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## EDITORIAL

### Revitalization of Organizations

Culture Shock occurs when cultural paradigms change: values, beliefs, myths, taboos, stories, legends, heroes, symbols, and so on. C. Handy (in his 1992 book *Understanding Organizations*) identified four types of cultures: Jupiter in small organizations, Apollo in large companies, Athens in projects, and Dionysus in expert organizations. Changing paradigms within a culture or type of culture produces shocks, and if the change is not mastered it leads to crises.

Shock also occurs when trying to change unwanted behaviors (diseases) that are part of the pathology of organizations, represented by interventions in state policy or market functioning. Organizational diseases also arise from the behavior of managers (secrecy, bureaucracy, corruption, nepotism, managerialism).

To avoid the shock, the deliberations on the new paradigms in groups of specialists, the increase of the weight of the people accustomed to the new paradigms, the beginning of some training programs to learn the new paradigms were identified as solutions. But we must not forget that every paradigm involves a cultural risk that arises from the neglect of the coherence of the new paradigms and those that remain.

The truth is born in the clash of divergent opinions and values. Effective leaders encourage disagreements, as Peter Drucker once said. Concerns are raised and creative solutions are developed. Effective leaders create cultures of contention on purpose. They know that such cultures would handle conflict properly and integrate emotionally challenging situations into constructive ones.

In organizations, disagreements add an extra level of emotions to what is sometimes an already emotionally charged and complex situation. Reaching consensus becomes more difficult, especially if the manager is not an autocratic one, but one that rather requires unanimous agreement from the team before proceeding with a strategic move. Proceeding with a decision despite the cultural pressure requires a higher level of self-confidence and belief in the leadership's vision.

This is why managers generally try to avoid disagreements. Disagreements, of even conflicts, have the potential to be confrontational or emotional and, even worse, to change a working team into a dysfunctional one. With time, the disagreeing parties stop communicating effectively, and layers of emotional resentments are added on top of the

initial disagreement. But in fact, if the culture was so developed to focus on the root causes constructively and define them clearly to the mutual satisfaction, this step alone would shift the parties into the mode of looking for a solution.

Culture shock happens also because of the conflicting values of the parties involved. It is important to check whether the issue of disagreement goes against the values that support the organizational culture. In such situations, one party is likely to feel resistance to the ideas and solutions from the other party. If so, this fact must be communicated immediately, as one cannot execute a decision that goes against his/her values. The other party understands this, too. Therefore, communication becomes critically important. The leader has to be clear about the intent, motivation, business need, and other important factors that shape the decision.

In conclusion, disagreements and culture clashes can be powerful tools for better decision-making and stronger organizational culture. When handled properly, they can surface critical parameters related to the decision, safe-guard against wrong frames and stimulate the imagination. In situations in which we want more information or to reach a better solution, one of the ways is to create a disagreement. Dealing with cultural clashes and conflicts requires a higher degree of leadership emotional balance and mastery, however, to what every leader should strive.

Dana Corina Deselnicu  
Senior Editor

## ABSTRACTS

### **The Impact of Service Variability on Customer Satisfaction**

Diana-Andreea Marin (1), Elisabeta Paraschiv (2), Adina-Florina Radu (3), Andreea Barbu (4)  
(1) Finance Cont Complete, Șos. Olteniței no. 254, Bucharest, Romania  
(2) SAP România SRL, Tipografilor str. no. 11-15, Bucharest, Romania  
(3) IBM România, Șos. Orhideelor no. 15, Bucharest, Romania  
(4) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

*ABSTRACT: The hospitality industry encompasses a wide range of areas in the service industry, such as accommodation, food services, tourism, and travel, which offer comfort, and guidance to customers, all of which are interdependent. Customer satisfaction consists firstly in the quality the clients perceive, and it embodies the added value that an organization can bring to its services. The main characteristic of services is variability, which refers to difficulty in being standardized. The paper's main subject is to determine the relationship between customer satisfaction and service variability aimed at serving in restaurants. Another objective of this study concerns verifying the connections between the influencing factors and the two examined concepts. The research is exploratory and quantitative, mainly using the Likert scale in the process of collecting data. According to the analysis of the results, between the two studied concepts exists a positive and direct relationship, the service variability occurring to influence satisfaction levels. The factors from the specialized literature have been tested and create strong links with service variability. The study results complete the gaps from previous research by connecting the two concepts and by determining the relation between them.*

**KEYWORDS:** service variability, customer satisfaction, service quality, heterogeneity, hospitality industry

## **The Influence of Macroeconomic Variables on Sales of Car Manufacturers**

Antonija Fic (1), Vito Bobek (1), Monika Kirbis Rojs (2), Tatjana Horvat (3)

