a way that guarantees the quality of life of future generations".

Compared to the fundamental objective, Romania has other main objectives, among which are the assurance of the economic and social sectors, the consolidation of sectors and directions with competitive potential as priorities of sustainable development, closely linked to the trends on a global level. On the economic-social level, strategies must be implemented that make the state a safe place in a sustainable perspective, so that the principles of the community bloc can be found.

In conclusion, sustainable development strategies are essential in the structure of a state, providing the foundation for a secure future, organized following the analyzes carried out after the implementation of certain ideas, so that we follow the models that have been implemented in other structures of other states and have worked successfully.

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# THE INFLUENCE OF THE EXTERNAL ENVIRONMENT ON A MODERN ORGANIZATION

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**Abstract:** *In an increasingly globalized world, where news is becoming more and more frequent, where competition is increasingly numerous, it is very important for an organization that wants to survive to know very well the environment in which it operates. The absence of permanent reporting on environmental conditions as well as the dynamics and complexity of these environmental factors can lead to the cessation of the activity of an organization, regardless of its size or field of activity of a modern organization. The present paper aims to exemplify and analyze the main characteristics of the action environment of a modern organization. Therefore, the work begins with the definition of organizations, after which is presented the external environment of a modern organization.*

**Keywords:** modern organization, external environment, influence, organization life cycle, manager.

## Defining organizations in relation to the external environment

The complexity of the notions of organization faces this term in an extremely difficult time to define. Over time, there are a number of definitions of organizations, but it cannot be said about one that may surprise the entire completion of the term. One of the most well-known definitions places organizations in regard to "explicit partial socio-organizations, constituting special cooperation princes for some people in the face of deliberate satisfactions about a certain social need, so that they can be received in the horizon of active information for people"<sup>1</sup>. More explicitly, organizations are large groups of people who are cared for in relation to them and psychological and social information, and the interactions between them are focused on achieving common goals.

Organizations, throughout their life, are dependent on the environment in which they operate. In a world where globalization is increasingly placing its mark on the cycle of organizations and everyday life, in which the market is common and consumers are becoming better informed, with increasingly diversified preferences, in which competition has terms increasingly aggressive, in which employees have greater bargaining power in the labor market, it is increasingly difficult for an organization to activate in the market. Every organization that wants to survive and succeed must be aware of these changes.

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<sup>1</sup>Lucian Culda, *The organizations*, (București: Licorna, 1999), 43;

In one way or another, the activity of any organization is strongly influenced by these tendencies, so that interdependence between organizations, viewed as a system in a permanent exchange of information and resources with the environment in which they interact is decisive for the success of modern organizations. A contemporary organization must research, know and capitalize on the conditions it encounters in the environment and try to integrate as effectively as possible into it.

If, from the point of view of the internal environment, the organization can exert a certain influence, the external environmental factors are much more difficult to predict and the less influential and controllable. Both internal and external factors should be considered by a manager when establishing an organization's strategy.

Ensuring an efficient functionality of the modern organization requires managers to know all the variables, both inside and outside the organization, which influence its activity. The degree of success depends on how the organization manages to accommodate and control the influences coming from the external environment.

The knowledge of the characteristics and mutations involved in the structure of the external environment is a fundamental condition of the quantitative and qualitative satisfaction of a certain category of needs by the organization, needs that are constantly growing and diversifying, which should be the basis for developing realistic, well-founded strategies. scientific.

As a dynamic, socio-economic system, the organization takes from the external environment the resources it needs, introduces them in specific processes, from which result products, services or works that will be transferred to the same environment. "In this sense, the organization is a basic component of the external environment, as a system of inputs (from the external environment), processes and outputs (towards the external environment)."<sup>2</sup> Through inputs, the organization adapts to the environment, and through outputs it will influence the environment.

### **The external environment of modern organizations**

Due to the complexity and multidimensionality of the environment in which it operates, in the specialized literature there are still many points of view regarding the concept of external environment.

