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**ELEMENTE ALE MODELULUI GERMAN  
DE MANAGEMENT HARZBURG CA  
VECTOR AL MOTIVAȚIEI ȘI  
INTRAPRENORIATULUI ÎN  
ORGANIZAȚIILE DIN ROMÂNIA**

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**ELEMENTS OF THE GERMAN  
MANAGEMENT MODEL HARZBURG AS  
A VECTOR FOR MOTIVATION AND  
INTRAPRENEURSHIP IN  
ORGANIZATIONS FROM ROMANIA**

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## KEY WORDS

- Academy for managers in the economy from Bad-Harzburg, Germany
- Communication
- Decision-making process
- Delegation of authority
- Delegation of responsibility
- Development and organizational support
- Employees' development
- Empowerment
- Extrinsic motivation
- German leadership style
- German management
- Human Resources
- Intrapreneurship
- Intrinsic motivation
- Leadership
- Management models
- Motivation
- Motivational factors
- Organizational performance
- Responsibility
- Romanian leadership style
- Romanian management style
- The Harzburg Management Model
- The job description

# INTRODUCTION

The title of the research paper is: “Elements of the German management model Harzburg as a vector for motivation and intrapreneurship in organizations from Romania” and falls into the strategic priorities for 2020 regarding:<sup>1</sup>

- Developing an economy based on knowledge and innovation (intelligent growth);
- Promoting a more efficient and competitive economy based on resources (sustainable growth);
- Promoting an economy with a high rate of work which can assure social and territorial cohesion (favorable social inclusion).

Within the emblematic initiatives of the economic development plan, the current paper focuses mainly on two aspects:<sup>2</sup>

- Innovation, in order to improve the framework conditions and to facilitate access to research and innovation grants, so that it can guarantee the possibilities to transform innovative ideas in products and services which will create growth and workforce.
- Creating an agenda for new competencies, in order to modernize the labor market and offer more autonomy through developing the competencies of the citizens both on social as also on professional level, thus increasing the participation rate to the labor market and better correlation between demand and supply including through professional mobility.

Organizations exist with the purpose of achieving performances as a group that one person is not able to achieve individually<sup>3</sup>. Nowadays, companies must find the organizational structure that best fits the industry in which the organization operates, its size and its environment. Increasing employee’s motivation and more so, developing their entrepreneurial skills is a much-debated topic in current organizational environment.

The intrapreneurial behavior of employees as also the motivational factors have become of strategic importance for the performance of organizations. Rather than being passive recipients of changing jobs and products, employees need to adopt roles as “innovators” and “differentiators”<sup>4</sup>.

Employee motivation is not new in the field of Human Resources. The term has been defined by many scholars in different fields, thus giving different meaning to employee’s motivation. However, the majority of perspectives have the same core idea.

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<sup>1</sup> National Sustainable Development Strategy Romania 2013-2020-2030, Bucharest, 2008, pp.86-90

<sup>2</sup> <https://www.mae.ro/node/35919> accessed on 28.04.2020

<sup>3</sup>Tian, Y. (2013). *Organizational Structure: Influencing Factors and Impact on a Firm*. American Journal of Industrial and Business Management pp. 229-236.

<sup>4</sup> Bowen, D E.. *The changing role of employees in service theory and practice: an interdisciplinary view*. Human Resource Management Review, 26(1), pp. 4–13 (13) (PDF) The intrapreneurial employee: toward an integrated model of intrapreneurship and research agenda." Available from: [https://www.researchgate.net/publication/329278559\\_The\\_intrapreneurial\\_employee\\_toward\\_an\\_integrated\\_model\\_of\\_intrapreneurship\\_and\\_research\\_agenda](https://www.researchgate.net/publication/329278559_The_intrapreneurial_employee_toward_an_integrated_model_of_intrapreneurship_and_research_agenda) (2016): 2021.



From the context of psychology, economy and human studies, motivation indicates “a reason or reasons that makes a person engage a particular behavior”.<sup>5</sup> From this perspective, a person might be influenced by many drives and needs in order to have a certain behavior. On the other hand, motivation also refers to the “intrinsic and extrinsic factors that drive a person to act or take certain actions”.<sup>6</sup> From this perspective, motivation is thus also a means to explain different causes for different actions.

Based on the meaning of motivation from different scholars I can define motivation from my own view as “intrinsic or extrinsic factor which can influence the behavior and course of action of any individual”.

In the context of management, motivation and intrapreneurship are especially important particularly in regard to organizational performance. Therefore, motivating employees is about using different tools in a manner that they feel motivated to conduct the assigned tasks with their best effort, thus generating a high level of productivity. Regarding productivity and employee’s motivation, Romania is ranking under the average of the region: only 32% of the companies are satisfied and 20 % are dissatisfied.<sup>7</sup>

Grounded on the theoretical considerations we started from the presumption that current management methods in Romania need continuous development in order to increase employee’s performance and thus gain a competitive advantage on today’s changing market

The initial observation, which underlies the formulation of the research idea is that one of the biggest challenges today is how to balance the relationship with the subordinates, locating decision authority, delegating and most important manage employees which act and think independently, and so performance growth is achieved. Starting from this initial observation, we have chosen to bring forward a German management model which, from the author’s practical and theoretical experience, could enhance motivation as also intrapreneurship among the employees and thus, bring a substantial positive contribution to organizational performance.

Based on the theoretical assumption according to which: “the basic idea of the model is that the motivation of employees through delegation of responsibility and the transfer of independent areas of responsibility can be promoted. Every employee receives one tightly defined, clear area of responsibility with competencies and personal responsibility, authority to make decisions and act. For this area of responsibility, the employees also have full responsibility. By dissolving the rigid structures increase the motivation of the employees and the working atmosphere improved”<sup>8</sup>, the present dissertation has been an effort to shed light over the elements of HMM which would best serve as a vector for motivation and intrapreneurship. We have accordingly attempted to make the case for the critical implications of employees’ development on both organizational performance and associated practical applications.

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<sup>5</sup>Bratton, J. & Gold, J.( 2007), Human Resource Management Bratton, J. & Gold, J.( 2007), *Human Resource Management: Theory andPractice*, Palgrave Macmillan, London, p.112

<sup>6</sup> Adair, J.( 2009), *The John Adair Leadership Library: Leadership and Motivation:The Fifty-Fifty Rule and the Eight Key Principles of Motivating Others*, KoganPage, London, p.101

<sup>7</sup> Annual Raport German Romanian Chamber of Industry and Commerce 2019, pp 7-11

<sup>8</sup> Ehm, 2004a, p.16 in [www.4managers.de](http://www.4managers.de) accessed on 12.03.2020

The Harzburg management model is not an intensely studied model, thus there are little references within the specialty literature which would correctly present its theoretical and methodological aspects and both the model itself as the particularities have not been studied nor applied in Romania. Therefore, the topic brings big challenges but also offers at the same time important advantages that will contribute to the Romanian management theory and practice. The basic requirement was to fully understand the model, and afterwards the steps taken were: (1) extraction of HMM features which would increase motivation and intrapreneurship, (2) constructing and validating a scale both for certain features as also for motivation and intrapreneurship and (3) analysing results to see whether or which of this HMM dimensions would serve best as a predictability vector for motivation and intrapreneurship.

