KNOWLEDGE THEORIES INVOLVED IN THE STUDY OF INTERINFLUENCE BETWEEN MANAGEMENT AND MANAGERIAL SCIENTIFIC RESEARCH

Ion PETRESCU[1]

Abstract: *The mobility of economic, social and ecological phenomena, specific to the market economy and characterized by dynamism, rapid and sometimes even unpredictable changes, requires the total and immediate involvement of the manager in the mechanisms of scientific research. The study of scientific research requires the implementation of new, scientific methods and techniques to investigate the reality of the organization. As a result, scientific research has become a notorious term, with the main objective of investigating economic, social and environmental change. The success of this change requires that scientific research be systemic, i.e. political, continuous in historical terms, fundamental in facts in terms of ethical spirit, defining, i.e. in terms of conceptual and aggregative spirit, from a structural point of view, staged in terms of the modelling approach, paradigmatic, methodical and paradoxical, in terms of theoretical vocation. These features-requirements are likely to convince that the path of scientific research has been and remains very long, lasting over two millennia. (Gadamer, H.G., 1960) With a similar duration, the concept of knowledge generated a complex process of interpretations. Today, the approach of knowledge is presented as a comprehensive study of phenomena and processes with a very long past but also with an extremely current present of great relevance and development prospects in the future.*

Keywords: knowledge, management, managerial scientific research, the manager's personality, the manager's psychosocioprofessional profile as a leading pillar of the Romanian organization.

JEL classification*:* M12.

[1] *Lucian Blaga* University of Sibiu, Sibiu, Romania

1. Introduction

Nowadays, both knowledge and managerial scientific research that tackle it have become notorious terms for Romanian organizations focused on positive social change, based on the participation, reflection and emancipation of groups seeking to improve their social situation.

The paper presents the specific features of managerial scientific research and managerial knowledge and their evolution over time, as management disciplines. The dependence between research managerial functions and the knowledge process is also argued. There is a relationship of interdependence between managerial functions, concluding that the process occupies a central place in the management system of any organization. Some new approaches are reflected, targeting the manager's roles and the importance of managerial knowledge in exercising those roles.

The managerial research oriented towards the object and subject approach has been established for several decades as a field of investigations not only of specialists in economy and management but also of philosophers, psychologists, sociologists, historians who constantly ask questions and provide answers about the object and subject of scientific research in general and managerial research in particular.

Lately, scientists in this field raise the problem of object and subject orientation towards the quality and efficiency of managerial scientific research. The topics are numerous. We selected only the most representative: the role of paradigms in managerial scientific research, concrete-operative thinking and object-like and subject-like content in managerial research; types and structures in the object and subject of managerial research, social, individual and general in investigating the object and subject of managerial research, objectivity in object-subject relations in managerial research, social responsibility of the object and subject in the managerial investigation and many others. Researchers in the field have concluded on the presence of

theories and laws, which generate repeated approaches and endless discussions on the object and subject of the managerial research process in specialized prestigious journals. (Gadamer, H.G., 1960, p. 15)

Historically, the specialists in the field extracted from the object of study the investigation subjects from the realm of managerial reality. The concrete-operative thinking was extracted and directed towards the object-like and subject-like content of managerial research. The scientific level of concrete-operative thinking has been linked to the degree of understanding of the object and subject situation placed in a constantly changing environment, characterized by increasing competitiveness, unstable balance and social adaptations. These conditions and constituent features ultimately influenced and determined the logic of concrete-operative thinking. The particularity of this type of managerial thinking was given by the fact that concrete-operative thinking was closely linked to the interests of the object and subject of managerial research. (Chiș, V., 2002)

The major pillar feature in approaching the object and subject of scientific research is generated by the fact that contemporary managerial relations, along with traditional political relations, include economic, social, ecological, legal, communication, informational, ideological, scientific, educational ones and which, all together, decrease the share of political relations. This complex of influences extends to the basic goals and structures, as elements of the object and subject of managerial scientific research. The theoretical-pragmatic understanding of the substantiation of the basic goals and structures of managerial investigations is proof of the maturity of scientific research and the consolidation of its philosophical basis. (Călin, M., 1996) The selection of the goals and determination of the structures take into account the scientific problem, which is the object and subject of scientific research, in which field they will focus their concerns, with what to start investigations, how to organize it and on what basis to control it. The scien-

tific problem is a great way to express intentions and confirm the authority of the investigator. The wide approach of the scientific problem, problematic situation, problematization and problematics creates a place for the action field of the types and structures in the object and the subject of the managerial research. Here, the systemic, integrative approach will be used, especially in the object of managerial scientific research, which consists in the activity of transforming the managerial reality to obtain economic, technical, social and ecological results within the company. In the systemic approach, the object of managerial research is characterized by the structure, the input and output influence and, in particular, by the connection with the subject of managerial scientific research. In this approach framework, the elements of the subject are part of the object-subject relational system in managerial research. (Ionescu, M., Chiş, V., 2008)

We further move on to the knowledge positioned in the knowledge capital and knowledge society.

The knowledge-based economy is the type of economy whose material and spiritual civilization establishes the decisive role of knowledge and information with sources of economic performance, rationality, coherence and synergy of social action. The concept expresses the essence of post-industrial society and is characterized by the assertion of communication and information needs, designed and treated as primary human needs.

The human factor, defined as knowledge, skills, competences and attributions inserted in management, ensures the creation of economic, social and ecological well-being in the knowledge-based economy. It can rightly be treated as a fundamental vital resource in the knowledge-based economy. Therefore, it results that mankind lives today in a knowledge society. Through its orientation and actions, the knowledge society aims at and is based on society and the economic and social policies it provides. The knowledge society affects individuals and how they work and live. (Sveiby, K. E., 1998)

The concept of the knowledge society dates back to 1945. In his paper "The use of knowledge in society", F. A. Hayeb (1945) deals in particular with the meaning and usefulness of knowledge.