"The notion of external environment or marketing environment, respectively environmental environment, is a complex concept, including a set of heterogeneous factors, of economic, social, political, scientific-technical, legal, geographical, demographic nature."<sup>3</sup> It can be stated that the external environment represents all economic units, financial - banking, legal institutions, educational institutions, political organizations, and all the exogenous elements that influence and are influenced by the activity of an enterprise.

The external environment, by its dynamism, requires a permanent scan in order to identify the latest realities, uncertainties and challenges. External environment assessment is one of the most important stages of the planning process. This allows managers to identify changes, new market trends, new opportunities but also new threats, and also provides vital information for other managerial processes.

"The external environment is composed of all the factors outside the organization that influence on the development of the events within it."<sup>4</sup> According to the action on the

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<sup>2</sup> Mihaela Vlăsceanu, *Organization: design and change. Introduction to organization behaviour.* (București: Comunicare, 2005), 89.

<sup>3</sup> Gheorghe Mihail, *Communication and negotiation in business.*(Craiova: Universitaria, 2005), 127;

<sup>4</sup>Teodor Gavrilă, *General management of the company.*(București: Economica, 2002), 59;

company we distinguish two groups of factors, which form the direct external environment and the general external environment.

Direct external environment - are those factors that exert a direct influence on the organization or that intercept its influence, and are formed by: consumers, competitors, suppliers, unions.

The general external environment (indirect) - are those factors that have an indirect action on the company, and which show their influence through the first factors: the macroeconomic, informational, international environment. political, social-cultural, technological.

### **Direct external environment**

The direct external environment is characterized by the action of the following factors:

- suppliers - represent those organizations contracted by another organization in order to provide them with the necessary resources. This category includes financial, energy, raw material, or information resources. However, there are organizations that are closely linked to the supply of a particular product stream. These organizations, in order to minimize the problems generated by the risk in the supply, adopt a set of measures, of which we mention the collaboration with several suppliers, the purchase in advance, the buying companies and suppliers of a certain product. A very important thing that managers must take into account is the quality of the services provided. It is well known that a quality resource costs, but only the quality of the inputs can ensure a minimum quality of the outputs.

-consumers - being the beneficiaries of the products and services of an organization, these consumers must be permanently satisfied in order to apply in the future to the services of the same company. At the same time, the organization should not sit still and tend to widen the circle of customers. The organization exists only in the light of the fact that there are customers, so the more they will be satisfied and satisfied, the more viability and validity the organization will increase. Without consumers, the company will cease to exist!

-competition - the ease or difficulty of the last years to enter a certain market is a key indicator of competitiveness. "The intensity of competition on a particular market is directly proportional to the degree of difficulty of access of new operators on that market."<sup>5</sup> The influence that competition will have is closely dependent on the degree of consumer satisfaction. However, sometimes the prices and products used by another organization can affect the activity of an organization. Any initiative of an organization causes a competitive reaction from other companies. Thus, we see similar products appearing on the market in the near term, the quality being that most often makes the difference between the two products. The stronger the competitive response, the greater the degree of competition. However, competitors can have a double influence, because they can be both consumers of resources but also providers of goods or services..

- unions - having the role of representing the interests of the employees and protecting their rights, the unions can create certain guidelines more or less indicative regarding the rights of the employees. Over time, unions have changed their role and position due mainly to the changes and transformations produced in the industry but also due to the legislative changes of the states. To the extent that the members of a union are more united, they can solve, in common with the management system of an organization, the problems of the workers.