The promoters of this model are also currently the representatives of the Academy for Managers in Bad-Harzburg, Germany, who promote the features of the model both on a theoretical level through courses and seminars as also on a practical level within the implementation of the model in German organizations. The Academy is internationally recognized due to the creation and acknowledgement of this type of management model, the most used management system in Germany, also used with the same performance in other countries like Austria or Switzerland, being thereof, a widely spread management model in the managerial practice from public and business organizations in Europe. Consequently, another important argument for choosing this model is that it was tested many times successfully. Our aim was to bring forward elements that would enhance performance in organizations from Romania, and find solutions for creating a good working climate, increase motivation and foster intrapreneurship, especially considering that the core of the model is that of fostering independent thinking an acting employee.

Consistent with this vision we have proposed this model which would perhaps increase employee's motivation and intrapreneurship and thus lead to organizational performance. Several scholars argued that organizational performance is positively related to job satisfaction and thus, employee's motivation. In addition, by implementing practices that enhance employees' well-being and create a positive employment relationship, based on trust, participation and cooperation both individual and organizational performance will be improved. Di Fabio considers that a further step should be taken in employees' motivation and proposes a paradigm based of meaningfulness, which represents the intrinsic motivational factor – the key to the development, performance and health for both the employee and the organization.<sup>9</sup>

Departing from these theoretical considerations, the empirical objective of the present dissertation was to explore, whether, even if widely criticized, the operationalized dimensions of the HMM would have a positive effect on motivation in general, and intrinsic motivation as well as intrapreneurship in organizations from Romania.

Beyond the practical applications and concrete perspectives offered to organizations, the thesis offers current and promising contributions to the development of the scientific field of

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<sup>9</sup> Fabio, A. (2017). *Positive healthy organizations: promoting well-being, meaningfulness, and sustainability in organizations*. *Front. Psychol.* pp. 8:1938,

management. In an era in which organizations are in a profound change and in which the development of information technology and communication networks has led to an unprecedented economic and social context, the scientific field of management must provide solutions based on this new reality. The present thesis brings concrete arguments and provides both directions and research perspectives for a leadership style based on a high degree of freedom of the employees which would in turn increase their capacity to act and decide independently feeling thus more motivated and involved within their working environment. Adaptability to rapid change requires an interdisciplinary approach in which management methods must take into account both human creativity and support provided by different managerial instruments. We consider that in achieving this requirement, through results obtained from the research study, the thesis offers a series of scientifically grounded arguments that can contribute to development of the management field.

Furthermore, the research aims to offer solutions to increase employee's performance and motivation and thus contributing to the overall profitability of economic organizations as well as improving the efficiency of the leadership styles and managerial approach considering that the Harzburg Management Model has great potential to provide solutions in this regard.

Finally, understanding the motivational factors of the employees from an organization as well as their relationship to several leadership dimensions will contribute significantly to finding mechanisms to strengthen organizational performance.

To conclude, the present dissertation entails both theoretical and practical implications of the German Harzburg Management Model. From a theoretical perspective it is essential to understand the complexity of the model. From a practical standpoint the implications are multifold and groundbreaking. Certain dimensions of the model, as proposed in the present dissertation are both a conceptual tool and a leadership strategy through its intrinsic motivational potential.

Starting from these observations we aim to explore the potential of the management model in increasing performance within organizations in Romania by using a mixture of research methods. The *central objective* of the doctoral thesis is to identify elements of the German management model Harzburg as a vector for motivation and intrapreneurship. More so, the proposed topic implies the development of advanced theories and effecting complex experiments which aim to outline new fundamental aspects which validate existent theoretical models as well as offer solution to complex problems by integrated and coherent usage of the acquired expertise, representing, thus, an important reference point both for the specialty literature as also for Romanian subsidiaries of German organizations. Building on Reinhard's Hohn Harzburg Management Theory the purpose of the present dissertation is both to challenge the predominant management and leadership theories by introducing a little studied management model but with high potential regarding employee development and motivation and on the other hand to provide credible data, for achieving the proposed goal, that of identifying those features of the model which could increase motivation and intrapreneurship.

Departing from this vision, the *specific objectives* of the current approach are both theoretical and empirical:

- Literature review in the field of management as an instrument for economic growth;

- Highlighting the importance of research in employee development, motivation and developing of intrapreneurial skills;
- Defining the conceptual elements of the approached field and observing the perception and different opinion of various authors;
- Underlying and comparing difference in terminology and approach regarding Romanian and German management and leadership style;
- Concrete and detailed description of the Harzburg management model from primary sources;
- Analysis of the functionality of the HMM;
- Identifying the most important HMM features as predictors for motivation and intrapreneurship;
- Identifying the correlation between certain HMM features and motivation and intrapreneurship;
- Identifying to what extent these features are present within the tested organizations from the city of Sibiu;
- The validation of the HMM test scale.

Consequently, the research design of the thesis is constructed on the possible positive effect that certain dimensions of the Harzburg model might have on employee's motivation, analysing more in-depth the intrinsic and extrinsic motivational factors alongside the intrapreneurship level and is guided by following overarching *research questions*:

- RQ1: What is the leadership tendency within organizations in Sibiu?
- RQ2: What is the communication tendency within organizations in Sibiu?
- RQ3: What is the trend of the decision-making process within the organizations from Sibiu?
- RQ4: To what extent are the dimensions of the Harzburg model connected to employee's motivation?
- RQ 5: To what extent are the dimensions of the Harzburg model connected to employee's intrapreneurial skills?
- RQ6: To what extent does the employee feel supported and appreciated within the company. To what extent does the employee feel that the company facilitates the professional development?

Accordingly, we have formulated the following *hypotheses*:

GO: Identifying elements of HMM as a vector for motivation and intrapreneurship	
<p><i>H1: Participatory leadership increases motivation</i></p> <p>H1.1. Participative leadership increases intrinsic motivation</p> <p>H1.2. Participative leadership increases extrinsic motivation</p>	<p>By formulating this hypothesis, we formulate the presumption according to which a participative leadership style will have a positive effect on motivation and development of intrapreneurial skills by including within the working process the</p>

<p><i>H2: There is a positive / significant relationship between participatory leadership and intrapreneurship.</i></p>	<p>participation of the employees to decision-making process, delegation of responsibility and hence, a more authoritarian leadership style will decrease both variables</p>
<p><i>H3: Authoritarian leadership will be negatively correlated with motivation and intrapreneurship</i>  H3.1. Authoritarian leadership decreases both intrinsic and extrinsic motivation and entrepreneurship.</p>	
<p><i>H4: Communication increases motivation</i>  H.4.1. Communication increases extrinsic motivation  H.4.2. Communication increases intrinsic motivation</p>	<p>Through this hypothesis we want to analyze to what extent does communication have a positive impact on motivation and intrapreneurship</p>
<p><i>H5: Communication increases intrapreneurship.</i></p>	
<p><i>H6 The job description according to the Harzburg model increases motivation</i>  H.6.1. The job description according to the Harzburg model increases the extrinsic motivation  H.6.2. The job description according to the Harzburg model increases the extrinsic motivation  H.6.3. is positively related to employee's development.</p>	<p>Through this hypothesis we want to analyze the extent to which members of the organization relate to the job description as a managerial instrument and, whether there is a positive correlation to motivation and intrapreneurship.</p>
<p><i>H7 The job description according to Harzburg increases entrepreneurial skills.</i></p>	
<p><i>H8. Development and support increase employee motivation</i>  H.8.1. Development and support increase the employee's extrinsic motivation.  H.8.2. Development and support increase the employee's intrinsic motivation.</p>	<p>Through this hypothesis we want to analyze to what extent the employee feels supported and appreciated within the organization and whether this aspect relates positively to motivation and intrapreneurship.</p>
<p><i>H9: Development and support increase entrepreneurial skills</i></p>	
<p><i>H10 Intrinsic motivational factors are more important for employees</i>  H01: There is no positive relationship between motivation and the rest of the scales (dimensions)  H02 - There is no positive relationship between entrepreneurship and the rest of the scales.</p>	<p>The purpose of this hypothesis is to establish factors with motivational effect on employees (intrinsic / extrinsic motivation) and to identify a trend towards intrapreneurship.</p>