Using the same approach and original wording, Peter Drucker wrote in 1957 that "productive work in today's society and economy is one that uses visions and concepts - mind-based work rather than hand-based work", indicating that "the next society will be the knowledge society". (Drucker, P. F., 1957)

Nowadays, the knowledge society differs a lot, being very special. It is the result of economic and social transformations generated by the introduction and wide spread of information and communication technologies, based on microprocessors. Knowledge and information are the fundamental elements in the organization and development of the economic and social activity. Information and communication technologies, due to their ability to encode information, have exerted major influences on the knowledge society.

The knowledge society is the basis for increasing productivity and abundance, ensuring the improvement of quality of life and all this as a result of substantial changes and adjustments. Their continuation and intensification will be able to generate other transitions and restructurings. It will be taken into account that the optimal use of information and communication technologies requires different forms of organized structures, as well as different skills of the human factor. The content and requirements of the labour process and the labour itself are changing. The labour market is segmented differently between workers with voluntary mobility based on updated skills and workers who act based on involuntary risk, the mobility that takes place with outdated skills.

2. Prolegomena to the theory and practice of scientific research: definition, history and importance through knowledge

2.1. Acceptations of the notion of managerial scientific research

The notion of scientific research is polysemous due to its intrinsic complexity and since it is an investigational object for several sciences. Therefore, it is quite difficult to find a unique and satisfactory definition in the literature. A difficult situation but possible to overcome through optimistic and insistent search. With such an attitude, we start with S. Kemmis and R. McTaggert (1988, 1990) who define scientific research as a collective, self-reflective action taken by investigators to improve the rationality and usefulness of their concerns. According to specialist A. M. Weinberg (1965), scientific research is a systematic process of collecting and analyzing information (results) to improve the understanding of a scientific aspect. Another definition is found in P. Anger and Y. Hemptienne (1964) who present scientific research as a basic form of scientific activity to which are added some defining components formulated as follows: (1) as a rule, it is performed individually but there may also be common methodological approaches; (2) it begins by delimiting the boundaries of the field to be investigated; (3) it involves the investigation of the unknown; (4) it emphasizes the requirement of objectivity; (5) the researcher's idea, in philosophical approach, must be conceived and treated as a product of human thinking, born of practices based on the observation of the real world; (6) in general, scientific research should be a concept of discovery.

Another specialist, C. R. Kothari (2004), takes us into the world of journeys and allows himself to define scientific research as a kind of "journey of discovery". He does not stop here and details the features of the journey of discovery as follows: (1) the journey is exciting; (2) it is stimulated by curiosity that it treats as the "mother of all knowledge"; (3) it starts from

the known and goes to the unknown; (4) it identifies the truth using the following tools: study, observation, comparison and experiment.

Scientist Paul N'Da (2015) focuses on significant aspects with the following emphasis: (1) scientific research is a rational, systematic, rigorous process, able to pave the way for the acquisition of new knowledge; (2) it is distinguished from the mere circumstantial exploration of the practitioner; (3) it requires real-world investigations; (4) it aims at discovering the law, the principle of explanation.

2.2. Brief historical course

Current trends in technology, industry, urbanization, national and international competitiveness force scientific researchers to use the historical course to seek and discover principles, solutions and ways not only through their reasoning and intuition but penetrating the informational baggage offered by the history of material sciences, social sciences and humanities.

Conceived and treated as a source of experience, history becomes a component from which the experience of the past can be gained. Another important advantage that this historical knowledge offers is the learning by theorists and practitioners of lessons to ensure the quality and efficiency of the act of any kind.

By reference to time, it is found that the present is linked to the past and, therefore, history helps to establish a way to act and live easier and more efficiently in the future. In this way, the experience of the past generates the feeling of connection between the present and the future, helping to gain the experience that, together with the skills, complete the bio-socio-professional profile of each person. However, those who learn from the past must not become a polygon of experiences that cause confusion and disorder.

Under the sign of these requirements, theorists and practitioners from all fields will be able to know, through history, the life and work of great

personalities and the study and analysis of their biographies will help and guide them to build their future, accompanied by noble and humanistic goals. (Petrescu, I., 2017)

History, as a science of synthesis, deals primarily with the study of economic, social and political, spiritual and institutional structures in their connections, likely to occur and change over time, according to the dominant ideas of the time. It involves the research of the environment, the action of adaptation to the environment and its transformation, material conditions, communication, communities from a demographic, social or political point of view, the place and role of the personalities of the organization.

When approaching life, history frequently operates with terms such as culture, civilization, mentality, ideology. The creations, institutions and the ways of disseminating and receiving the achievements are taken from culture and the activities and the means of spreading and using them from the civilizations. Mentalities are treated historically in terms of sensitivity, attitude and behaviour and ideology in terms of centralized representations. Institutions are conceived and treated as forms and manifestations of life.

History is essential for confirming reality, by drawing its broadest horizon, bringing to attention the contents of the laws and traditions on which it is based, showing the criteria for the present, learning what needs to be done to be positioned in the highest creative possibilities. History transmits to theorists and practitioners the experience of their epochs to future generations by ensuring the progress and mutual enlightenment of the past, towards the present and future.

In connection with historical time, it has rightly been said that history is the history of its time. This is what we say about history, which is nothing but its time transposed into the most general thoughts. We take this idea in the direct meaning, namely that history must be understood concerning the historical circumstances in which it was produced. Its various times have

different cultural-social criteria, have different historical-economic and historical-ecological expressions and, consequently, our time has, in turn, a certain historical expression. (Petrescu, I.,2019)

2.3. The significance of managerial scientific research

Among the factors that determine the significance of managerial research are the major effects generated by the practice of scientific research on the economic, social and ecological, psychological, socio-affective and relational climate of organizations and labour productivity, staff satisfaction and increase of institutional prestige. To meet the requirements of this first factor, the manager must adopt a position of judicious relations with the management and executive staff, receive them in audience but also on other occasions, listen to them carefully concerning their grievances, to encourage them and be receptive to the proposals they bring to his/her attention.(Koresblitt, P., 1988)

The second factor underlining the significance of scientific research is created by the broad capacity to disseminate the results among its staff, customers, supply companies and other collaborating institutions. Here, the personal example of the manager becomes influential for all those mentioned above in the process of their work. The results can live up to expectations if the manager shows an optimistic and benevolent, cooperative and listening relationship style, stimulating trust, initiative and a climate of emulation. (Kets de Vries, 2002)