### **General outdoor environment**

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<sup>5</sup>Cornelia Macarie, *The influence of the external environment on the organization*. (Cluj-Napoca: Revista Transilvană de Științe Administrative, 2(11), 204), 102

The most important factors of the general external environment are the following:

1. Macroeconomic environment (state of the country's economy) - "regards the economy as a whole and is characterized by indicators: the interest rate and the inflation rate, the level and structure of unemployment, the exchange rate, the phase of the economic cycle (crisis, decline, relaunch, prosperity)"<sup>6</sup>. These conditions highlight the quality of life in a state or region. Representing the extremes, there are two types of economies in the world, namely the free economy (characteristic of capitalist states) and the planned (command) economy. In capitalist states that have a market economy, the purpose of any organization is to make a profit, whereas in the communist states (where the planned economy is specified), it is the state that makes the important decisions (what, how, how, where it occurs). The management system in the two categories is totally different, one promoting decision making, while the other promoting the central decision. In the market economy, the managers of the modern organizations analyze several factors before making an investment, of which we mention: the purchasing power of a region or of a certain moment, the degree of employment, the value system of the employees and potential employees.

2. Technological environment - refers to the technological development (robotization, digitization, computerization, communication development). All these innovations in the technical field reflect experience, knowledge and creativity. Technological development can create new markets, offer possibilities for new products and services, change the price level. The acceleration of technological changes produces a shortening of the life cycle of some products as well as of manufacturing technologies. In the age of digitalization and technology, the competitive advantage can be obtained through inventions and innovation brought into the technological system, by raising the technical level of the machines, by reducing pollution (a novelty factor in the capabilities of a technological system)

3. Socio-cultural environment - closely linked to employees, these factors must be taken very seriously by the managers of modern organizations. These factors may include general culture, local traditions and customs, ethical values. The developmental level of education in a particular region may indicate a certain degree of professional training and qualification of the population in that region. Socio-cultural factors determine how people live, work, and how they consume. Managers place great emphasis on the mentality of the people, on the set of beliefs that need to be changed and modeled in order to benefit the organization.

4. Political environment - the consequences of the governmental decisions regarding the economic policy and are installed through official laws and regulations and economic policies. Some of these decisions may control, for example, access to sources of supply (customs tariffs on exports), and others may limit access to markets. Also from the point of view of these factors are established the taxes and taxes that a company must pay to the state where it operates. The political stability of a state can be a strong point in attracting large investors and large organizations. Consumer protection, employee protection through the establishment of generally valid rules, such as the minimum wage on the economy, the control of the supply and the supply of utilities all fall into the political factors pertaining to the government of each country. The whole government can be a promoter, by providing education, by promoting research and grants from a certain sector..

5. International environment - the elements of this environment are mainly affecting multinational companies. Multinationals are always on the lookout for new places and investment opportunities, and as the common market grows larger, they will choose the most attractive states demographically, economically, socially or politically..

In conclusion, the external environment and the company are in interconditioning and interchangeable relationships. The organization will take over and build on the values existing

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<sup>6</sup>Rosemary Varley, *Retail product management*, (London: Routledge, 2001), 73;

in the society where it will operate. The external environment, in one degree or another, will influence the modern organization throughout its life cycle. Managers must ensure that the organization will achieve its goals, using people and the work environment. It must identify both the opportunities, and try to make the most of them, as well as the threats to which the organization is exposed.

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# LEADERSHIP IN SPECIAL OPERATION FORCES

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**Abstract:** *Since ancient times the Special Forces have been one of the top topics in the modern debates on global security, both in current conflicts and in future armed conflicts. These forces have captured the respect and admiration of many, both in the military environment., especially from the civilian environment.*

**Keywords:** Leadership, Principles, Fight for win.

## Introduction

The basis of the strategy is to concentrate your superior resources at the decisive moment. On the battlefield the general resources are represented by the number of troops and their firepower. Is it possible for a smaller firepower than the opponent to win? Apparently. Captain Wiliam H. Mc. Raven commander at the Navy SEAL on counter-terrorism has generated a theory that a small force can seemingly defeat a much stronger opponent only if that small force manages to gain a decisive advantage over the opponent. This decisive advantage is also called decisive superiority and is essential for the success of any special operation.