Table 1.1 Overview of hypothesis of research paper

The *research methodology* used is in line with the bibliographic research carried out with the proposed objectives. To achieve the proposed objectives, we used mixed research methods. An inductive approach was implemented in the first part of the research paper in order to examine previous research on the management concept, styles and importance as well as leadership style, particularly regarding Romania and Germany. As Bryman<sup>10</sup> mentioned, inductive approach to qualitative studies is specific, as it usually uses research questions in order to narrow the aim of the study. By using an inductive approach, it allows the study to take conclusions based on the empirical observations. Also, we continued with analyzing the bibliographic sources in order to narrow down the point of interest, thus a qualitative research approach is used since the focus is on exploring and understanding the Harzburg model. For the purpose of this paper, the research design is mainly focused on data of primary nature. As mentioned before, the procedure of collecting qualitative primary data rotate around face-to-face interviews, with the representatives of the AfW in Bad-Harzburg in order to enable a better understanding of the model. The interview was conducted in the form of a two-week intense training with Professor Helmut Borsch, Managing Director of the Academy in Bad-Harzburg as well as disciple of the founder of the HMM, Reinhard Höhn. Further on, the gathered information was correlated with Höhn book on the Harzburg Model: "Führungsbrevier in der Wirtschaft" in order to enable a wider and analyzable set of data. Since one of the main issues as stake was to gain more in-depth insights, we approach the respondents from Bad-Harzburg by using semi-structured interview in a way which would offer them freedom to speak and express themselves. The procedure started through e-mail exchange where I presented the state of knowledge so far and purpose. Further on, after the acceptance, the on the field training was performed. The reason why we opted mainly for AfW as a main source of information was that of their important role as an Academy which implements the HMM and trains managers in this regard. Also, the Academy was founded by Höhn, and teaches since then the particularities of the model through courses, seminars and trainings.

From a practice perspective, in order to simplify the analysis, the empirical findings were divided into more logical structures and presented graphically, also because the model has its difficulties in understanding especially by having a lot of references from the military field or the German law as also because the little specialty literature regarding the model presents only fully theoretical texts with hardly no visual representation. Within the next research phase, preliminary data were collected from a pilot company. The interview method was used to obtain information and the questionnaire.

Further on, for the next research step, in order to analyse a large sample, the social survey, instrumented by a standardized web- based questionnaire, in Google Forms, was conducted. Science research methods both quantitative and qualitative have been doubled by specific methods fields of applied sciences, primarily in building at the end a prediction model for motivation and intrapreneurship involving the most relevant dimensions of the HMM concluded after the descriptive and factor analysis.

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<sup>10</sup>Bryman, A. (2012). *Social Research Methods*. 4th ed. Oxford p.12.

To address the proposed problematic, the *structure* of the thesis consists of two parts and 14 chapters with multiple sub-chapters. These include introduction, literature review, research methodology, research findings and data analysis and conclusions. An outline of the chapters in this study is as follows: the first part presents a detailed literature review related to the topic of interest and the second part presents the methods of research and its results followed by the conclusions, the future directions of research and personal contributions.

The *first* part is aimed at providing a comprehensive view of the current state of knowledge in various fields of interest. The literature review identified landmarks in the following main areas of study: management as an instrument of economic growth and dominant features regarding Romanian and German management. It presents the literature review in reference to the complexity of management as an instrument of economic growth, focusing on the performance of the German management model, particularly on the Harzburg Management Model, as the main factor which led to economic growth in Germany. Also, an overview consistent with the specialty literature regarding the Romanian and German management and leadership style is performed. The first part of the paper is structured on seven distinct chapters.

The second chapter starts with the importance of management as an instrument of economic growth and is a general overview of the most important elements regarding the management process and theoretical research regarding the most important management models. Within the three sections and three sub-sections we explained the role of management in organizations as also in developing a sustainable economy. This chapter brings a contribution to reaching one of the specific objectives of the research paper: to show that the Harzburg Management Model with its important elements is the foundation of the management models which have led to performance within organizations.

The third chapter goes further into detail, starting from an historical perspective of the German- Romanian relationship which is currently an especially important business factor in the development of the Romanian economy. In this section we mainly focused on the characteristics of the German Management Model.

The fourth and fifth chapter point out the importance of leadership as a performance enhancing instrument. This theoretical approach illustrates the path from perceivable effects of leadership to its impact on success, advancing research on leadership style performance. Particularly, we analyze the behavioral criteria in the organization, especially regarding the relationship between manager and employee.

Further on, the next three chapters offer an in-depth analysis of the HMM. We here present aspects regarding its main performance features, respectively: the responsibility for action and the managerial responsibility as well as the most important managerial tools such as: job, description, the complaint, the general managerial instructions or the different communication forms. In each chapter and sub-chapter, we outlined the most important findings. The research serves the purpose of understanding the functioning of the systems by knowing the components and the correlations between them: Harzburg management elements- managerial performance as also to explain the model through its systemic elements regarding resources, management, results.

The last chapter is a concluding chapter. Hypothesis have been formulated, which open the further research that of analyzing relationship between certain HMM dimensions on motivation

and intrapreneurship. Amongst one of the many challenges of organizations is that of providing the wellbeing of its employees. The connection between job satisfaction, employee commitment, organizational culture, and leadership is important because it assists the development of efficient and motivated employees concurrently facilitating the achievement of the general goals and objectives for the whole organization the most important factors for organizational success are embedded in effective leadership style, employee job satisfaction, and organizational commitment. Employees are guided by effective leaders, towards the achievement of goals, in return satisfied employees make greater efforts into the accomplishment of tasks.<sup>11</sup>

The top management plays a very vital role in an organization for elevating the image and performance. Employees on the other hand encourage an approach in which they have the authority. They have lack of support for a leadership style if they have the impression that their ideas are not given serious consideration. These aspects increase motivation amongst the employees' having in turn a positive outcome for the organization.<sup>12</sup>

To conclude within the first part of the thesis, we presented the main theories regarding management and leadership styles and its effect on motivation, work attitudes and success. This theoretically grounded framework distinguishes the styles of leadership from German and Romanian perspective based on the specialty literature, aiming to offer proposals on how the relationship between the two countries, based on adapting to different leadership patterns, could be improved. Then, we presented the most important managerial tools which are typical for the HMM and also have a great impact in the development of the relationship between employer and employee as also regarding the creation of independent thinking and acting participants within an organization. The change of heart from the outdated authoritarian hierarchy structures after the Second World War to that at that time new delegation of responsibility was clearly highlighted. The main idea and the implementation process were shown in detail on the basis of the individual points in the job description. The associated shift in responsibility towards the area in which most of the expertise is concentrated has been made clear. Based on the general management guidelines, it was shown how (under the provision of a precise job description) the relationship between superiors and employees can be regulated based on clear set rules. As already mentioned, many management principles and leadership models developed in the last century. The presented information is mainly based on primary sources, after thorough interview performed at the Academy for Managers in Bad-Harzburg. Among the most important managerial tools of the HMM we detailed: communication, delegation of responsibility, the complaint, the job description and the general management instructions.

