



Comparative Analysis of Management Models in European and Non-European States

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ABSTRACT

The opening of Romania's borders after 1990, Romania's entry into the European Union in 2007, but also the establishment of international relations in all areas of the public and private sector, led managers or potential managers to follow forms of university training abroad, most requests USA, England, France, Germany, Holland, etc. A current direction in the timely prospecting of performance results, is represented by the implementation of the organization ethical code, with the obligation of application by the entire organization staff and indirectly by the external environment of the organization. Thus, in the context of accelerating globalization, we are witnessing the creation of new organizational cultures, through the international expansion of labor force recruitment possibilities and an opening to profitable organizational possibilities. The fundamental difference between management systems and the condition of occupying the managerial position also refers to the aspects of the specific conditions, to the flexibility and fluidity, at a given time of the satisfaction of the social need, as well as to the civic behavior of the society and to the organizational behavior. The knowledge reciprocity of the policies and strategies of organizations from the European and non-European space will lead to the realization of concrete programs of collaboration and economic development and the removal of conceptual, cultural, national, demographic and economic barriers.

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1. Introduction

In order to have a performing field of activity, human resources are important, in a broad sense, and in a narrow sense, professional competence is also, important, represented by general and specialized training, experience and expertise, practice acquired in the economic-social environment, didactic and specialized. These components of professional competence can be valued by managers, regardless of managerial level. Thus, professional training or professional development can be carried out inside the organization and outside the organization, independently or dependent on it, at the initiative of the employer, manager or non-manager.

Economic development determines a recruitment/migration of staff to other organizations and vice-versa, which is based on aspirations and promotion possibilities, the professional training process, the internal environment of the organization and the salary level. Thus, a growing number of organizations emphasize and focus their managerial policy on the quality of human resources, not only on the field of activity, because the staff, manager or non-manager, is the user of information and technologies in the organization, they represent the vital source.

In order to evaluate the public services provided by the local public administration, the beneficiaries/citizens/clients can participate in the identification of their weak points and strong points, which according to some authors [1], constitutes "a tool" that "is based on five dimensions of service quality, namely: tangibility, trust, solicitude, safety and empathy".

The economy of local public services was based on social aspects and their justification was highlighted by arguments such as the existence of natural monopolies on the economic market, the insufficiency of insurance as well as the inefficient management of public services by the central authorities, but also the coordination carried out by the state structures, in the centralized system. For these reasons, it ended up that the activity in certain fields of public services was taken over by the bodies of the local public

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administration authorities, which led to a bilateral administration-citizen interaction, through the increase of human and technical capital.

2. Analysis of the location of the management system in European and non-European states

The deepening, development and dimensioning of management structures, on a European and global level, take place under the conditions in which the U.S. and Japan, component states of the world economic triad (Europe, USA and Japan), organize themselves to access the other countries' markets, which requires an adaptation of the managerial organizational structures.

Thus, every organization, public or private, regardless of country of affiliation, will have to prepare and adapt development strategies and policies, adapted to a high level of performance. To enter the market of national and international public services, organizations must understand to fit into the complex process, by respecting the basic principles, namely: unification and uniqueness of managerial functions, homogeneity of processes and managerial performance.

Economic-social development determined the development of organizations/enterprises, but it cannot be said that on the international level, the "cancellation of geography" [2] has passed, since "companies, as economic agents, need territories, these being special markets of outlets that enable and stimulate competition and, therefore, the chance to win the position of global leader".

The comparative analysis of some European and non-European state entities is relevant because they are situated in the European and non-European space, have similar or relatively similar forms of government, parliamentary federal republic (Germany), federal republic (USA), semi-presidential republic (France), parliamentary democratic republic (Italy), hereditary constitutional monarchy (England) and republic (Romania); they have territorial divisions, although they are named differently, states (Germany), regions (Italy and England), regions and departments (France) and states (USA), administrative-territorial units (Romania) and have organizational structures that respect the principles of hierarchized organization and functioning (table no.1).