Analyzing 8 special operations in history, Captain McRaven found 6 principles in which special forces leaders must control them in order to achieve relative superiority. McRaven's 6 principles are: simplicity, security, repetition, surprise, speed and purpose. He also put these principles in order according to their importance to achieve the goal: purpose, repetition, speed, surprise, security and simplicity.<sup>1</sup>

## Group establishment

### Principle of purpose

Having a clear and defined purpose is probably the most important principle of the strategy because you cannot act without knowing what tasks you have to perform. As a leader you cannot present a clear understanding of the subordination mission if you cannot understand from the beginning what it is. It doesn't stop you from always asking yourself: "What is our job and what should I do"

In the concrete understanding of the mission, there can be a lot of unforeseen events that you as a leader must take care and be very careful about. You should not let yourself be distracted by anything that can confuse you or make you deviate from the established plan.

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<sup>1</sup><http://www.Secrets-of-Special-Ops-Leadership-Dare-the-Impossible-Achieve-the-Extraordinary.pdf>;

This principle should not be confused with the moral factor. The moral factor exists outside of the understanding of the mission, it cannot be planned or anticipated. The purpose of the mission must be understood on the outside, without leaving traces of questions, as the subordinates have to have a personal involvement from which to understand exactly what they have to do both personally and the other members of the team, whenever one of them can do it replace another.

### **Principle of repetition**

In the preliminary phase of mission preparation, rehearsal as well as routine are indispensable to remove barriers that may lead to mission failure. Certainly, all special forces see this rehearsal as a daily routine. This routine prepares soldiers and develops some quick skills. in threatening situations. These rehearsals should be treated very seriously by the soldiers having all the equipment necessary to carry out the mission on them, they reviewing before the rehearsals the exact plan of the exercise, and that simple plan must be implemented in the field. It is certainly a big waste of time to bring all the necessary materials as well as the equipment and technique, but in this way it is easiest to see exactly where the soldiers are wrong or where they need training, while they are practicing until and the smallest detail comes out perfectly and according to the initial plan.

The British had 18 months to prepare for an attack on the German battleship "TIRPIZ". Their mission was to treat an X-Craft submarine for eight days across the Atlantic with the help of certain conventional submarines. the two submarines were carried out by the crew members and at rehearsals this towing was carried out on a fairly short distance. During the execution of the actual towing, the catching rope between the two submarines broke, causing the two submarines worse damage. Admiral Godfrey Place to say ironically: "Only if we tied the two submarines for eight days would we have known that the catch rope would break."<sup>2</sup>

### **Principles of speed**

In special operations missions the principle of speed is simple. Reach the target as quickly as possible. Any delay will increase your vulnerability and decrease your chance of achieving relative superiority.

Speed can be used in two ways. First time the leader can use speed to take enemies by surprise. Also, this principle allows the commander to achieve his goal before the opponent can react effectively to counter an attack with a force higher.

In the US Army's Marine Corps combat manual it is said that speed is relative. This shows that speed is related to the enemy's ability to a possible reaction. If the enemy does not react to your attack then it means you have more time to- Dislocate your troops. This statement can be correct in conventional wars where maneuvering forces help you to have a tactical advantage, but in special operations the enemy is in defensive positions and his only wish is to execute a counterattack. it is essential to move as quickly as possible so that your opponent cannot react.

The vast majority of special operations involve both direct and immediate contact with the enemy where minutes or even seconds can make the difference between success and failure. In order to capture and act quickly, special forces consist of small groups, depending on the conditions of the mission.<sup>3</sup>

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<sup>2</sup>RALM Godfrey Place, VC, interviewed by CDR William McRaven, Tape recording, Sherborne, Dorset, England, 18 June 1992.

<sup>3</sup>FM 3-05.130, Army Special Operations Forces Unconventional Warfare, Fort Bragg, North Carolina, 2008.



In conclusion, this principle is used in any mission of the special forces, which can make a colossal difference even managing to change the outcome of the battle.

