Theoretical and Applied Economics
Volume XIX (2012), No. 4(569), pp. 31-48

Organisational Behaviour Influence Elements in the New Economic Paradigm

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Abstract. *The premise on which this paper is based is determined by the damaged reputation capital of most Romanian companies. The causes which generate poor organisational behaviours are identified and analysed. The media coverage of the Romanian organisations' behaviour is also highlighted. The methodology used for developing the research was based on interdisciplinary triangulation, respectively approaches from the perspective of behavioural economics, of management-marketing and of organisational sociology. The research techniques used are trend analysis and secondary data investigation materialised in studies and reports of international bodies.*

Keywords: organisational behaviour; behavioural economics; new economics; advertising; media coverage of the Romanian organisations' behaviour.

JEL Codes: D22, M21, M37.
REL Codes: 5K, 14H, 14K.

1. Introduction

The new economy as new historical-economic phenomenon, found under a multitude of names: post-industrial society, information society, technological civilisation, post-capitalist society, knowledge and information based economy, demonstrates that we are in the process of formation and perfection of the new cognitive paradigms and patterns (Niculescu, 2006), of the need for conceptual reconstruction of economics (Dinga, 2009, pp. 37-38), of the growing importance of consciousness patterns and of spirituality (Dobrescu, Ioan-Franc, 1997, p. 152). The destruction of the "old economic mechanism" and the emergence of the "new economy" requires the solving of a sensitive issue, that referring to the direction of evolution towards a new form of existence, towards the ideal defined by the intersection of reason and human soul with nature (Dinu, 2011, p. 350). We chose to analyse in the following pages, from among the meanings of the future changes frequently analysed in the context of the economic crisis, those which are directly related to our subject. Thus, due to the fact that progress in the new economy is based on information and knowledge, it is necessary to change companies' management into a social-key function, responsible for achieving the best results, while the human, intellectual capital, the basic factor of the business organisation in the new economy will be developed through organisational credibility. It is important to mention that in the new economy the intangible vales have primacy. This is where we identified the need to address the topic of organisational behaviour in relation to corporate reputation. Our paper does not aim to analyse organisational behaviour from a conceptual perspective as it is defined in various specialist studies: "as a field of study that investigates the impact that individuals, groups and their structures have on organisations and for which improvements are suggested to streamline the respective organisation" (Boboc, 2003, p. 16), but aims to critically analyse the deficient organisational behaviour which has caused many negative effects in economy and society. The study follows the requirements of the economic practice in which organisational behaviour cannot be separated from the managerial one except for a purely methodological purpose.

These concrete facts are also found in the concerns of the European Union on improving the current state of corporate management. In early April 2011, the European Commission launched in public consultation the proposal for a green paper on corporate governance, noting the need to find the best methods in this direction (European Commission, 2011).

The research opportunity is determined by the damaged reputation capital of most Romanian companies, by their poor image both within the country and abroad. Because both the image and, especially, the company's reputation

represent the reflection of the corporate identity among the publics with whom they interfere during the course of business, any improvement strategy in this direction starts from within towards outside, that is to say from the organisational behaviour. The media coverage of the Romanian organisations' behaviour excels in harsh invectives against management, against the objective to obtain profit at any cost, minimising the promotion of sustainable economic policy. The Romanian organisations' reputation is in the process of being compromised in the public opinion because of the accusations of convenience, corruption, and robbing. In order to investigate this hypothesis our paper presents in its last part a quantitative research through the content analysis technique.

Given the diversity of organisations and given that in the specialised literature there are multiple taxonomies, it should be mentioned that this study takes into account the business organisation, the companies (especially the economic ones) (Boboc, 2003, p. 35). Since in the modern market economy the corporations are large companies which through their power and position on the market have an important role in a country's economic life and even on the global market, in the case of large international corporations (Dobrotă, 1999, p. 137), the research will also be focused on them.

The scientific research methodology used for this paper is based on interdisciplinary triangulation involving approaches from behavioural economics, management – marketing and organisational sociology. In terms of research techniques we used content analysis (Kippendorff, 2004). The content analysis was accomplished based on the articles from the online Economic & Financial category, with most visits, according to the Audience and Internet Traffic Study (AITS). The trend analysis was selected from among the various types of content analysis (Chelcea, 2004, p. 227).

2. Epistemological configuration of organisational behaviour in behavioural economics

The current economic crisis has precipitated the economists' concerns to discuss the stability of the structure and the foundations of economic science. Was the economic system built on the wrong basis? This is one of the questions to which illustrious people from the field of economic science and practice are currently trying to find an answer. The theoretical construction of homo oeconomicus, most probably originally used by Pareto (Pareto, 1971, pp. 12-13), but developed and promoted by Adam Smith and the paradigm of the invisible hand had, over time, many critics: from the economists of the Austrian School Veblen (2005), Keynes, Simon (1997, p. 277) who have questioned his

understanding of the macroeconomic forecast, to other Nobel prize laureates and other scientists who have imposed themselves as notoriety. The existence of homo oeconomicus only methodologically and not in the real economy and the loading of progress with the objective function of maximising wealth are considered the causes of the necessary changes in the assumptions of economics (Dinu, 2007).