The correlation of scientific research with other variables is the third factor to emphasize the significance of scientific research because the effects of this interrelation generate effects on the behaviour of staff, the organization, requiring to become more significant and dominant. The results become obvious if the manager scientifically-pragmatically approaches the purpose and objectives of the scientific research, the ways of accomplish-

ment, with details regarding the attitude, opinions, judgments, skills of effective actions. The attitudes of arrogance, of disregarding the collaborators, of brutality doubled by unfounded suspicion must be removed from his/her relations with the staff and replaced with relations of kindness, sincerity, shortly, a human behaviour. (Herseni, T., 1969)

The three factors, to which others are added, make the significance of scientific research in the first decades of this century to extend predominantly in the manager's scientific approach. He/she focuses his/her scientific research on the field of philosophy, logic, mathematics, economy, cybernetics, psychosociology and on deepening the ways of designing and treating the investigational process.

The fourth factor is determined by the fact that the manager positions scientific research as a major attribute of the human factor, with many interrelations, the most significant being the focus on essential problems of the social and personal life of people, social groups, on the equally important field of responsibility and freedom. The interrelation between the social-objective needs with the theoretical and practical ones with the express requirement directed towards the manager to be actively and responsibly, multiply and completely involved in the social context of the organization he/she leads must be also added here. Scientific research must aim to improve and optimize the organizational reality from the position of the essential function of the organization, especially by reference to management, which must meet the requirements of efficiency and ensure the success and satisfaction of management and execution staff. The manager must keep in mind that if the importance of scientific research was mentioned in the second half of the last century, scientific research must be currently oriented and act towards future results. (Hastie, R., Dawes, R. M., 2001) The authors further emphasize the importance of scientific research found in the organizational structures of managerial scientific research as an element of the scientific approach.

2.4. Organizational structures of managerial scientific research as elements of the scientific approach

2.4.1. The essence of the organizational structure of managerial scientific research through knowledge

The theoretical understanding and substantiation of the purposes of scientific investigations prove the maturity of scientific research and the consolidation of its philosophical basis.

The selection of purposes and the determination of structures take into account the scientific problem.

For the manager who focused on this field, it is very important to have a clear image about the object of scientific research: on which field he/she will focus his/her preoccupations, with what to start the investigation, how to organize it and from which bases to control it. These problems are related to understanding, mastering and substantiating the starting point of the scientific investigation. It is no coincidence that this problem has occupied a central place in the history of problematics between empiricism and rationalism in a scientific investigation.

The scientific problem highlighted by knowledge is a great way to express goals and confirm the manager's authority. At the same time, it appears as a cognitive obstacle, as a theoretical or practical difficulty. The problem itself is a system of questions about one or more unknowns. The problematic situation appears before the problem, which we can define as a generative structure of problems when the manager finds that the usual procedures are not enough to cover certain shortcomings in his/her thinking. It is also necessary to briefly refer to the problematization and the problematics in knowledge. (Hersey, P., Blanchard, K. H., Johnson, D. E., 2001) Problematization refers to the operation of finding, inducing and formulating problems. In turn, the problematics appear as a set of problems related to a certain field, phenomenon or process. In connection with the above,

understanding in dealing with the purposes of scientific research has a special significance and content. With the help of understanding, the manager reveals the essentials in the processes and phenomena of the reality of the company and its environment. Understanding contributes to the discovery of the objective causes of organizational actions, their reasons, meaning and economic, social and ecological importance.

2.4.2. Types and structures in the object of scientific research, based on knowledge

The approach of types and structures in all its complexity involves a systemic, integrative treatment, taking into account the object of scientific research, the state of pressure and conflict generated by knowledge accompanying it. And this all the more so as the dominant coordinates of the object of the investigation must be treated in a multidimensional knowledge context, taking into account the organizational, informational and motivational components. In this context, the in-depth study of knowledge implies the effective approach to achieving the object of the investigation. (Hersey, P., Stinson, J.,1980)

The object of scientific research consists in the activity of transforming the reality of the organization to obtain economic, technical, social and ecological results within the company. Scientific research aims at the functional relations between the manager and the team and between them and the employees of the unit. Investigations appear as a conscious activity in which the manager pursues pre-established goals through knowledge.

In the systemic approach, the object of scientific research is characterized by the structure, the input and output influence and also connections. In this approach framework, the element represents that part of the system which is not divided at a certain stage of scientific research. All elements of the system are connected in a whole. The totality of the elements and the

means of their union form the structure of the object. In the case of real objects, the structure is more complicated.

Depending on the degree of complexity of the structure, there are different types of investigation objects: simple, moderately complicated, complicated and very complicated. The differentiation is determined by the number of elements and the type of connections between them.

The study of the structure of the systemic object of scientific research is called the morphological analysis that helps the manager to obtain the significance regarding the construction of the investigation object. Scientific research begins with a description of the components of the elements. If the object has elements of the same type, then we are dealing with a homogeneous object and if the elements are of different types, we are dealing with a heterogeneous object.

The process of scientific research studies not only separate objects but also the connection between them, insisting on their relationships.

The breakdown of objects into classes is achieved by introducing the equivalence relation, which has several properties: symmetry, transition and reflection. An example of a breakdown of the objects of scientific research is the classification of processes, phenomena and organizational actions.

2.4.3. Characteristics of the state of the scientific investigation object

Every object of scientific investigation is found in the reality of the organization. Detaching the object from its environment changes it. This change is determined by the interrelation of objects and phenomena of the life of the organization, which leads to the fact that each object is theoretically subject to an indeterminate number of influences.

These influences cannot be studied in their entirety. The higher their number, the more accurate the result of the managerial investigation becomes. In practice, the researcher is concerned with the dominant influences.

The choice of dominant influences has a special practical significance as it acts on the degree of veracity of the results obtained.

In this process, an important role is played by the environment, which refers to everything that surrounds the object to be investigated or its elements and acts on them.

The parameter of the object of scientific research represents any of its characteristics that are of interest for the manager and can be subjected to observation or transformation.

The transformations of the environment on the systemic object of scientific research are called input parameters and the relation of the object to this influence - output parameters.