Table 1. Analysis on European and non-European states regarding statistical, administrative and constitutional identification

	Federal Republic of Germany [3]	Republic of Italy [4]	French Republic [5]	United Kingdom of Great Britain and Northern Ireland [6]	England [7]	United States of America [8]	Romania [9]
Population	81100000	61400000	66400000	64800000	53012456	328226532	19900000
Surface	357340	302073	633186	248527	130279	983517	238 390
Average density	226.6	201.2	104.5	266.4	424.3	34.6	86.5
Capital city	Berlin	Roma	Paris	London		Washington D.C	București
Form of government	Parliamentary Federal Republic	Parliamentary Democratic Republic	Semi-presidential republic	Hereditary constitutional monarchy		Federal republic	Republic
Official language	German	Italian	French	English	English	English	Romanian
Territorial divisions	16 states, 426 kreises, 16068 municipalities and 117 kreise towns	20 regions (of which 5 with special status of autonomy), 110 provinces and 8094 localities [10].	18 regions and 101 departments [11], 36433 municipalities	2 kingdoms (England and Scotland), principality (Wales), province (Northern Ireland), 56 counties, 482 districts	9 regions (administrative committees and unitary authorities) [12]	50 states (constitutional federal republics)	Administrative-territorial units / Counties, cities, communes, villages

Source: processing authors

3. Cultural peculiarities of management systems in European and non-European states

The common cultural peculiarities in the European space were analyzed in a study undertaken by B. Strumpel [13], namely that new forms of participation of individuals in economic-social life are promoted, the number of individuals in moral reconsideration increases, it is amplified social relations outside the organization and the family, increase the chances of equality of individuals and the quality of life with new moral dimensions.

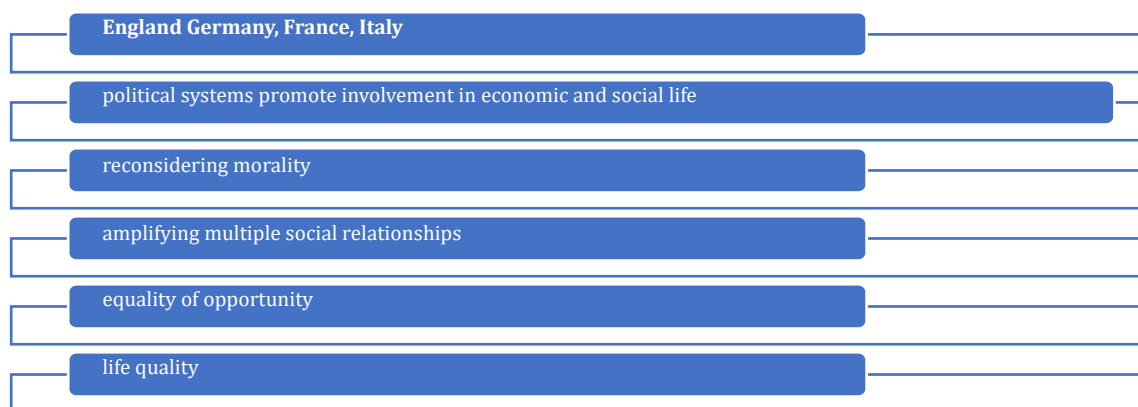


Figure 2. Common cultural peculiarities of some European countries according to the study of B. Strumpel

Source: processing authors

The specific cultural peculiarities of European countries and the USA, highlighted more or less similar aspects, following the studies carried out by G. Hofstede [14] and F. Trompenaars [15] which through the prism of four dimensions (distance towards power, the control of uncertainty, the intensity of relationships between individuals, the distribution of roles in society), which are based on variables (regional, historical, demographic, political, economic, social, etc.) and four values (respect for the principles and rules, emotional orientation, social involvement and state legitimacy), in terms of proximity to one or another system, differentiated and diversified, based on the particularities of each country.