The utility function which is at the basis of his choices was accused of ignoring the social values, that homo oeconomicus can become unethical by focusing exclusively on maximising the utility of his actions, encouraging selfish behaviours and discouraging altruism and equity, being mainly extrinsically motivated. Nevertheless, perhaps the most present and daunting critique refers to the economic actors' limited rationality. Reality has shown that people are often irrational, self-destructive, they repeat the same mistakes, they do not evaluate risks appropriately, they make decisions based on emotions and not necessarily on rational stimuli, and they are obsessed rather to obtain immediate rewards than to ensure their long-term welfare.

Such behaviours limited from a rational point of view are demonstrated by economists especially in correlation with the income factors, investment, capital market, consumer behaviour, spending and saving. For example, one of the forerunners of introducing the notion of irrationality in economy, Irving Fisher, shows the dependence of the impatience factor on the income distribution on time and of the irrational behaviour based on the pressure of the current needs which cover the future needs (1907, p. 95). Simon, Nobel Prize winner for economics in 1978 for the study of the decision making processes in the economic organizations and partisan of introducing the notion of subjective rationality in the economic behaviour, also explains why this notion is crucial. He quotes Weber and Popper who considered that the main task of the social sciences and even one of the main sources of legitimacy is the attempt to substitute rational explanations for irrational explanations of the behaviour produced naturally by knowledge (Simon et al., p. 126).

In this context, behavioural economics has emerged from the need to study the determinants of the economic actors' behaviour in the real economy and not in the rational one which, most times, does not exist in practice. Personalities such as Shiller (2005) and Thaler, the favourites for the ultimate prize in economics in 2010 for the theories on the financial analyses from behavioural perspectives, Shefrin (2002 and 2008), Shleifer (2004), Statman (2010) as well as other Nobel Prize winners for economy in 2002 for the introduction of a perspective on psychological research in economics, especially with regard to the assessments and decisions in case of uncertainty, Kahneman (1982) and Smith (2000) have made important contributions in the

field. Their thought-provoking demonstrations start from certain realities: the markets' anomalies would not occur under investors' rationality; the fall of the shares due to investors' irrational exuberance, etc. and they aimed, among others, at identifying the ways in which risk can be influenced by regret, the effects of the investors' feelings on the market, etc. In 1988 Shefrin and Thaler developed the saving model theory of the behavioural life-cycle which demonstrates that people prefer immediate gratification and not long-term balanced consumption and expenditure (Urse, 2009).

In 2008 the economist Ariely presented the most frequent forms of human irrationality. In his book, considered best seller by the New York Times, he analyses, among others, the rationality of the decisions people make when they meet the words Free and Zero, virtually overlooking any disadvantage, by buying the products they did not need under the spur of these stimuli (Ariely, 2008).

3. Towards what do organisations tend in the rush to make profit?

Through exploiting the subjective irrationality or rationality elements of the economic behaviour, more and more companies seeking to sink the individual in a hypnotic state: the state of consumer, resort to advertising, as a manipulative factor. By getting away from its main function, that of informing, in the rush to make higher and higher sales and to make similar profits, advertising has increasingly started to create confusion among people through false needs, by imposing a false representation of reality, emphasizing narcissism, hedonism and individualism. Based on sociological, psychological knowledge of the human individual, on his/her behaviour, advertising is a real factor of influence. We exemplify in this respect an eloquent parable that circulates in advertising: a blind man was begging on Brooklyn in a spring, near a sign that read: "Help me, I am blind." Hardly had he got a few coins. It only took a creator of advertising to turn the sign and write: "It is spring outside; I cannot enjoy seeing it!", and the coins began to flow into the beggar's hat.

Advertising was originally designed to adjust the economic system ensuring the flow of production to consumption, drawing attention to certain quality products and services. Lately, however, advertising has accelerated the artificial obsolescence of objects and has developed certain areas of production, giving false dimensions to economic progress.

Since advertising reaches the emotional side of the human being, there occurs the issue of morality and ethics of the involved economic agents' behaviour. Ever since 1923 Bernays (2003, p. 103) had noted how after the proletarization of workers capitalism went to the proletarization of the

consumers. Building on the theories of his uncle Sigmund Freud, Bernays developed the possibilities of inciting to consumption in the industry world through advertising and public relations. Bernays appreciated that "physical solitude is a great terror for the gregarious animal, and the belonging to a herd gives it a sense of security. In humans, this fear of loneliness causes a desire for identification with the herd and with its views." And yet the gregarious animal, after entering the herd, wants to share its opinions, Bernays recommends therefore the communicators to resort to individualism and to always speak to the consumer about his desire. From informing, advertising moved to persuading, and then from the clandestine persuasion to conducted consumption. Advertising sells trust, perfection and seduction and we believe that we obtain them once we purchase a product (Guénon, 2008, p. 43). Brune (1996, p. 7) stated that this pursuit of pleasure causes what could be called the mechanics of pleasure; it is reduced to the condition of a simple reaction, permanently controlled by stimuli. In such conditions, the presence of pleasure becomes more important than its quality. "Advertising invites us in a world of abundance in which objects rush to comply with our will."