It results that the state of the scientific investigation object is described with numerous parameters. They can be arranged typologically as follows (Hollander, E. P., 1964): (1) input parameters; (2) structural parameters; (3) output parameters.

2.4.4. The structure of the applied scientific investigation

Applied scientific research is aimed at finding the means to use laws and methods to obtain tools and ways to improve the investigational process.

New scientific notions are defined by conducting applied investigations. In the conditions of the contemporary scientific-technical revolution and market economy, the introduction of the results of the applied scientific research of the company becomes as important as in the case of the fundamental investigation.(House, R. J., 1971)

It results that the object of scientific investigation is chosen by the purposes of the research and is the major component of knowing the reality of the organization to transform it. One can research not only the empirical object but also the theoretical one. The empirical objects of scientific re-

search are in turn divided into natural, which exist in nature objectively, independently of our will and consciousness and technical, economic and social ones, created according to human conception.

The peculiarity of the object consists of a large number of input influences of environmental factors, while the multitude of output parameters is based on qualitative indicators of system operation. Many variants can appear in solving this problem because the same goal can be achieved with different types of knowledge, to which we will refer below.

3. The concept of knowledge in unity with management and managerial scientific research

3.1. Knowledge 1: the definition, essence

3.1.1. The definition of knowledge

Cavell S. (2002) defines knowledge as "acquaintance with someone or something, which may include facts, information, descriptions or skills gained through experience or education". To this definition, Stanley brings the following additions: (1) it can refer to the theoretical or practical understanding of a subject; (2) knowledge is implicit in the case of practical ability or experience and may be explicit in the theoretical understanding of a subject; (3) it may be more or less formal or systematized; (4) in philosophy, the study of knowledge is called epistemology; (5) the accumulation of knowledge involves complex cognitive processes: perception, communication, situational association.

Knowledge is defined by the Oxford English Dictionary as (i) the expertise and skills acquired by a person through experience and education; theoretical and practical understanding of a subject; (ii) what is known in a particular field or in total; facts and information, or (iii) awareness or familiarity gained through experience with a particular fact or situation. Philosophical debates usually start with Plato's formulation of knowledge as "true

justified faith". However, there is still no generally agreed definition of knowledge, nor is there any, although there are many competing theories.

3.1.2. The essence of knowledge

The essence of knowledge is found in the knowledge-based economy, together with information as basic economic resources, in approaches to the origin of the problem of knowledge and last but not least in dealing with the concept of knowledge. It follows that the essence of knowledge can be approached from multiple points of view: neurophysiological, cybernetic-informational, psychological, logical, sociological, etc. It is also possible to conceive the approach of the essence of the knowledge activity from the perspective of the history of sciences or a general, integrative, philosophical perspective, respectively as a specific form of reflection at the personal and social level.

By positioning the essence of knowledge as the foundation of the knowledge-based economy, it must be borne in mind that the terminology itself shows that unique transformations take place in the knowledge-based economy resulting from the defeat of traditional processes and the production sphere goes beyond them. Changes can be structured in spheres, branches and directions, as presented below.

1. Changes in material production

Changes in the sphere of material production are characterized by the rapid development of the means of production, an increase in labour productivity and release from this sector of the staff used in the service sector. This category includes both staff to be assigned to primitive subdivisions of services and employees with higher intellectual characteristics.

2. Changes in services

The increase in the number of employees in the service sphere, in parallel with the decrease in employees in sectors one and two, is a specific phenomenon of the knowledge-based economy.

This increase is conditioned by the direction and manifestation forms for increasing material production efficiency and ensuring the saving of time.

3. Trends in the field of studies

Increasing the role of knowledge and information in the production process puts the education system in the spotlight. In the knowledge-based economy, education acquires a permanent nature. The phenomenon of twinning production with education takes place. Requalification actions are constantly organized in companies.

4. The nature of scientific transformations

The indicator of "knowledge value-added" (Lingemann, H., 2001) has been outlined and defined with relevant significance for the discovery of the human factor and specified in the wording: the activity during a year through its actions.

3.2. Knowledge 2: The role and managerial competence

3.2.1. The role of knowledge

Alvin Toffler addresses the role of knowledge by positioning it in the knowledge-based economy through the following characteristics: (1) it enjoys a dominant presence marked by the supremacy of intangible values, in the sense that the knowledge economy is determined by the ability to obtain, disseminate and capitalize on knowledge and information; (2) the demassification of markets takes place, which also involves the demassification of

marketing with significant influences on the movement of the economy from homogeneity and non-differentiation to external heterogeneity; (3) the nature of the work will change, in the sense that routine, repetitive and programmable work will be replaced by creative, non-repetitive work oriented towards unique tasks; (4) the orientation towards change, which has become law, will aim at continuous innovation and permanent assimilation of the new.

On the same topic, Graen and Scandura emphasize the following (Graen, G. B., Scandura, T. A., 1987, p.9):

- knowledge is the result of all factors, emphasizing that the contribution of each is variable and dependent on their nature and the functional relationships between them;
- the factors interact, each of them having in some cases a complementary role to the others, in other cases compensating the deficit or creating difficulties for the action of others;
- the specific contribution of each factor is very difficult to be established;
- the influence of the factors is modifiable, all these factors being modifiable, in the sense that the external factors change as an effect of the measures taken for their permanent improvement and the internal ones are modelled under the continuous influence of the external factors;
- the intense rhythm of designing and implementing the scientific-technical progress, with influences on the possibilities of renewal, especially technical one, which allow the manager to design innovative, offensive strategies;
- raising the training level of the human factor capable of contributing to the improvement of the company growth system;

- increasing the efficiency of the company by increasing the rationality of managerial processes based on the use of state-of-the-art computers;
- developing cooperation and integration with influences on the flexibility of the transfer of labour force, capital, technologies, etc.