Within the communication pattern we approached distinctive forms of discussions which are tools in the hands of the superior required to be chosen and applied accordingly to the different objectives, thus the conversational skills fall into qualification of the superior. Still, also the employees must be aware of the different conversational techniques and the objectives

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<sup>11</sup> Khan, Dr. Rahul, (2016). *Leadership Style and Organization Performance*, MPRA Paper 70387, University Library of Munich, Germany, revised 07 Feb 2016. <https://ideas.repec.org/p/pra/mprapa/70387.html> accessed on 20.04.2021

<sup>12</sup> Wang & Clegg, 2011 apud Khan, 2016



of the conversational forms. There is a high need of using different conversational forms in order to have a constructed dialogue besides daily topics. Thereto we include the one-on-one interviews, appraisal interviews, staff meetings as well as roundtable discussions define a special form of collegial teamwork.

If an organization want to systematically implement the HMM, it is necessary to put into a mandatory form all the particularities of the model. This is implemented through the general management instructions. Also, it is a transition stage essential in the field of management and organization if we want to achieve a unitary management style. If management instructions do not formally exist, then superiors and employees cannot be held accountable for not respecting the management principles. The general management instruction upraises the principles of HMM to the status of norm and becomes through its implementation a procedure, though its enactments may bring profound consequences for an organization. The general management instructions must be implemented through the supervisor: the management and the associated responsibility are the responsibility of the manager. Established principles and instructions define leadership behavior and the relationship between employees and superiors.

Also, the complaint is regarded as a naturally right of the employees. It can be addressed regarding a personal harmful behavior of the superior as also against his technical or professional instructions. If we start from the premises that the employee should be allowed to act and think independently, then he must also be offered the possibility to complain against professional motives regarding a decision of the employee and to address this complaint to the next superior authority, if the respective indication is not resolved with the superior in question.

Within an organization that leads through the HMM and according to its general management guidelines, is this right of appeal from the employee generally deep-seated and is an important regulator aiming to solve extraordinary problems which occur during the interaction between superior and employee. Also, it must be regarded as an instrument for objectification for the normal course of then operations, settlement and problem solving and not as a personal attack.

Figure I.1 presentes in the form of a logic diagram, the structure and the chapters of which it is constituted.

The *second part* of the thesis, aims to analyse and assess primary data gathered through the literature review from the first part. Through SPSS primary data from the survey is analyzed. At the same time, the general objective and specific objectives are presented which set out the hypotheses for quantitative research. Methods of mixed research will result in a prediction model and the series of data obtained by qualitative and statistical methods that describe how certain operationalized dimensions of the HMM could enhance motivation (intrinsic and extrinsic) and intrapreneurship will be presented in detail through several statistical tests. In today's intensive era of competition, it is important for organizations to gain a competitive advantage and one important asset are motivated employees which work in an environment that enables them to develop entrepreneurial skills.

During this part we will present the study performed, from the conception phase to the dissemination of the results.

Firstly, we defined the research data and motivated the choice of the research topic, followed by purpose research questions we seek answers to and objectives research by stating

the hypotheses of quantitative research. We further continue with presenting the research methods and instruments and the preliminary testing phase. The research methodology used is consistent both with the bibliographic research presented in the first part of the thesis as also with the proposed research objectives. Mixed research was used to achieve the objective, both quantitative and qualitative. In the first phase, data were collected preliminary from a pilot company. The methods used in the later phases were used both simultaneously as well as sequentially.

Increasing employee's motivation and more so, developing their intrapreneurial skills is a much-debated topic in current organizational environment. Grounded on the theoretical considerations we started from the presumption that current management methods need continuous development in order to increase performance and thus gain a competitive advantage on today's changing market. More so, regarding productivity and employee's motivation, Romania is ranking under the average of the region: only 32% of the companies are satisfied and 20 % are dissatisfied.<sup>13</sup> Based on the theoretical assumption according to which: "the basic idea of the model is that the motivation of employees through delegation of responsibility and the transfer of independent areas of responsibility can be promoted. Therefore, the model is also closely related to the management concept Management by delegation related. Every employee receives one tightly defined, clear area of responsibility with competencies and personal responsibility, authority to make decisions and act. For this area of responsibility, the employees also have full responsibility. By dissolving the rigid structures increase the motivation of the employees and the working atmosphere improved"<sup>14</sup> as also by knowing the Harzburg philosophy from the practical experience of the author, we wanted to analyse whether this assumption could also be valid in practice.

Another important argument in choosing this model is that the model was tested many times successfully, mainly in German organizations, as already described in the above chapters of the present paper, under the term, leadership in a co-working, participative relationship. Our aim was to bring forward elements that would enhance performance in organizations from Romania and find solutions for creating a good working climate and intrapreneurship. Nevertheless, after a more thorough bibliographical research we concluded that the Harzburg model has common ground with other management styles, such as MbO, MbE and MbD. In this scenario, we wanted to further investigate which features of the model would have a positive impact on motivation and entrepreneurial skills especially considering that the core of the model is to build independent thinking an acting employee, so the interest was to see whether there is a positive relation between the main features of the model and motivation and intrapreneurship, and if so, which are these features.

We also want to mention the fact that, this study has not been performed in the speciality literature, thus the challenges were of great length. The basic requirement was to fully understand the model, and afterwards the steps taken were: (1) extraction of HMM features which would increase motivation and intrapreneurship, (2) constructing and validating a scale

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<sup>13</sup> German Romanian Chamber of Commerce Annual Report 2019, pp 7-11

<sup>14</sup> Ehm, 2004 in [www.4managers.de](http://www.4managers.de) accessed on 13.03.2020

both for certain features as also for motivation and intrapreneurship and (3) analysing results to see whether or which of this HMM dimensions would serve best as a predictability vector for motivation and intrapreneurship.

<b>REASON</b>	<b>MOTIVATON</b>
Practical experience with the HMM	Authors experience by working four years in a German organisation leded through Harzburg principles.
Initial intention / presumption	The Harzburg Model promotes motivation and creation through offering a large autonomy and the feeling of belonging to a team.
Practical results	The HMM is currently implemented successfully in many German organisations.
Innovation potential	Features of the HMM could be used in order to increase motivation and intrapreneurship among employees in organizations from Romania.

Table 8.1 Summary table to motivate the choice of the HMM (own source)

In the quantitative research we used the questionnaire-based survey method and the methods of statistical analysis, in order to confirm the formulated hypotheses. The sample was composed of 399 respondents, from different organizations from the city of Sibiu. The multitude of questions in the questionnaire, but also the size and diversity of the sample studied, allowed us to collect a significant volume of qualitative and quantitative data, which were processed according to statistical methods. The main purpose of the part devoted to statistical research is to provide a true picture of the impact which certain features of the HMM could have on motivation and intrapreneurship.

Along seven chapters, we present the study, from the design of the research tool to the obtaining and analysis of results. During the first chapter we summarized the research topic, its stages, as well as the means of research. The conclusions drawn from the study of scientific literature in the field, made in the first part of the thesis allowed us to identify and specify the research niche, but also possible approaches in the mixed quantitative and qualitative study. In the first phase, data were collected preliminary from a pilot company. The methods used in the later phases were used both simultaneously as well as sequentially.