On the basis of its first analysis [16], if we consider the cultural dimensions proposed by Hofstede, Romania could fall under the Latin-European group, the average level of the indices for each of the four dimensions characterizing the countries that are part of it approaching in - a large measure of the situation in Romania. However, we must not neglect the particularities of the economic situation in the current period, as well as the fact that, in his study, the author does not locate in any of the groups the countries of Eastern Europe, which are also currently going through a period of deep changes both at the level macro and microeconomic, the characteristics of the four cultural dimensions of these countries being found in the specific dimensions that characterize our country.

The research carried out [17] "(...) showed that the cultural factor can be as important as the technological one in ensuring a good profit in productive units. Today's managers follow these new trends, trying to consider as much as possible the cultural baggage with which a subordinate enters the organization".

Specialist practice and theory have shown that European management models are alternatives to American ones, although none of them are independent, they intersect sinusoidally. The reduction of differences in managerial systems implies the dynamism of organizations in terms of achieving performance, in an institutional framework suitable for each individual country, respectively each area. Thus, national strategies must be developed with correspondence in inter-community and even inter-state strategies, which have as objectives the achievement of performance and economic growth and the bilateral use of the workforce, managerial or non-managerial.

The homogenization of managerial policies, regardless of the state we are referring to, must consider the creation of conditions in different fields of activity for organizations, managers, employees and the economy, in order to achieve performance and profit. The impact of inter-state management homogenization is influenced by the size of the organization, by the existing managerial structures and levels within the organization, by the rate of computerization at each level, vertically and horizontally, by the demand and satisfaction of organizational requirements. Thus, the governing bodies will permanently seek to ensure compliance with the principles of good functioning and organization, of cooperation and collaboration, as well as the modernization and technology and computerization of the structures.