3.2.2. The manager's competence in knowledge

By definition, the efficiency of the company is an action with an effect that exceeds the common level, tending to high limits that can even be set as records. (Haroux, H., Praet, J., 1955) In practice, all the results of the activity with a maximum rank and in the collective order are considered as the efficiency of the company. Valuable or collective results are therefore considered. Achieving a certain efficiency of the company can be the fundamental reason for the entire activity of the human factor. Achieving the efficiency of the company is conditioned by somatic, functional and psychological factors such as interest, a certain motivation, emotional balance, level of aspiration, self-regulation capacity and group emotional cohesion. (Harris, J. et al., 1995)

In turn, competence is the manager's ability to interpret a phenomenon, to solve a problem, to make a decision or to perform an action.

The managerial practice shows that both the efficiency of the company and the manager's competence have a common hierarchy, determined by the nature and complexity of the tasks that make up the content of different spheres of activity and different functions.

Subjectively, the manager's competence and the company's efficiency are the results of the manager's knowledge, skills, abilities, aptitudes and temperamental-characterological features used for fulfilling his/her attributions.

In connection with the fact that the elaboration of the aforementioned components varies from one manager to another, it results that there will be significant individual differences in both the manager's competence and the efficiency of the company concerning the same category of tasks.

In connection with the significance of the manager's competence and the company's efficiency, we find that the manager frequently evokes them in the companies, considering and treating them as important indices of achieving production norms and increasing labour productivity. Moreover, their practical approach has a special role both in organizing working groups and determining the salaries or in the actions of orientation, selection and professional training. And this all the more so as the manager puts his/her competence and the efficiency of the company in direct connection with the professional success that he/she conceives and treats as a postulated standard through which the professional efficiency can be evaluated. For this purpose, special attention is paid to the evaluation of the manager's competence and the company's efficiency, using criteria, respectively sets of attributes that define professional success. Usually, the criterion that defines the manager's competence and the efficiency of the company in the professional activity is made up of specific elements, having the function of expressing the degree to which the staff performing the activity manages to meet the detailed requirements imposed by the conditions and particularities of the activity. (Grove, A. S., 1983)

The manager cannot neglect the opposite manifestation, respectively the cases of loss of competence and company efficiency. Together with the specialized body, he/she analyzes the causes of these manifestations and takes the necessary measures for each case.

The manager is compared to the two poles of efficiency and competence in the company: efficiency and professional failure. In practice, their

distribution and development are a vector resulting from the composition of two important variables: individual and situational.

4. The oscillation of knowledge between theory and practice

4.1. Active knowledge in managerial theory

Nowadays, the orientation towards efficiency is constantly increasing in terms of its knowledge, study and generalization, in the field of carrying out standardized actions by using methods and rules, as well as by monitoring the results reflected in the level of the profit and satisfaction of the manager and his/her organization.

Efficiency is presented in its functionality as a multifaceted and complex interaction of many factors. The efficiency and level of results are largely influenced by the quality of the manager's actions. Consequently, efficiency can be explained by the nature and action of the manager involved, by the correct understanding and treatment of the concepts and implications that accompany him/her.

4.1.1. The theory of knowledge, an integral part of philosophy

The theory of knowledge is a major component of any philosophical system; it aims to explain the reflection of the world in the human mind, the principles and laws governing the production and acquisition of scientific knowledge, the forms and methods for discovering, setting and socially transmitting the truths, the interference between knowledge and other human activities.(Simard, C., Rise, R., 2006)

Following this objective, we will successively highlight the object and problematics of the knowledge theory, the correlation between practical activity and knowledge, the structure of the knowledge process, the truth theory, the forms and methods of scientific knowledge, the social function of knowledge.

The theory of knowledge appears as the development of the second side of the fundamental problem of philosophy, namely, as an answer to the question of whether our thinking can know the real world. This global question has been broken down into a series of partial questions throughout the history of thinking, to which extremely different answers have been provided. (Stanciu, I., 2003)

From Aristotle to Russell, any theory of knowledge had to pronounce on the genesis or production of human knowledge. In this problem, the history of philosophy knows two fundamental orientations: sensualism and rationalism. Sensualism, represented in the modern era especially by Condillac, affirms the origin of all human knowledge in sensory contact with the objects of the external world. There is nothing in the mind that has not been first in the senses, proclaims a well-known saying of the sensualist-empiricist orientation. On the contrary, rationalism sees the ultimate cause of human knowledge in the power of judgment, in the norms and structures of logical thinking. (Stevenson, W. J., 2007)

The theories about knowledge are as old as philosophy itself. Defining the truth and explaining the mechanism of knowledge were the preoccupations of Aristotle and the Stoics in Greek antiquity, of Descartes and Leibniz, of Locke and Hume, of Kant and Hegel and - of course - of the classics of modern philosophy.

4.1.2. The theory of knowledge operating with concepts and sentences

The concept is an ideal entity, expressed by a sign or linguistic expression, evoked by any agent when using the sign knowingly. The minimum linguistic expression that designates an idea or concept in scientific language is the term. The concept is not, therefore, an image or a perception of the knowing subject; it cannot be identified with any psychological representation that accompanies the production or reception of the term. The pe-

culiarity of the concept is the capture and fixation of certain informational content, able to be reproduced identically by different knowing agents. Only the concept can capture what is common, permanent, steadfast in things. However, concepts can only be understood or captured by the knowing agent in their pure, impersonal form, through the semiotic apparatus, signs and language. (Avram, E., Cooper, C., 2008)

4.1.3. The language knowledge functions

Language fulfils multiple functions in the theory of knowledge. We consider the following more important: it fixes and stores a vast amount of information; it facilitates its preservation and transmission over time; it allows the syntactic-computational processing of information and the revelation of the truths involved in certain prepositional structures; it mediates the transfer of information from one knowing agent to another, thereby contributing to the social capitalization of the individual's knowledge performance; it fulfils an expressive function concerning the states and feelings of the knowing subject; it performs a signalling and warning function concerning the events and phenomena of the natural and social environment. In addition to these cognitive functions, language also facilitates the development and transmission of commands, orders or indications that directly influence the performance of the practical activity, thus contributing to the adaptation and coordination of individual activities concerning the natural and social environment.