The following chapters overview present the different types of research conducted. A chapter is dedicated to the first results of the online survey from a descriptive perspective, a following chapter presents the factor analysis of the results being continued with statistical regression and ending with a prediction modelling through decision trees. In this regard, we built decision trees using CART algorithm to identify (targeting variables):

- the response of MI (intrinsic motivation) to different independent variables of the Harzburg Model

- the response of ME (extrinsic motivation) to different independent variables of the Harzburg Model
- the response of ANT (intrapreneurship) to different independent variables of the Harzburg Model

The choice of decision tree approach was mainly supported by the purpose to identify most significant variables and relation between two or more variables. With the help of decision trees, we wanted to extract the variables/features that have better power to predict our targeted variables as well as a variable screening. For this purpose, several models were created, depending on the attributes / variable's predictor used. We have chosen models in which predictors were considered those indicators that were identified as significant (for each situation) in the factor analysis of the previous chapter.

Consequently, first we have chosen the input variable MI (intrinsic motivation), as the factor analysis showed significant positive correlations between different operationalized dimensions of the HMM and intrinsic motivation and the input variable ME (extrinsic motivation) from the same reasons. On the other hand, not consistent with our former belief that HMM dimensions could also serve as predictors for intrapreneurship the factor analysis determined no significant correlations in this regard. Thus, we also wanted to create a prediction model by uncovering possible complex interactions between predictors which may have been difficult or impossible to uncover using the traditional multivariate technique. Therefore, we created a prediction model using the same CART algorithm for intrapreneurship. For all models, the total accuracy was 100%, as the prediction for each of the classes was 100%.

The main purpose of the part devoted to statistical research is to provide a true picture of the impact which certain features of the HMM could have on motivation and intrapreneurship.

Following the investigations we can state the following results, conclusions and at the same time original contributions:

- The use of the descriptive analysis method in order to answer several research questions and validate hypothesis.
- The use of the factor analysis method in order to validate hypothesis and find various correlations between the operationalized variables.
- The use of regression model in order to find variables which could best serve as predictors for motivation and intrapreneurship.
- Building a mathematical model that helped to identify some typologies of the HMM, with multiple factors of influence on extrinsic and intrinsic motivation and intrapreneurship.

In what follows we will enlist the statistical validation of the hypothesis which emerged:

<b>Hypothesis</b>	<b>Research results</b>
<i>H1: HMM Participative leadership style is positively correlated to motivation</i>	<i>Validated through factor analysis</i>
<i>H1.1. HMM Participative leadership style is positively correlated to intrinsic motivation</i>	<i>Validated through factor analysis</i>

<i>H1.2. HMM Participative leadership style is positively correlated to extrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H2: There is a positive / significant relationship between participatory leadership and intrapreneurship.</i>	<i>Not statistically validated</i>
<i>H3: Authoritarian leadership is not correlated to motivation and intrapreneurship</i>	<i>Validated through factor analysis</i>
<i>H4 Organizations from Sibiu have a centralized decision-making process</i>	<i>Not statistically validated</i>
<i>H5: Communication according to HMM particularities have a positive effect on motivation</i>	<i>Validated through factor analysis</i>
<i>H.5.1. Communication has a positive effect on extrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H.5.2. Communication has a positive effect on intrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H6: Communication has a positive effect on intrapreneurship.</i>	<i>Invalidated through factual analysis</i>
<i>H7 There is a positive/ significant relation between delegation of responsibility and motivation</i>	<i>Validated through factor analysis</i>
<i>H8 The job description according to the Harzburg model has a positive effect on motivation</i>	<i>Validated through factor analysis</i>
<i>H.8.1. The job description according to the Harzburg model has a positive effect on intrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H.8.2. The job description according to the Harzburg model has a positive effect on extrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H.8.3 The job description according to the HMM is positively related to employee's development</i>	<i>Validated through factor analysis</i>
<i>H.9.The job description according to the HMM is positively related to intrapreneurship</i>	<i>Not statistically validated</i>
<i>H10.Development and organizational support according to HMM particularities have a positive effect on employee motivation</i>	<i>Validated through factor analysis</i>

<i>H.10.1. Development and organizational support have a positive effect on employee's extrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H.10.2. Development and organizational support according to HMM particularities have a positive effect on employee's intrinsic motivation</i>	<i>Validated through factor analysis</i>
<i>H11: Development and organizational support according to HMM particularities increase intrapreneurial skills</i>	<i>Not statistically validated</i>
<i>H12 Extrinsic motivational factors are more important for employees</i>	<i>Validated through descriptive statistics</i>
<i>H13 Features of the HMM increase intrinsic motivation can be validated.</i>	<i>Validated through factor analysis</i>
<i>H01: There is no positive relationship between motivation and the rest of the scales (dimensions)</i>	<i>Not statistically validated</i>
<i>H02 - There is no positive relationship between entrepreneurship and the rest of the scales.</i>	<i>Validated through factor analysis</i>

Table C.1 Overview of statistical results for the hypothesis of the research paper (own source)

To conclude, the quantitative research has contributed not only to the confirmation of the formulated hypotheses, but to also to provide important data for upcoming research. While we might have identified a trend, there is need for more in-depth analysis especially of the features which emerged predominantly from the quantitative research.

The *final chapter* of the thesis summarizes the personal contributions, the perspectives research and ways to capitalize the results. The author and scientific leader of this thesis will identify several future research directions. The results of the present research thesis hope to contribute to the clarification of the question concerning the increase or decrease of motivation and intrapreneurship among employees as a result of leadership style and leadership tools and on the other hand to provide a nuanced understanding on how certain leadership dimensions could impact employee's development by revealing both its potential advantages and threats. Figure I.2 presentes in the form of a logic diagram, the structure and the chapters of which it is constituted.