### **Principle of surprise**

Surprise is one of the most feared weapons in a leader's arsenal to gain a considerable and consistent advantage against a larger enemy both in number and in resources. Even the most feared forces cannot be strong everywhere. An open minded leader will always know how to choose his target by using this principle, having maximum impact by concentrating the effort at that point. The advantage of surprise applies in all the action environments. The timing of the attack is a key factor in taking the opponent by surprise. In most cases the special forces act at night because the darkness provides shelter for the troops. Also these forces act at night because the opponent is weak and tired and the achievement of the surprise is much higher. Each defensive has a weak point. The accomplishment of the surprise represents the exploitation of the weaknesses of the opponent.

Many of the tacticians believe that this principle of surprise is the most important factor in the success of performing a special operation. They consider that the surprise gives them an advantage over the opponent because it catches the unprepared and can win the battle. Surprise is useless without the help of other principles. Relative superiority is achieved with the correct use and execution of all principles.<sup>4</sup>

### **Principle of security**

This principle is designed to prevent certain elements of the adversary from being able to obtain information about the missions to be executed or to create a disadvantage in favor of the adversary. If the enemies know your plans of action, what you have to do or why you are capable, this can take measures to prevent you in organizing the execution of the mission. However, in most cases, the special forces operate in attacking fortified and guarded targets. Documents are also important when it comes to organizing and carrying out a mission, any SSID (Strict Secret of Special Importance) and SS (State Secret) documents that fall into unknown, malicious or enemy hands can lead to numerous lives and losses. at the loss of important objectives. These documents must be kept and stored in special buildings so that unauthorized persons can not access them in any form.

Special forces always act using this principle, in any action or mission they have behind so-called rear security, or in front, security called combat security. They place first the human resource, executing any operation necessary for the protection of team members and of the staff.

### **Principle of simplicity**

Simplicity is the most crucial but often the most difficult principle. How can we create a simple and efficient plan? Three elements of simplicity must be used for the success of the mission: limiting the number of objectives, intelligent planning as well as an innovative spirit. Limiting objectives is essential, forces for special operations acting only to destroy vital objectives. High intelligence is also an important element for developing a simplistic plan. High intelligence simplifies a plan by reducing unknown factors as well as variables that need to be taken into account.

During the preparations for rescuing hostages from Entebbe airport, Israeli Intelligence personnel were able to determine the number of terrorists and guards in Uganda, their weapons and their general dispositions. This information helped the leader conducting the

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<sup>4</sup>TOFFLER, Heidi, TOFFLER, Alvin, Război și antirăzboi- supraviețuirea în zorii secolului XXI, Editura ANTET XX PRESS

raid. Dan Shomron, to reduce the number of stairs only to those who needed it. This dramatic decision has improved command and control being essential to the success of the mission.<sup>5</sup>

The third element that contributes to the simplicity of the principle is innovation. This simplifies a plan by helping to avoid or eliminate obstacles that could compromise the surprise or alert pace of the mission. Innovation is normally manifested in new technologies, but also in the application of unconventional tactics. Both new technology and innovative tactics are used to support attack elements in order to reach the targets and then quickly eliminate the enemy.

In conclusion, these three elements of simplicity have a huge impact during the execution of the mission.

### **Final considerations and conclusions**

The need to support military actions by specialized units that could bring new capabilities to conventional armies has been felt since ancient times, these units being known today as special forces.

These special forces have played an important role throughout the history of armed conflict, since it was sometimes necessary to use actions such as sabotage or guerrilla battles instead of the conventional actions of conventional armies. The leaders of these forces played an even more important role. All those leaders who had innate qualities of leadership later showed this gift to the formations they evolved. With the help of these tactical masters many of the difficult operations performed to look very light. Of course, the merit is granted here and to the human resource without which that leader could have done nothing.