4.2. Practice and knowledge

4.2.1. Practice as the manifestation of human creation

The practical and cognitive activity are two major directions of manifestation of human creation, inextricably linked. The intervention of the human being as an agent in the series of material transformations defines the

ontic status of man and leads, at the same time, to the shaping of the opposition between subject and object, to the appearance of the problem of knowledge. Knowledge is related to practical activity by the coincidence between the agent of action and the knowing subject, by the continuous delimitation of the object of knowledge, as well as by the social conditioning of knowledge. (Belker, B. Loren, 2002)

4.2.2. The components of the notion of practice

The notion of practice includes, first of all, the productive activity, the socio-political and revolutionary activity, the scientific experiment. These are the fundamental forms of practical activity, widely analyzed in the writings of the founders of the theory and practice of knowledge. However, the extension of the concept of practical activity also includes other elements from fields such as the instructive-educational activity, artistic creation, the activity of leading and organizing social life, etc.

The concept of practice therefore includes all material transformative activities (regardless of their field and scope), which people consciously perform, depending on certain goals and needs. We will not include the psycho-cognitive, emotional processes, inner, non-externalized feelings, etc. in the sphere of practice. (Boghaty, Z., 2007)

4.3. The functions of practice in knowledge

Practice fulfils multiple functions concerning the activity of knowledge. One of these functions is the source or basis of the activity of knowledge. In most cases, the practical activity has provided science with new research topics and the development level of the productive activities as well as the requirements of the socio-political life management have imposed the fundamental directions of scientific research in each historical epoch. (Dafinoiu, I., 2002)

However, the thesis of determining the major topics of scientific research by practice should not be absolutized. Scientific research has its internal logic. Consequently, the researcher can very often suggest and sometimes even solve theoretical problems that will acquire practical applications over years or decades. Philosophy does not dispute the relative autonomy of scientific thinking. However, the fundamental fact is that the practical needs (the requirements of the industrial, socio-economic activity) are those that ultimately polarize the lines of force of the scientific research, its efficiency, especially the applied one, in each historical epoch.

Emphasizing the decisive role of practice in suggesting and selecting the objects of knowledge, we will not dispute, of course, the possibility of acquiring authentic and interesting knowledge following the spontaneous and personal interest of various researchers to understand one or another of natural phenomena. The inquisitive spirit and curiosity are, indisputably, important psychological factors that influence the results of the knowledge effort. (Petrovici, V., 2001)

Practice also fulfils the role of supreme purpose and scope of the knowledge results concerning the knowledge activity. Ultimately, even the results of basic research aim at practical objectives; for this purpose, it is sufficient to mention its role in the act of deliberation that precedes the decisions regarding human activities.

Revealing the role of practice in the process of knowledge, the manager must bring fundamental arguments for understanding the social nature of knowledge, for revealing the correlation between individual knowledge and social knowledge. Although the result of individual activity, knowledge is historically conditioned and has a social, supra-individual purpose. Firstly, knowledge is social because the cognitive act of the individual is conditioned by the previous experience of the community and, secondly, because the results of the knowledge action, its performances become a social good,

are materialized in the production of material goods, means of labour, tools, devices, etc. The cumulative nature, transmissible from one epoch to another of knowledge, is proved, revealing its finalizing role concerning the progress of material civilization. (Popa, R.I., 2012)

5. Cantoning knowledge in the realm of Romanian management

5.1. General and specific in Romanian management

The problematics of management acquires a special significance in a rapidly changing economic, social and political environment, in which almost all aspects of education, content, quality, the efficiency of systems and activities are discussed.(Melnikas, B., 2010)

Consequently, the question of what kind of managerial framework is appropriate in this decade and the next two or three becomes a central one of Romania's development efforts.

In formulating the answer to this question, we start from the following general premises:

- general management, regardless of how it is conceived, defined or practised, is also found in the development of the country, with all the elements, dimensions and functions it performs in any sphere or field of activity;
- it is exercised in an economic, social, political and legal environment that is constantly and increasingly changing and transforming;
- it is conceived and carried out in conditions of uncertainty, as well as the contradictions and dilemmas that they constantly generate;
- it manifests and exerts itself in the ever wider and deeper impact of technical progress and the IT revolution on the whole balance.

On the other hand, several management-specific elements are induced today by a set of external and internal factors that affect and influence sys-

tems and processes. Among them, the following are in a conspicuous position (Allport, W., 1991):

- the development and transformation of contemporary knowledge, a process that involves profound changes in the content of the managerial activity, between organizational departments, between "vibrant" or "dying" research fields that are carried out in the management system;
- the major problems posed today by the resources available for funding, which affect “expansion” and which often lead to the compression and costs incurred;
- the global trends in the evolution of managerial activity, with political and power factors, have the right to require the disciplined and efficient use of resources, organization, planning, control, measurement and evaluation of results concerning the stated objectives.

This is the general context in which it is necessary to examine, on the one hand, the essential elements of the “configuration” of the Romanian management, and on the other hand, the nature of the changes in which the Romanian management will have to act in the future. (Florea, V., 2008)

The nature, dimensions and complexity of problems like the above are more than edifying in terms of the degree of responsibility facing all managers in these areas of change. (Antoniadis, D., 2013)

5.2. The current state of Romanian management

5.2.1. The dimensions of changes and some challenges

The keyword that marks the current evolution of Romanian management is change, which refers to elements, components, technologies of the best quality. We consider the serious way of achieving the management techniques and methods or the significant changes in the environment in which the management evolves and which shows that it is facing great chal-

lenges. The evolution and image of Romania in the coming decades will largely depend on its ability to adapt.

The questions that management has to answer are numerous and important. It takes into account global economic and social trends, changes and strategies already developed over the long term. The relationship between long-term and short-term forms, the structure of plans, the expansion of the scope of scientific research, the problems related to managerial structure, the international compatibility are just some of the aspects to be taken into account by the Romanian management approached in its dynamics. (Duca, Gh., 2013)

Another big challenge for Romanian management is the way it manages its image. This activity ends in a service provided on the market, that it tries to sell it at a certain price, to make it as attractive as possible. As with any service, the confidence in the provider is the factor that plays a significant role in the consumer's decision. It is built over time, like the image of Romanian management.