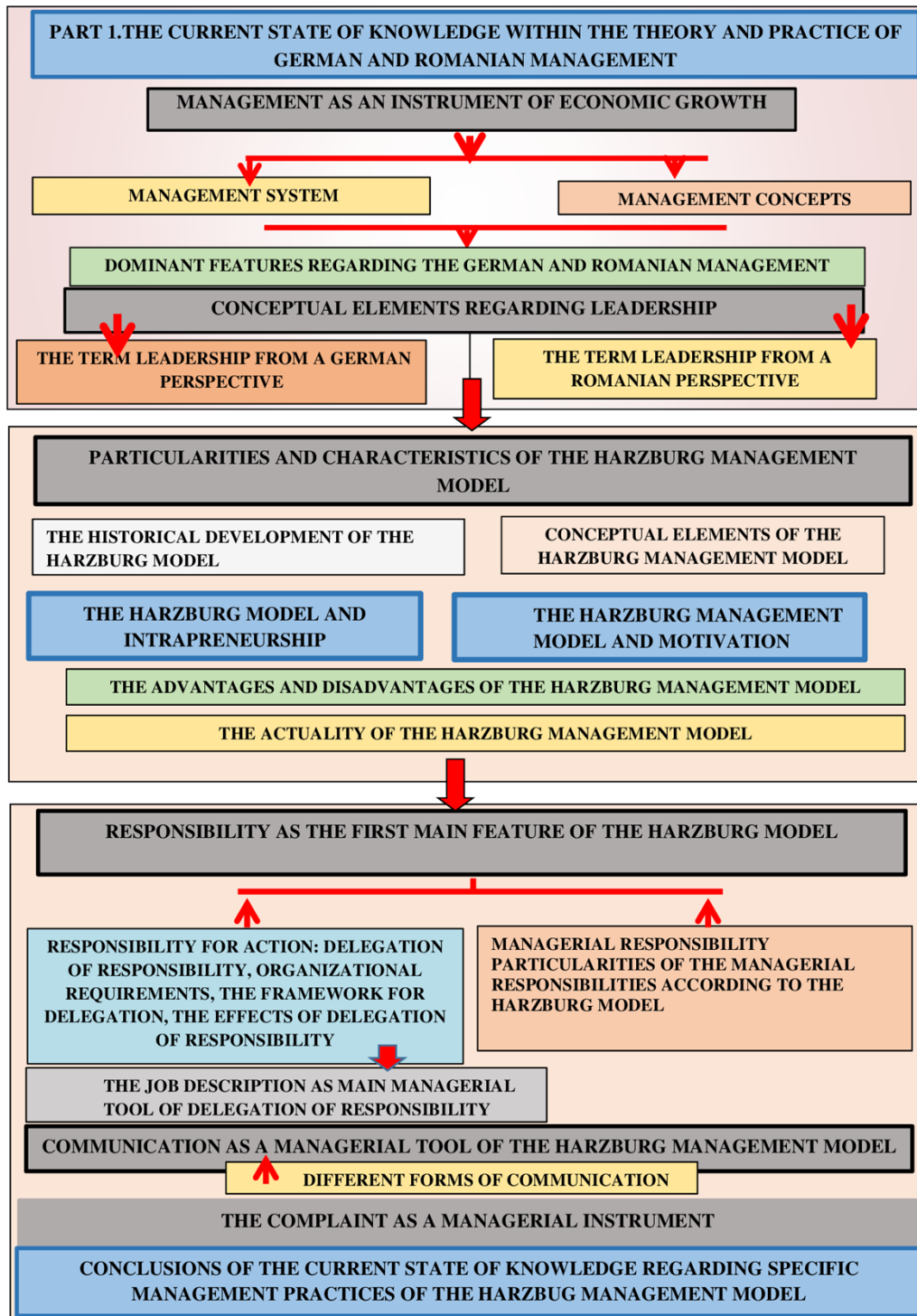


Figure 1.1 Structure of the first part of the doctoral thesis (own source)

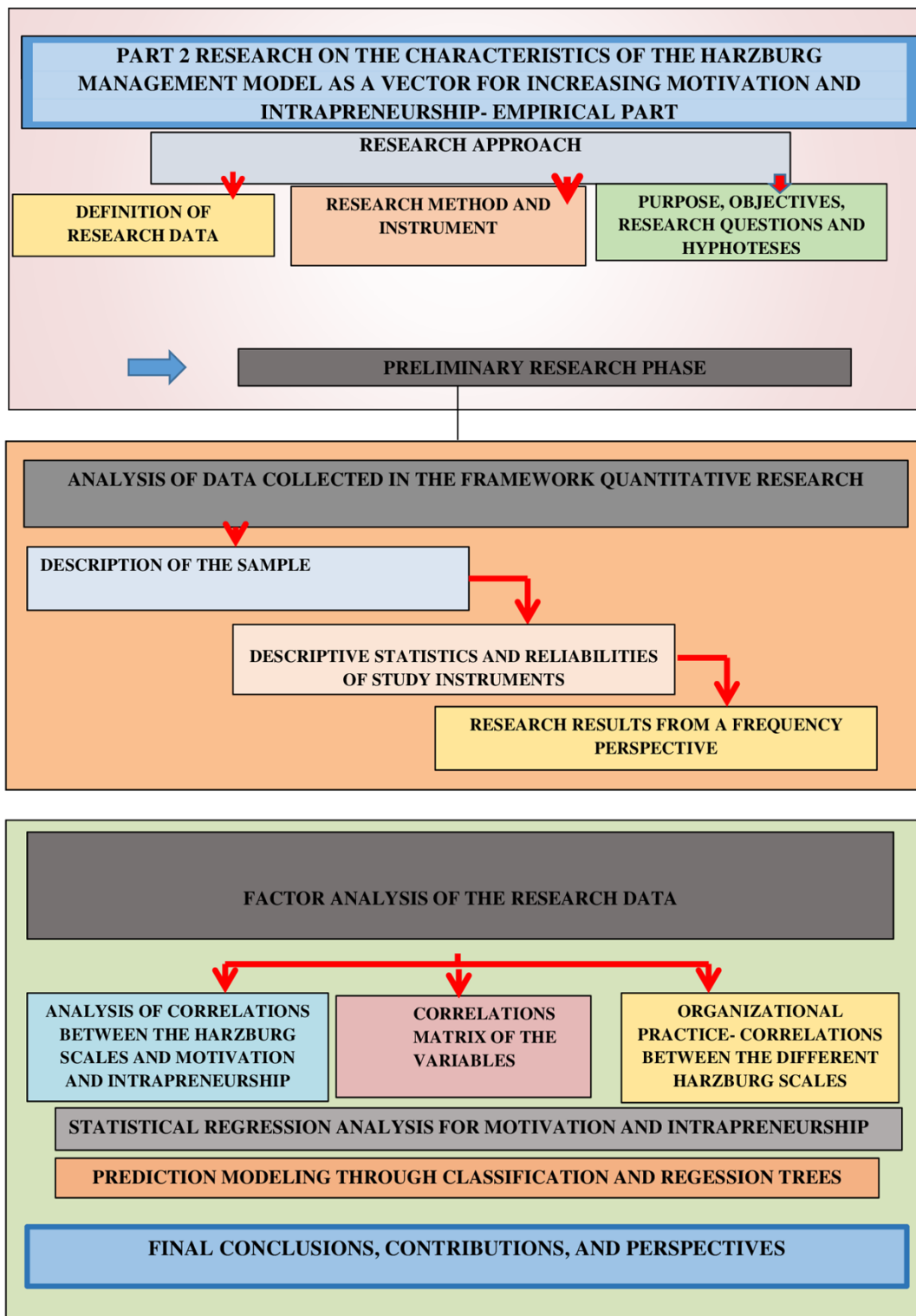


Figure 1.2 Structure of the second part of the doctoral thesis (own source)



# FINAL CONCLUSIONS, CONTRIBUTIONS AND PERSPECTIVES

## FINAL CONCLUSION AND RECOMMENDATION

The present dissertation has been an effort to shed light over the elements of HMM which would best serve as a vector for motivation and intrapreneurship. We have accordingly attempted to make the case for the critical implications of employees' development on both organizational performance and associated practical applications. Consistent with the purpose of the current approach we have introduced the dimension of the Harzbug Management Model while discussing in parallel the importance of a participative and cooperative leadership style and its impact on both motivation and intrapreneurship. In doing so, we have remained faithful to the theoretical guidelines proposed by Höhn while constructing a new approach theory and have thus approached six central elements of the Harzburg Model: leadership principles, decentralisation of the decision-making process, communication pattern, job description, delegation of responsibility and employee's development and organizational support.

Consistent with this vision we have proposed a corresponding model which would perhaps increase employee's motivation and intrapreneurship and thus lead to organizational performance. Several scholars <sup>15</sup> argued that organizational performance is positively related to job satisfaction and thus, employee's motivation. In addition, practices that increase employees' well-being and foster a positive employment relationship, based on trust, cooperation and involvement individual and organizational performance will be improved.