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<sup>5</sup>The Controller of His Britannic Majesty's Stationery Office, Combined Operations: The Official Story of the Commandos, (New York: The MacMillan Company, 1943), p.72

# THE IMPORTANCE OF LOGISTICS IN MILITARY ORGANIZATION

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**Abstract:** *The importance of the logistical operations was decisive especially during wars, where the supply of ammunition, weapons, fuel, food can be vital. After World War II, logistics entered a period of decline, as most companies focused in particular on increasing production capacity, due to the high demand from the post-war years. Logistics would make a come back with the economic crisis of the 1950s. Thus, the decrease in profits determined businessmen to resort to methods of reducing maintenance costs and increasing production efficiency. This period coincides with the widespread use of the concept of "physical distribution" that lasted until the 1980s when the term "logistics" was introduced.*

**Keywords:** logistics, management, support, organization

## 1. The concept of logistics in military organization

The concept of logistics appeared in the 17th century in the French army, where the term "loger" is used to describe how to transport, supply, nourish and provide certain conditions, for an operational army in motion, applying military knowledge.<sup>1</sup>

One of the oldest definitions accepted for logistics is as follows: "all preparations and actions needed to supply the armed forces to the fullest efficient manner, with goods and supplies, leaving them more favorable circumstances in confrontations ”.

At present, logistics in the military field refers to "all the means necessary for the strategic and tactical decisions in the field".

After World War II military logistics specialists went into industrial civil activities where they applied their knowledge laying the foundations of industrial logistics. With the development of various industrial systems and with the evolution of markets the concept of logistics has also evolved. It has become increasingly clear that the primary purpose of logistics is to find and make available goods and services of adequate quality, at the right time and the right place, under the necessary conditions and quantities, in order to create the best context for achieving the goals that an organization proposes.

The term "logistics" has very diverse interpretations, from a simple transport to an interdisciplinary science combining engineering with microeconomics and organization theory.

Thus one can appreciate logistics as a problem in itself. Being closely related to socio-economic and industrial development logistics has evolved in parallel with them. Therefore,

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<sup>1</sup> Carmen Bălan, Logistica, Ediția a III-a revăzută și adăugită, Editura Uranus, București, 2006, p. 309-312.

new definitions that aim to describe logistics in accordance with its evolution and addressability have appeared.<sup>2</sup>

## **2. Elements that contribute to the development of logistics**

Faced with a rapid change in the environment and with an increasingly uncertain future, many companies were forced to strengthen and rethink their traditional strategies. Recent technological developments, continuous liberalization practiced by governments, the shortening of the life cycle of products, the appearance of markets with low barriers to entry and the significant gains registered by companies during the last decade have all contributed to the development of logistics.

More and more companies recognize that logistics is now vital to their strategy. Logistics is not only an operational variable in the structure of the company but also an asset that ensures the successful coordination between the flows of information and goods. In the end logistics is a tool with the final purpose of executing the received orders.

Rapid increase in the cost of transportation is one of the factors that have contributed to the growth of logistics importance. In the context of sudden oil price increases that determine high transportation costs, business people were forced to better maintain and improve the efficiency of their business' distribution to ensure their survival. Through further analysis of the operations undertaken by companies it was observed that logistics holds the key to a yet to be discovered source of efficiency and growth. With the current limits of the manufacturing process, obtaining additional efficiency gains was of paramount difficulty.

Changes in stock management determined logistics experts to create new control methods in order to reduce the weight of the stocks. Thus, noticing the importance of storage in relation with expenses and the results of distribution, researchers have designed new stock management methods.

Product innovation and increased diversification is another factor contributing directly to the development of logistics as a science. This is a consequence of an increase in the consumers needs and expectations, but also of better manufacturing technologies, the appearance and use of new types of raw materials as well as the constant concern of the competition between the participants as a result of the increase in the number of producers and retailers.

The need to better coordinate and analyze the information flows lead to a massive expansion in the development of logistics. With the diversification of logistics activities, organizations have had to deal with a significant volume of data and information regarding the flow of goods. Data can refer to the clients location, their orders, transportation costs, the location of the production units, etc.

The technology revolution is another element that helped ease the processes and logistics activities. The computer has also led to an improvement in the relationships with the suppliers, distributors, customers, etc.