(1) University of Applied Sciences FH Joanneum, Eggenberger Allee 11, Graz, Austria

(2) Government Office for Development and European Cohesion Policy, Ljubljana, Slovenia

(3) University of Primorska, Cankarjeva 5, SI-6101 Koper, Slovenia

*ABSTRACT: This paper aims to research the influence of several macroeconomic variables on German premium car brands Audi, BMW, and Mercedes-Benz in the Malaysian automotive market between 2010 and 2019. The qualitative analysis determined the sales of premium passenger vehicles in units produced by the top German car manufacturers as the dependant variable. In contrast, the PESTEL analysis determined the relevant macroeconomic variables, namely the gross domestic product, interest rate, consumer price index, exchange rate, and the unemployment rate, as the independent variables. Quantitative analysis has been conducted in the form of a multiple regression analysis. The multiple regression results show that none of the five macroeconomic variables have influenced the sales of Audi, BMW, and Mercedes-Benz passenger vehicles in Malaysia.*

**KEYWORDS:** automotive industry, Malaysia, premium, German cars, macroeconomic factors

## Managing Complexity of Space Critical Infrastructures

Marius Eugen Opran

Romanian Space Agency, Mendeleev Str. no. 21, Bucharest, Romania

*ABSTRACT: The growing complexity of infrastructure has increased to overwhelming levels, making it more difficult to understand the potential causes and consequences of failures. Also, as services based on critical infrastructure are used intensively in both the economy and society, the severity of potential failures develops. The degree of complexity of the transport infrastructure is increasing, and the need for operational efficiency determines the implementation of new solutions offered by space infrastructures. To understand the complexity of critical space infrastructures, the authors describe space architecture. Furthermore, the paper introduces the concept of Complex System Governance (CSG) that addresses these issues, providing the tools, concepts, mindsets, and processes needed to understand the complexity of systems.*

**KEYWORDS:** complexity, critical infrastructures, space systems, systems of systems

## The Circular Economy Approach

Claudia Monica Dumitra, Georgiana Moiceanu, Corina Ionela Dumitrescu

University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

**ABSTRACT:** *In the year 2015 the European Commission presented an action plan regarding Circular Economy and another four legislative proposals that considered mainly waste management. The objectives mentioned that 65% of the municipal waste should be recycled by 2035 and the waste deposit reduction should reach 10%. The purpose of the paper is to present the circular economy concept starting with defining the system, presenting the demands of the circular economy, weaknesses and strengths and strategies. Presenting all this should highlight an analysis of the circular economy and the way it was perceived until now. The circular economy implementation contributes to the article by showing some of the ways the transition from a linear economy to a circular has been done, some examples and principles applied.*

**KEYWORDS:** circular economy, principles, strengths, circular economy demands

## Computerization of the Recruitment Process

Maria Florentina Ciupitu (1), Georgiana Moiceanu (2), Andrei Niculescu (2)

(1) Mellon Romania, Justiției Str. no. 59, Bucharest, Romania

(2) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

*ABSTRACT: The changes in the recruitment process started much sooner than the COVID pandemic but along with it the process started changing rapidly. Both the companies and the future employees had to change the way they saw the recruitment process. The organizations, disregarding their type, started being more conscious about the changes need so they began to use many communications software and platforms to remove the gasps between employees and to avoid the lack of interaction methods with teammates. Since the COVID-19 restrictions were implemented, the HR department has made changes to the recruitment process, and the utilisation rate of recruitment platforms increased. The present paper presents the recruitment process basic information and the current situation.*

**KEYWORDS:** recruitment, COVID pandemic, employees, impact analysis

## The Digitalization of a City Hall in the Rural Environment

Dumitru Goldbach (1), Fatih Pektas (2), Corina Dumitrescu (3), Natalia Manea (3), Justin Ciobanu (4)

(1) Valahia University, Aleea Sinaia no. 13, Târgoviște, Romania

(2) Aksaray University, Aksaray Üniversitesi 68100 Merkez/Aksaray, Turcia

(3) University POLITEHNICA of Bucharest, Splaiul Independenței no. 313, Bucharest, Romania

(4) Createo-Design, Șos. Nicolae Titulescu no. 10, Bucharest, Romania

*ABSTRACT: The digital transformation in the context of the Green Pact of the European Union is a challenge for Romania, even more so for the rural environment. To study the impact of digitalization in rural areas, we conducted quantitative research among the inhabitants of Bragadiru Commune in Teleorman County. At the same time, we conducted qualitative research to see what is the state of the City Hall in terms of digital development and following these two types of research we presented the risks and benefits of digitalization. Finally, we came up with some solutions for the digitization of Bragadiru City Hall.*

**KEYWORDS:** digitalization, town hall, rural, smart city, challenges, solutions