Departing from these theoretical considerations, the empirical objective of the present dissertation was to explore, whether, even if widely criticized, the operationalized dimensions of the HMM would have a positive effect on motivation in general, and intrinsic motivation as well as intrapreneurship in organizations from Romania.

Due to the complexity of the Harzburg model the research concentrated on the analysis of six dimensions consistent with the reviewed literature: (1) Leadership according to HMM principles, (2) Decentralisation of the decision-making process- a main dimension of the model, (3) Communication pattern- focusing on formal communication, (4) Job description according to HMM, (5) Delegation of responsibility- core dimension of the model and (6) Employees development and organizational support- as another main focus point within the model. Besides this, we have verified various correlation with motivation, extrinsic and intrinsic and intrapreneurship.

The quantitative research confirmed the hypothesis for the correlations with motivation, being stronger regarding intrinsic motivation but rejected the hypothesis regarding the possible relation to intrapreneurship, therefore, opening new research ideas and future directions. As

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<sup>15</sup> During the first part of the thesis we used references in this regard by Alfes et al., 2013; Muduli, 2015; Latorre et al., 2016; Reimann et al., 2017.

suggested in the theoretical part and confirmed empirically, there are several features of the model, which if implemented, would increase the motivation of the employees.

Beyond the practical applications and concrete perspectives offered to organizations, the thesis offers current and promising contributions to the development of the scientific field of management. In an era in which organizations are in a profound change and in which the development of information technology and communication networks has led to an unprecedented economic and social context, the scientific field of management must provide solutions based on this new reality.

The present thesis brings concrete arguments and provides both directions and research perspectives for a leadership style based on a high degree of freedom of the employees and for an increasing their capacity to act and decide independently feeling thus more motivated and involved within their working environment. Adaptability to rapid change requires an interdisciplinary approach in which management methods must take into account both human creativity and support provided by different managerial instruments. We consider that in achieving this requirement, through results obtained from the research study, the thesis offers a series of scientifically grounded arguments that can contribute to development of the management field.

To conclude, the present approach entails both theoretical and practical implications of the German Harzburg Management Model. From a theoretical perspective it is essential to understand the complexity of the model. From a practical standpoint the implications are multifold and groundbreaking. Certain dimensions of the model, as proposed in the present dissertation are both a conceptual tool and a leadership strategy through its intrinsic motivational potential. It is believed however that the performance of the model can be enhanced through cooperation with organizations and institutions. Yet, in order to achieve desired results and foster development a change of the rules of the game is required. It is suggested that organizations emphasize more the value of their human resources by enabling them to act and decide independently and implementing strategies towards activating and mobilizing these resources through a participative and cooperative leadership style. Encouraging responsibility and autonomy of the employees may yield important benefits for both for the organization as a whole and its internal participants. In this perspective proactive research becomes increasingly important in order to identify both potential of change and development at the grassroots of society. As I have hopefully managed to demonstrate both theoretically and empirically, the Harzburg Model holds important potential in this respect.

Without the shadow of doubt, this approach has its limitations, some of them rather objective – related to the limited space of exposure, or empirical data, some of them rather subjective- related to the researcher's preference for German culture and business approach, some of them justified and yet again some to be criticized. Several points of view are based on my own interpretation of observed within the practical experience with organizations from Romania and Germany. If, however, the present work will open a dialogue, even if under the form of criticism and will inspire further theoretical developments and empirical research, or if some of the practitioners out in the field would find some of the ideas advanced in this thesis useful, my purpose has been, at least to some extent, successfully accomplished.

## **RESEARCH LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

The present research is the result of a scientific activity carried out on a period of over three years. Even if it can be considered that at the elaboration of the thesis a cycle been completed, we are aware of the limits of this research. However, the study opens new horizons for new research topics and offers multiple possibilities to continue the research presented in the thesis. From a theoretical perspective, it is desired to maintain this research direction of the study by further analyzing the impact of the Harzburg model on different areas within institutions and organizations both from Romania and Germany.

Also from the same theoretical perspective, future research will aim to bring forward more in-depth information regarding motivational factors and intrapreneurship. The mixed research carried out and presented in the thesis aimed to achieve the main objective of the thesis: to see whether certain elements of the Harzburg Management Model could serve as predictors for increasing motivation and intrapreneurship in organizations from Romania.

The proposed research aims to offer solutions to increase employee's performance and motivation and thus contributing to the overall profitability of economic organizations as well as improving the efficiency of the leadership styles and managerial approach. Consequently, a quantitative analysis was conducted in order verify which elements of the HMM best serve as a vector for motivation and intrapreneurship.

As a general conclusion, we found that there are particularities of the HMM which have a significant positive impact on employee's motivation and thus represents an important source in this respect, contrary to the several critics opinions presented within the research. The present research has provided a more nuanced analysis in this sense by investigating the effects of HMM on both extrinsic and intrinsic motivation as well as intrapreneurship. Yet, it is appropriate to point out the limitations of the present research and accordingly, to provide future research directions, which should enable a more nuanced understanding of the HMM potential for increasing motivation, self-determination and individually thinking and acting employees.

To begin with, perhaps the most important limit is outlined by the analysis of the specialty literature in the field, which offered truly little and outdated information. Yet, the theoretical proposition of this paper includes very thorough and detailed information regarding the model, being, a complete guide to all that the HMM includes and implies. Important dimensions such as delegation of responsibility, decentralization, job description, organizational support, motivation or intrapreneurship are widely discussed and correlated. In addition, understanding how employees perceive their organization and which motivational factors they appeal more to within the tested organizations from the city of Sibiu is believed to bring added value both to theory and practice. Quantitative research is only able to explain these in a limited way.

Additionally, it is suggested that a more in-depth qualitative analysis might reveal other aspects in this respect by providing a more comprehensive picture of the processes underlying the Harzburg leadership style and the estimated sequence, particularly with regard to employee's motivation, bridging thus features like self-determination and self action to loyalty and trust towards the organization, hence improving the work attitude involvement and

performance in the working area. Identifying such patterns will thus be beneficial to institutions, organizations or change agents interested in developing and implementing a leadership style centered on employee's development and organizational performance.

Furthermore, following the bibliographic study we noticed that the HMM has a great potential to provide solutions regarding managerial approach, managerial tools and managerial behavior in general. Nevertheless, an in-depth analysis of a management model and participatory action research can provide answers to "how" questions related to improving leadership approach and to identify successful models of increasing performance and development. Furthermore, the present research has focused on six dimensions of the HMM (*HMM leadership style, communication pattern, decentralised decision-making process, job description, employee's development and support*) operationalized and afterwards statistical validated and its counterpart (*extrinsic and intrinsic motivation and intrapreneurship*) also operationalized in statistically validated scales. Consequently, exploring the implications of the dimensions why not, even explore the emergence of new ones. Researching the impact on the levels of motivation as related to the profiles of the employees from organizations in Sibiu or the complex process of increasing motivation and intrapreneurship among employees would provide insightful information on improving organizational performance. In addition, the strategic use of employee's capabilities and personal growth by organizations for innovation, its potential for creating independent thinking and acting employees, intrapreneurship, and knowledge sharing are some among many other important pathways to be explored.