Unlike in the past, nowadays, the mission of Romanian management in terms of building and managing its image is more difficult, it is a sensitive issue. It is necessary to establish a close link with the research and development market, to achieve a continuous and complex flow of information between companies, to have better knowledge. This flow of information must be managed, the Romanian management must adapt its organizational structure to this new communication requirement. For the results to be significant, the information obtained must be carefully analyzed, processed and the conclusions applied. (Peters, H. P., 2013)

A strategy of changing the Romanian management tends to align it with European standards, as well as keeping the already existing valuable elements and also improvements of the management process, interchangeability within the organization's environment.

5.2.2. Food for thought for decision-makers

In most countries of the world, management systems are subject to criticism, being blamed, in particular, for their immobility and resistance to change, their inability to cope with the complex and serious problems facing the contemporary man.

Although humanity has clear problems to solve, such as the COVID-19 crisis, with serious and incalculable human and economic consequences, the crisis of resources, environmental pollution (but also cultural and moral), the proliferation of nuclear, chemical and bacteriological weapons, the spread of the drug scourge, cancer, AIDS and other devastating diseases, starvation of huge populations in economically and socially backward countries, terrorism, etc., the management system continues to retain purposes, structures, content, forms and methods too inelastic to adapt to new realities of creating new skills, concerning the new market and behavioural requirements, consonant with tolerance, social competition, respect for the perennial values of humanity.

Lately, the Romanian management puts more emphasis on the conclusions of scientific research, diagnostic and prognostic studies, expertise, suggestions and recommendations are carried out, based on which the leading organizations establish and adopt variants of useful and efficient solutions.

5.2.3. Romanian management in the European and global context

Romania's aspiration and will to integrate in a space of security, stability and property, based on the values of democracy and market economy, were expressed in the strategic, fundamental option to adhere as quickly as possible to the core of this space: the European Union.

Theorists and practitioners orient and concentrate their management and managerial research, foreshadowing European integration through numerous actions to articulate the European managerial system. The specific

legislation was not long in coming. The foundations of a systematic government policy for this area have been laid.

Moreover, it should be emphasized that Romania's integration into the family of prosperous and democratic European countries is not an action pursued by other states but is the main objective set and achieved by the Government of our country.

As a sign of appreciation for management in general and Romanian management model in particular, the Academician multipl. Prof. Dr H.C. Păun Ion Otiman, PhD emphasized that "One of the most dynamic fields of science and extremely extensive practical applications - considered to be generalized to the entire economic and social system, is, without a doubt, management. From time immemorial, from ancient times to the present, in the era of globalization and multiple interdependencies, from the forerunners to the founder of modern management, P. Drucker, and quality science, the Romanian scientist I.M. Juran, the problematics of decision optimization - from the microeconomic and microsocial level to the most complex and generalized ecological, economic, cultural, social, legal or political systems - concerned both scientists and practitioners - managers but also direct subjects of managerial activities. The result of the sustained collaboration and remarkable efforts made by the General Coordinator - Professor Ion Petrescu, of the Treaty "Contributions to shaping the Romanian management model" in two volumes, four parts and 47 chapters totalling about 2400 pages, it is written by 155 authors in the field of management as a science and practical activity, members of several national and international academies, professors, senior researchers and practitioners with an outstanding experience. Through its rich and complex content of ideas, the treaty presents itself as collaboration and teamwork of scientific research. Each author intended to bring a personal contribution to the deepening and development of Romanian managerial theory and practice." (Otiman, P.I., 2015)

In the Speech of the Coordinating Editor of the Treaty "Contributions to shaping the Romanian management model", Acad. multipl. Prof. Dr HC Valeriu Ioan-Franc, PhD provides essential considerations on the treaty, as follows: This book is dedicated to the emergence, development and permanent renewal of the Romanian management. It is the result of an ambitious and courageous scientific and editorial project, built to maximize the managerial research and practice carried out in Romania over time. The pages of the two volumes present numerous and representative management models or scientific ideas with special originality, which prove that the creative, innovative spirit, competence and professionalism can be capitalized superiorly. The treaty "Contributions to shaping the Romanian management model" is unique in Romanian literature from this perspective and represents an innovative contribution to the literature and practice of the Romanian management school. It is an exceptional paper, with a path that we went through, from the idea to the printed page, harmonizing the valuable ideas and concepts expressed.

The treaty is firmly anchored in Romanian managerial reality and scientifically substantiated. It is composed of valuable information regarding Romanian management, highlighted by the chapter coordinators and their authors, outstanding personalities of the Romanian managerial science and practice.

The paper covers the known and less known areas of management and is a novelty both in terms of approach and presentation, structuring and raising problems from a scientific point of view. It is true that in some areas it is very well represented both in theory and practice, in others less so. So far, however, everyone knows that there is no perfect management model, neither the North American, nor the Japanese, European, Chinese and Russian one. All the less the Romanian one, which is much younger and more confronted with numerous theoretical and practical impediments. The Romani-

an Academic Management Society, through its members, must approach the paper, study it thoroughly and not superficially and establish its strengths to generalize and, at the same time, its weak points, specifying the directions of development and the authors able to get involved in the future to fix them.

We are entitled to believe that, as it now appears in the confrontation with the readers, the Treaty represents for Romanian managers an authentic forum where experts in different fields can meet, with different knowledge, which will allow a deeper and more useful understanding of contemporary management.

This conceived and achieved by the Treaty "Contributions to shaping the Romanian management model", Romanian management is placed at its rightful place in European management and in international comparative management for the good of management and managers in Romania.

6. Conclusions

Knowledge is an important activity for all organizations to increase success, performance and competitiveness. In the economic, social and ecological context, the manager is required to seek the satisfaction and exceed customer expectations, to involve collaborators and staff of the organization in the development of knowledge and continuous improvement of the quality of products and services, through optimal use of available resources and strengths of the organization.

On the other hand, managerial activity is a complex one. It includes both the educational, professional and human component. From this point of view, the manager must develop the dialogue with the subordinates, transmit the production and service tasks in time and as clearly as possible and set the objectives to be achieved in carrying out efficient activities from the position of a successful, prestigious and respected managerial personality.