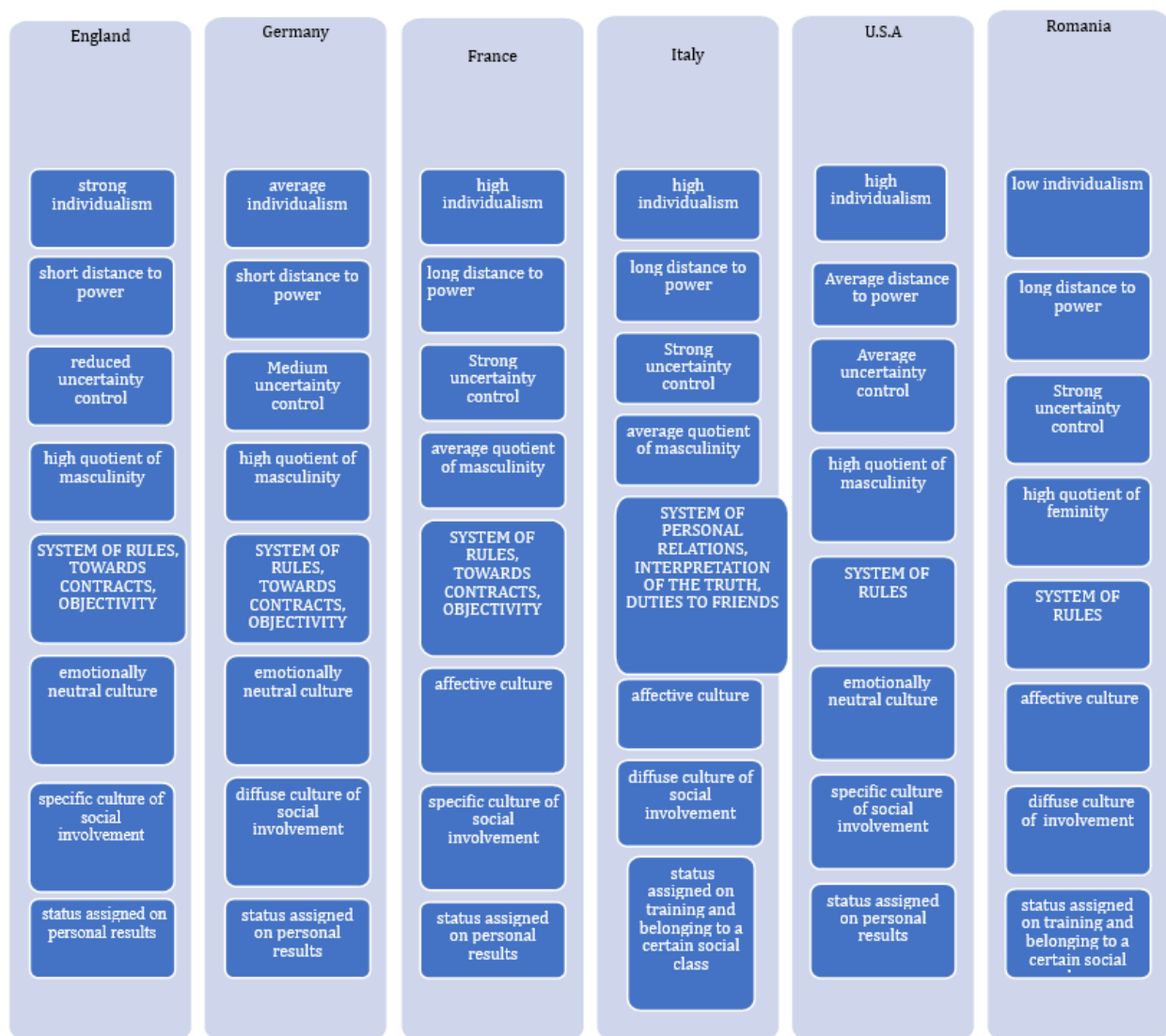


Figure 3. Adapting cultural framework of some European and non-European countries according to the study of G. Hofstede and F. Trompenaars

Source: processing authors

England, France and Germany are capitalist countries with a strong traditional character, and Italy is considered, according to the theory of Yochanan Altman [18], as a country in the south of Europe, whose organizational structures have a national identity, on the one hand and financial identity, on the other hand, which leave their mark on the management practiced by each country. Although Romania does not enter into the debate of Yochanan Altman's theory, national practice and theory in the field of management convinces us that Romanian organizational structures have a financial identity, which determines their development and performance or not.

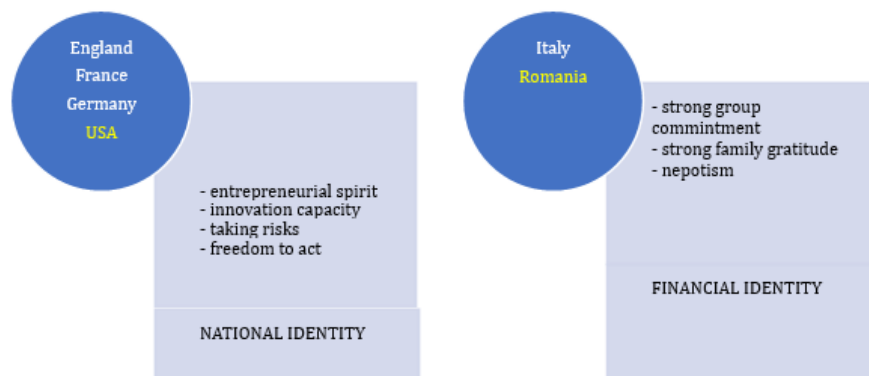


Figure 4. Adapting and processing European and non-European culture types, according to Yochanan Altman's theory

Source: processing authors

As management schools began to develop and stood out through a high-level theoretical training of graduates, but also the practice of Romanian managers, who achieved individual performance, by ensuring a higher-level management, attracted the attention of management organizations research. Thus, in the period 2004-2006, the Human Synergetics Study (Human Synergistics Romania) [19] was carried out in Romania, which highlighted that Romanian organizations have an organizational culture characterized by: exaggerated competitiveness, conventionalism and self-development.