Moreover, understanding the motivational factors of the employees from an organization as well as their relationship to several leadership dimensions will contribute significantly to finding mechanisms to strengthen organizational performance. An additional aspect to be considered is culture. While the present research is limited to data obtained from employees activating in different organizations from Sibiu, a comparison with other German organizations would be an important starting point in future research. It is believed that culture plays an important role in all aspects, which have been subject in the present research and in many more others, however the city of Sibiu is well known for its German influence, especially within the business sector, thus a comparison between different regions from Romania would also be appropriate. Also, in this regard, the present research offers a short descriptive analysis of the results obtained from a Romanian organization, which are different in approach and leadership style. Thus, a more in-depth analysis of Romanian organizations is required.

Finally, remaining in the cultural sphere, it is important to underline that the present research has been conducted and interpreted through the lens of the researcher whose cultural stock, inevitably -at least to some extent- implies a bias, by being acquainted with the German culture, language and having personal working experience within a Harzburg leadership managed German organization.

The ultimate limitation of the present research is rooted in the method itself. Due to the complexity of the HMM the focus of the present research was on possible correlation between the HMM dimensions and motivation and intrapreneurship, their potential benefits, which could successfully be assessed with the aid of quantitative data and not on operationalizing in depth all the dimensions of the model. It becomes thus essential to constantly conduct research, which

should allow both theoreticians and practitioners to remain informed and aware of both the potential and threats of different management models.

Also, during the research, a series of contacts were established with several organizations from Sibiu, the present research results will be presented within the tested pilot organizations, hence further discussions and perhaps practical implementation of certain dimensions of the model will be put in place.

## **PERSONAL CONTRIBUTIONS**

From the content of the thesis presented during the 13 chapters and multiple sub-chapters we can list the following relevant personal contributions:

- Detailed representation of a rather unknown and little discussed German management model
- Graphical representation of the dimensions of the model which filters a large amount of complex information, thus facilitating a better understanding of the model
- Identification of possible applications of the Harzburg model in management organizations
- Enriching the specialty literature in this regard, through a research conducted in English, considering the almost all the studies information is in German language, thus facilitating access to information beyond the language barrier
- Extracting and presenting first-hand information gathered through the field study and interviews performed at the Academy for Managers in Germany, Bad-Harzburg, the promoters of the model
- Critical, interdisciplinary and analysis of the specialized literature, formulating one's own opinions regarding the current state of research
- Critical, interdisciplinary analysis of the specialized literature, formulation of own opinions on the current state of scientific knowledge in the field
- Presentation of a methodology useful for organizations on implementing certain features of the HMM
- Creating appropriate research tools, represented by the questionnaire from the framework of the opinion poll, thus validating HMM scales which are not existent within the current specialty literature
- Creating and validating own scales regarding extrinsic and intrinsic motivation and intrapreneurship
- Use of the main component analysis method to identify influencing dimensions of the HMM on motivation and intrapreneurship
- Performing three different research approaches, two of them mentioned within the current research: testing the dimensions of the HMM and their potential for increasing motivation and intrapreneurship in a Romanian organization, in a German subsidiary from the city of Sibiu, and the main research study conducted on a number of 399 respondents, employees from different organizations geographically limited to the city of Sibiu
- Identification of the impact of HMM dimensions particularly on intrinsic motivation

- Identification through the descriptive analysis of the extrinsic motivational factors of most importance for the questioned employees
- Opening future research directions, in order to develop the specialty literature in the field of leadership, motivation and intrapreneurship
- Contribution from theoretical and practical perspective to the enrichment of the specialty literature regarding concepts like decentralization, delegation of responsibility, complaint, leadership styles
- Presenting different cultural and managerial approach between Germany and Romania.
- A novelty element is the insertion of the named variable: job description, underlying its importance and impact on employee's motivation and performance
- Statistical validation of the hypothesis and answered RQ
- Use of the principal components analysis method for the identification of HMM dimensions which could serve as a vector for motivation and intrapreneurship
- Operationalization of the dimensions within a 58-item online survey
- Testing the questionnaire on a Romanian organization and extracting a brief analysis over the implementation of these dimensions
- Implementation guide of the Harzburg management model (see Appendix 2 in the thesis) which could serve as a Practical Guide for organizations. Book "Practical guide for the implementation of the Harzburg management model", proposed for publication

## VALORIZATION OF RESEARCH RESULTS

Some of the research results, especially the theoretical ones, have been published in various scientific papers. The scientific papers were presented at conferences with an impact factor. Most of the works were cited in within this paper they also appear in the bibliography. These results show collaboration between the author and the scientific supervisor and is not only an opportunity for dissemination of the results, but also an exchange of ideas with the international academic environment.

### Publications

- Andronic, Georgiana, *The Harzburg Model in the contemporary world*, *Procedia Economics and Finance*, FINE11614
- Andronic Georgiana, Bogdan, Ioan. *Creșterea economică și managementul în perspectiva evoluțiilor lumii contemporane*, *Revista Economică Euroeconomia XXI*, Sibiu, 2014.
- Andronic Georgiana, Dumitrașcu Danut, *The misconceived delegation of responsibility*, *Procedia - Social and Behavioral Sciences* 238:408-413, January 2018
- Andronic Georgiana, Dumitrașcu Danut, *The relationship between leadership and employee*, international conference KNOWLEDGE-BASED ORGANIZATION Publisher: Walter de Gruyter GmbH, 2017
- Andronic Georgiana, Dumitrașcu Danut, *A conceptual comparison between the Holonic Management System and the Harzburg Management Model.*, *Proceedings of*

the 7th Review of Management and Economic Engineering International Management Conference „Management Challenges Within Globalization”, Cluj-Napoca, Toderescu Publishing House, 2020, p.306

- Andronic Georgiana, Dumitraşcu Danut, -The Harzburg Management Model- a catalyst for intrapreneurship, Proceedings of the 7th Review of Management and Economic Engineering International Management Conference „Management Challenges Within Globalization”, Cluj-Napoca, Toderescu Publishing House, 2020, p.422
- Andronic Georgiana, Dumitraşcu Danut, *The Harzburg Management Model as the foundation of the German Management*, Review of Management & Economic Engineering. 2020, Vol. 19 Issue 2, p287-302.
- Andronic Georgiana, Dumitraşcu Danut, *Elements of the Harzburg Management Model as a vector for increasing employee’s motivation* (publication in process).

Book proposed for publication:

Andronic Georgiana, Dumitraşcu Danut “Practical guide for the implementation of the Harzburg management model”.

#### Participation in conferences and workshops

- *22nd International Economic Conference – IECS 2015*, Universitatea „Lucian Blaga”. Facultatea de Ştiinţe Economice, Sibiu, Romania, 2015
- *Sustainable development for local and regional authorities -in the Danube area*, Fundația de Perfecționare în Administrație Publică and Euro Institut, Kehl, Germany, Sibiu, Romania, 2015
- *Pilot Training – Strategia Dunării-Start Dante 4PA*, Fundația de Perfecționare în Administrație Publică, Sibiu, Romania and Bodensee-Stiftung Radolfzell, Baden-Wurttemberg, Germany
- *14th International Symposium in Management (SIM 2017), Challenges and Innovation In Management and Entrepreneurship*, Timisoara, Romania, 2017
- *International Conference KNOWLEDGE-BASED ORGANIZATION Vol. XXIII Sibiu, Romania 2017*
- The 7th Review of Management and Economic Engineering International Management Conference „Management Challenges Within Globalization”, Cluj-Napoca, Romania, 2020
- Academy for Managers in Bad-Harzburg, training in Harzburg Management Principles.

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