

**BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
DOCTORAL SCHOOL OF MANAGEMENT**

HABILITATION THESIS

ABSTRACT

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE,
ORGANIZATIONAL PERFORMANCE, AND THE PSYCHOSOCIAL
PROFILE OF THE EMPLOYEE**

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ABSTRACT

This habilitation thesis aims to provide both a retrospective of the professional academic activities conducted since obtaining the doctoral degree, issued under the Order of the Ministry of National Education No. 5474 dated 14.11.2018, and a projection on the candidate's future academic, research, and managerial activities.

The habilitation thesis is composed of three sections.

The first section of the thesis presents the evolution of the professional career, both in academia and in management, carried out within the global concern NTT DATA and the "1 Decembrie 1918" University of Alba-Iulia.

In the second section of the thesis, the main scientific achievements obtained after the completion of doctoral studies are synthetically presented.

Regarding scientific research activities, the candidate has authored or co-authored over 39 publications, including 6 articles published in ISI-indexed journals, 7 articles in WOS-indexed journals, 15 articles in BDI-indexed journals, and 10 books and book chapters. The published works have been cited 202 times according to Google Scholar (h-index 6) and 45 times according to WoS (h-index 2). Additionally, the candidate has numerous participations in prestigious international conferences both domestically and abroad (over 23 participations).

The third section of the thesis outlines the perspectives of academic, research, and managerial activities. This section also includes an overview of ongoing research projects.

Within the habilitation thesis, the candidate aims to analyze the connections, relationships, and interdependencies between organizational culture, organizational performance, and the psychosocial profile of the employee. In this regard, the habilitation thesis intends to present the organizational culture and performance, as well as the relationship between organizational culture, organizational performance, and the psychosocial dynamics of employees in the context of socio-economic changes and crises (COVID-19 pandemic, semiconductor crisis, supply chain crisis, wars in Ukraine and the Middle East, etc.) that organizations have faced in recent years.

Multilayered crises, often unpredictable, have generated economic disruptions leading to manifestations of inflation, deflation, and stagflation simultaneously in different regions of the world.

In this context, the relationship between organizational culture, organizational performance, and the psychosocial profile of employees is a subject of major interest in the literature on management and organizational behavior. These three concepts are interdependent and mutually influential within a complex dynamic, significantly impacting the efficiency and success of an organization.

The interdependence between these concepts can be explained through various theories and models from the specialized literature. Organizational culture influences the psychosocial profile of employees through the norms and values promoted within the organization. For example, an organizational culture that emphasizes innovation and creativity will encourage employees to adopt innovative behaviors and take risks. This, in turn, can lead to increased organizational performance through the development of new products and services and the improvement of existing processes.

Similarly, the psychosocial profile of employees can influence organizational culture. Employees who exhibit high levels of engagement and motivation are more likely to adopt and promote organizational values and norms, thereby contributing to the strengthening of organizational culture. Conversely, employees who are demotivated or have negative attitudes towards their workplace can undermine organizational culture and negatively impact organizational performance.

In the context of socio-economic changes and crises, the relationship between organizational culture, organizational performance, and the psychosocial profile of employees becomes even more evident. For instance, during the COVID-19 pandemic, many organizations had to quickly adapt their processes and structures to cope with new realities such as teleworking. Organizations with a flexible and innovation-oriented organizational culture were better able to adapt to these changes and maintain high performance levels. At the same time, the psychosocial profile of employees played a crucial role in how they managed the stress and uncertainty associated with the pandemic.

Building on previous research focused on the relationships and interdependencies between organizational culture, organizational performance, and the psychosocial profile of employees, the candidate aims to extend these directions by integrating new dimensions and research methodologies to address future challenges and contribute to the development of a scientifically well-founded theoretical and practical framework.

The future research directions aim to build upon the work completed thus far and to open new perspectives that complement previous research, considering the evolution of the socio-economic environment in the coming years.

One of the primary future research directions of the candidate will be to explore the impact of digital transformations on organizational culture and organizational performance. In the context of rapid technological evolution, digitalization and process automation are becoming key determinants for the success of organizations.

The candidate intends to investigate how the implementation of emerging technologies, such as artificial intelligence, Big Data, and the Internet of Things (IoT), influences the dynamics of organizational culture and contributes to the enhancement of organizational performance.

Additionally, the candidate plans to use innovative teaching methods, such as interactive and collaborative teaching, to stimulate active participation and involvement of students, making lectures a dynamic learning space. Innovative concepts in this regard may include problem-based learning, project-based learning, and the "flipped classroom" concept.

Integrating digital tools and technologies such as online resources, learning platforms, simulations, workshops, and educational games can spark students' interest. A model based on digital technology and methodological diversification can lead to individualized and personalized solutions for the teaching, learning, and evaluation process.

Through the research directions presented throughout this work, the candidate aims to contribute to the development of a comprehensive framework that explains and optimizes the relationships between organizational culture, organizational performance, and the psychosocial profile of employees.

The ultimate goal is to provide organizations within the socio-economic environment with the necessary tools to successfully manage the future in a dynamic, unpredictable, and often turbulent global economy. This will ensure a balance between socio-economic objectives, employee well-being, and the sustainability of economic activities.