Figure 5. The characteristics of Romanian organizations, according to the Human Synergetics Study

Source: processing authors

In 2005, the Interact-Gallup Romania Study was carried out (Luca, 2005), based on the model developed by Geert Hofstede [20], precisely in order to understand the differences and similarities between Romanian and other nations' values and behavior, as well as to provide explanations for the behavior and preferences of Romanians. After conducting the study, it emerged that "Romania (...) like the other countries in the Balkans (Bulgaria, Greece, Serbia, Macedonia, Albania), is at the opposite pole of the Anglo-Saxon countries, from which they borrow all the managerial and management practices of human resources". It is found that if in Romania, the system still has characteristics based on collectivism, in Latin countries (France, Spain, Italy), in Germanic countries (Germany), in Scandinavian countries (Netherlands, Denmark, Sweden) and Anglo-Saxon countries (Maria Great Britain, USA, Canada, Australia), the system is inclined towards individualism. So, in Romania, the professional and private life of the members of an organization is influenced by belonging to a group, which gives them identity and the whole group is the one that recognizes failure or performance, and individual performance is inferior to the performance of the group, the collective. If for Latin and Balkan countries, power distance is high, for Germanic, Scandinavian and Anglo-Saxon countries, power distance is low, i.e. high degree of acceptance of a top-down type of management U.S. inverse.

Regarding the masculinity/femininity dimension, Germanic and Anglo-Saxon countries have a high degree of masculinity, while the Balkan, Latin and Scandinavian countries have a low degree of masculinity, in the sense that affirmation, power, access to information, professional advancement and innovations, more or less.

A high index of uncertainty avoidance, i.e. a low level of tolerance towards change, and uncertainty, has the Balkan, Latin and Germanic countries, and a low index of uncertainty avoidance has the Scandinavian and Anglo-Saxon countries. The study shows that all states are future-oriented, in the short term (table no.3).

Table 3. Interact-Gallup survey results

Balkan countries	Latin countries	Germanic countries	Scandinavian countries	Anglo-Saxon countries
Collectivism	Individualism	Individualism	Individualism	Individualism
Long distance to power	Long distance to power	Short distance to power	Short distance to power	Short distance to power
Feminity	Feminity	Masculinity	Feminity	Masculinity
High index of	High index of	High index of	Low index of	Low index of

Balkan countries	Latin countries	Germanic countries	Scandinavian countries	Anglo-Saxon countries
uncertainty avoidance	uncertainty avoidance	uncertainty avoidance	uncertainty avoidance	uncertainty avoidance
Short term orientation	Short term orientation	Short term orientation	Short term orientation	Short term orientation

Source: <https://geerthofstede.com/landing-page/>

From the analysis of the management systems, it was found that all analyzed European and non-European countries have the participatory model as their management model. In specialized literature [21], the idea is supported that "participatory management consists in exercising the main management processes by involving a group of owners and/or managers and executors, using a varied range of modalities, among which institutionalized participatory bodies occupy a central position". Fundamentally, the factors that operationalize participative management are of an organizational, decisional, motivational, legal and moral nature.



Figure 7. Peculiarities of European and non-European managers

Source: processing authors

Participatory management implementation bodies are found at the general meeting of shareholders, boards of directors, steering committees, censors' committees, associates or administrators.

When developing, implementing, and operationalizing the participative management system, it is important to consider the organizational structure, the professional training and experience of managers and non-managers, the degree of substantiation of the decisions made following decision-making processes, the nominal training of all staff, budget allocation for the preparation of materials, transport, accommodation of the personnel involved, etc.

4. Conclusions

Providing local public services in European and non-European countries presents an essential difference. Thus, in European countries, public services are provided and financed by the local public administration, which exercises control over their activity, while in non-European countries, local public services are provided financed, in most cases, by the private sector, under the coercive force of the state, which supervises and coordinates their provision through local public administration authorities.

Also, the effects of economic-social and environmental development in a community have determined the imposition of managers, management systems and local public services, sometimes without considering social needs, but only the possibility of developing some sectors non-social. So, the public service

was looked at and became a tool of economic strategy but without a substantiated basis, instead it became a coordinator for the private sector, becoming a coercive tool.

There is a difference between managers' perception and expectations of public services, which determines the measurement of quality assessment. Thus, managers' perception of a public service determines the satisfaction of beneficiaries/citizens/customers, while their expectations of a service determine quality.

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