Environmental laws had a positive influence on the logistics space. According to specific directives by the European Union, companies need to grant special importance to the reverse flows of goods. These encourage moving towards recoverable packaging, recyclable materials and to allow products to be withdrawn from the market due to poor quality, defects found, expiry of the warranty term, etc. A major influence over logistics could be the societal marketing of the company that implies the satisfaction of the consumer in a way that increases the welfare of the consumer and the society long term interests as a whole.

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<sup>2</sup> Carmen Bălan, *Evoluții conceptuale în domeniul logisticii și lanțului de aprovizionare livrare, în Abordări și determinări funcționale ale logisticii – Simpozion științific la Catedra Logistică, Finanțe și Contabilitate din UNAp, 02.02.2007, p.165-166.*

Significant changes in the field of logistics have also been caused by the implementation of quality norms.

### **3. The importance of logistics support management**

The efficient management of logistical support of the armed force during an operation is ensured by realizing and optimal dimensioning and synchronicity of the flow of information, goods and persons, in order to provide the forces with everything that is needed at the right time and at the indicated place. For the activities to be carried out quickly and safely, the logistical information system must be viable, coherent, functioning both vertically and horizontally, in any situation.<sup>3</sup>

For the creation of the centralized and integrated management of the five classes of materials in the Romanian army, the “AILS logistic information system” will be used. We appreciate that this will be of particular importance for the structures because it will ensure: faster transmission of data from the subordinated logistic structures, the automatic control of the distribution activities of the warehouse materials and their reception to large units; access of the management structure of the logistical support of the force to the data regarding the stock level at all the big units and subordinated units; automatic control of stocks and providing the information needed to complete them through redistribution or acquisition; equipment management, maintenance, distribution and procurement.

Of particular importance in ensuring the management of the logistical support of the force in operation is the planning function for achieving the overlapping of the logistical effort over the operational effort - in the planning and carrying out of the combat actions.

We could say that logistics will act as a force multiplier, as a reservoir of material goods and services, which, at any time and under any conditions, will revitalize the fighting forces.

Therefore, the logistical support must be in full accordance with the needs of its own forces, especially at the tactical level. From this results the need for synchronized functioning of the entire process of managing the logistical support, which will highlight the clarity and precision in progress.

The importance of the management of the logistic support of the force in the operation is also given by the factors that decisively influence the logistical support. Thus, the head of the logistics management structure must take into account the following factors when exercising the order:

- purpose of support - refers to the types (types) and levels of support that must be provided to the force (troops), which differs depending on the type of operation, preparation time, length of stay in the operations area (theater and phases of military action);
- distribution networks - the communication and information system, the physical component (factories, warehouses, roads, railways, airports, bridges, buildings, etc.) and the resources (people, materials, cars) acting within or outside the physical fields;
- the sources of support - they can belong to the Ministry of National Defense, the host nation or they can be intercategories of forces, nongovernmental, multinational;
- availability of materials - is achieved through stocks and replenishments and plays a decisive role in ensuring continuity;
- modularity - it increases the command and control possibilities for large space actions and provides interchangeable, expandable and adaptable support elements to the mission requirements and the concrete conditions.

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<sup>3</sup> S.M.G./P.F.-4, Doctrina pentru sprijinul logistic al operațiilor întrunite, București, 2003, p. 49

#### 4. Conclusions

The concept of logistics will evolve over time. It is important to have updated definitions that can facilitate the exchange of ideas. Logistics will continue to serve the growth in quality which is already an essential concept that is accepted and strictly regulated.

More and more specialists appreciate that the long-term focus of logistics will be customer-oriented. Access to information is easier than ever and the clients are more demanding regarding the need to address the adverse effects on the environment. Therefore, the dilemma is how to be efficient and at the same time protect the environment.

Execution, planning and control are three functions indispensable to the current concept of logistics. These functions are responsible for activities such as purchasing, storage moving and delivering goods through the logistics chain. Through its functions, logistics also addresses other core activities in the process of making the product.

In perspective, logistics must ensure the simplification of processes and thus the reduction of delays caused by the friction and interactions between the members of a logistics chain.

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