References

Algahtan, A., (2014). Are leadership and management different? A review, *Journal of Management Policies and Practices*, 2(3)

Allport, W, (1991). *The structure and development of personality*, Didactică şi Pedagogică Publishing House, Bucharest

Anger, P., Hemptienne, Y., (1964). *Recherche et chercheur scientifique*, Presses Universitaires de France

Antoniadis, D., (2013). Leadership style and socio-organo complexity. Managing its effects, *Business Systems Review*, 2(2)

Avram, E., Cooper, C., (2008). *Organizational-managerial psychology – Current trends*, Polirom Publishing House, Iaşi

Belker, B. L., (2002). *I am a manager*, Teora Publishing House, Bucharest

Boghaty, Z., (2007). *Handbook of techniques and methods in labour and organizational psychology*, Polirom Publishing House, Iaşi

Călin, M., (1996). *The theory of education. The epistemic and methodological substantiation of the educational action*, All Publishing House, Bucharest

Cavell, S., (2002). Knowing and acknowledging, *Must we mean what we say?*, Cambridge University Press

Chiş, V., (2002). *The challenges of contemporary pedagogy*, Presa Universitară Clujeană Publishing House, Cluj-Napoca

Dafinoiu, I., (2002). *The personality. Qualitative methods of approach: observation and interview*, Polirom Publishing House, Iaşi

Drucker, P. F., (1957). The next society will be the knowledge society, in *Landmarks of tomorrow*, Harper and Row, November

Duca, Gh., (2013). *Reforming scientific research - an acute imperative of society*, Akademos no. 1

Florea, V., (2008). *Management of services*, Eurostampa, Timişoara

Gadamer, H.G., (1960). *Wahrheit und Methode (Truth and method)*, J. C. B. Mohr (Paul Siebeck), Tubingen, p. 15

Graen, G. B., Scandura, T. A., (1987). Toward a psychology of dyadic organizing, *Research in organizational behaviour*, p. 9

Grove, A. S., (1983). *High-output management*, Random House, New York

Haroux, H., Praet, J., (1955). *Psychologie des leaders*, vol. I, Nauwelaerts, Louvain

Harris, J. et al., (1995). *The 100 best companies to work for in Canada*, Strategic advantages, Toronto

Hastie, R., Dawes, R. M., (2001). *Rational choice in an uncertain world: The psychology of judgement and decision making*, Sage Publications, Thousand Oaks, London, New Delhi

Hayeb, F. A., (1945). Using knowledge in society, in *American Economic Review XXXV*, no. 4, September

Herseni, T., (1969). *The psychology of the organization of industrial enterprises*, Publishing House of the Romanian Academy, Bucharest

Hersey, P., Blanchard, K. H., Johnson, D. E., (2001). *Management of organizational behaviour. Leading human resources*, 8th edition, Prentice-Hall, New Jersey

Hersey, P., Stinson, J. (eds.), (1980). *Perspective in leader effectiveness*, The Center for Leadership Studies, Ohio University Press

Hollander, E. P., (1964). *Leaders, groups and influence*, Oxford University Press, New York

House, R. J., (1971). *A path-goal theory of leader effectiveness*, Administrative Science Quarterly, p. 16

Ionescu, M., Chiş, V. (coord.), (2008). *Theoretical bases and praxiological approaches in the sciences of education*, Eikon Publishing House, Cluj-Napoca

Ioan-Franc, V. (coord.ed.), Speech of the Treaty "Contributions to shaping the Romanian management model" on the fourth cover of the book, Expert Publishing House, Bucharest

Kemmis, S., McTaggert, R., (1988) (1990). *The action research planner*, Deakin University Press, Geelong

Kets de Vries, (2002). *Combat contre l'irrationalité des managers*, Édition d'Organisation, Paris

Koresblitt, P., (1988). *Self-management*, Édition d'Organisation, Paris

Kothari, C. R., (2004). *Research methodology. Methods & techniques*: New Age International (P) Ltd. Publishers, New Delhi

Lingemann, H., (2001). Knowledge balance, a tool for working with staff, in *FB/IE –The magazine for company development and industrial engineering*

Melnikas, B., (2010). *Creating the knowledge-based society and the knowledge economy: the main principles and phenomena*, Ekonomika, 89(2)

N'Da, P., (2015). *Recherche et méthodologie en sciences sociales et humaines. Réussir sa thèse, son mémoire, de master ou professionnel*, et son article, Paris, L'Harmattan

Otiman, P.-I., (2015). Foreword to the Treaty "Contributions to shaping the Romanian management model", Bucharest, Expert Publishing House

Peters, H. P., (2013). *Gap between science and media revisited: scientists as public communicators*, PNAS, 110 (suppl. 3)

Petrescu, I., (2017). *The history of management*, vol. 1, From Antiquity to the School of Human Relations, Expert Publishing House, Bucharest

Petrescu, I., (2019). *The history of management*, vol. 2, From the School of Human Relations to the management of 21st century, Expert Publishing House, Bucharest

Petrovici, V., (2001). *Leadership styles and managerial efficiency*, Economică Publishing House, Bucharest

Popa, R.-I., (2012). *Personality and leadership styles in an organizational context (A meta-analytical and diagnostic approach of organizations in Romania)*, PhD thesis, University of Bucharest, Faculty of Psychology and Educational Sciences, http://www.unibuc.ro/studies/ Doctorate2012 Decembrie/POPA%20RADU%20IOAN%20.

Simard, C., Rise, R., (2006). Quality assurance & total quality management, *Total quality management and business excellence*, 17 (1), January

Stanciu, I., (2003). *Management of total quality*, Cartea Universitară Publishing House, Bucharest

Stevenson, W. J., (2007). *Operations management*, 9th edition, McGraw-Hill, New York

Sveiby, K. E., (1998). *The capital of knowledge - undiscovered heritage. Detecting, measuring and improving the intangible values of the company*, Landsberg/Lech

The Romanian Academy. "Iorgu Iordan" Institute of Linguistics, (1996). *DEX. The Explanatory Dictionary of Romanian Language.* Second edition. Univers Enciclopedic, Bucharest

Webster's Third New International Dictionary of the English Language Unabridged. (1993). Springfield, MA: Merriam-Webster Inc. Publishers

Weinberg, A. M., (1965). *Essais sur la teorie de la science*, Plon, Paris