Is there Culianu's opinion a radical view (1996, p. 218) which considers the whole world a huge commercial machine in which trade is an end in itself? "Life in the world of capitalist nihilism is a purely commercial accident, which serves or not to the extent to which it succeeds more or less to develop trade. The human being is either a trader, who knows how to use his/her life, or a negotiable entity, that is to say something that will serve anyhow the purposes of Commerce, but of which this ideal may also deprive itself. Someone's passion for something is useful only to the extent to which it is properly oriented, that is to say it has good commercial results. Faith, to the extent to which it can be exploited. Hope, because it is subordinated to it. In this world which breathes trade through its every pore, there is no room for anything else, except with the risk the person's physical or mental destruction. (...) everything is changed into or made equivalent to goods, all things use exchange, they are negotiable. (...) Philanthropy, godliness, kindness, temperance, all these are excluded from the commercial world, because they are inconsistent with the laws of exchange. Capitalist nihilism, which is the reduction of reality to the size of Trade, has as effect a radical madness of the human being, respectively his/her reduction to an object of commercial manipulation. (...) The world is turning into a huge commercial machine in which trade is an end in itself." It certainly is a tough way of expression which we share only partially. But the current economic crisis, having, according to some authors, profound connotations, is regarded as a moral crisis of humanity. The fact that most companies do not encourage the promotion of sustainable policies that would

internalize the negative externalities, the main economic imbalances do not require the establishment of a new economy?

How can the organizations' behaviour be classified in the context in which they use subliminal advertising to manipulate consumers' behaviour by infiltrating the messages in their subconscious? Although he had captured long before the interest of some researchers, E. Potzel discovered as early as 1917 that certain phrases hidden in a powerful sound reach the subconscious and have a strong influence on people. Packard, American lawyer and journalist, addresses for the first time the influence of the subliminal messages in mid-twentieth century. His simple experiment not with very relevant results opened, nevertheless, the path to new research. After psychologists demonstrated the influence of subliminal messages, through which the body records and responds to the stimuli which reach its absolute minimum threshold, companies began to use them to promote products or services in advertisements. Packard, inserted for six weeks during a film which was running at the New Jersey cinema, at a too high speed, which could not be registered consciously, the messages: Drink Coca-Cola and eat popcorn. Surprisingly, but not for the savvy, the sales of these products have increased in significant numbers (Packard, Miller, 2007). Although the technique is prohibited by all laws in the world of broadcasting, subliminal advertising is the invisible weapon through which some companies discipline their consumers, making them dependent on their products. Subjugating thus this manipulation technique, the message is injected into the human brain in a split second, with the effects on the consumer behaviour of millions of people.

All the global trends in the advertising campaigns for incorporating the social media, the emergence of global virtual communities with hundreds of millions of members worldwide, the revolution of the social media reflected in the growing interest of consumers and, consequently of the business environment, with spectacular results shown in figures and statistics, have opened an unprecedented way to the companies that, in their excessive pursuit of profit, use flash subliminal advertising. In this context Brune (1996, p. 19) considers that to be effective, the advertising language bypasses our rational defence system, it "tends to anaesthetize intelligence through a thousand and one rhetorical processes, while striving to increase the recipient's credulity, luring him with the pseudo-evidence of the image, it stimulates and manipulates the public's emotions, keeping the fiction genres and prompting viewers to a critical attitude, it spreads traps to the consciousness caught in a network of voices and songs."

4. Research on the attitude reflected in the media concerning the behaviour of Romanian companies

As quantitative research method the study of written documents was used through the content analysis technique. The aim was to determine the attitude reflected in the press about the behaviour of Romanian companies. The content analysis was achieved based on the articles of the online Economic & Financial category, with most visits, according to the Audience and Internet Traffic Study (AITS) (Table 1).

Table 1

Website	Category	Company	Listing	Visits	Single customers
www.zf.ro	Economic & financial	Mediafax Group	282.008	98.316	63.151
www.wall-street.ro	Economic & financial	Internet Corp	180.783	62.255	50.693
www.avocatnet.ro	Economic & financial	Legalnet Media	159.691	56.328	46.077
www.capital.ro	Economic & financial	Evenimentul Zilei si Capital Publishing House	141.405	66.200	51.001
www.money.ro	Economic & financial	Q2M Interactive Advertising	132.269	64.892	50.373

Source: Audience and Internet Traffic Study, (online), available at: http://www.sati.ro/index.php?page=rezultate_site#nespecificat.

The registration unit that has been categorized and placed in the scheme of analysis was the article that contains the keyword Romanian companies. The period under review was January 1, 2007 – January 1, 2011, and data collection was carried out from July 1 to August 15, 2011, monitoring 863 articles.

Of the various forms of content analysis, trend analysis was selected (Chelcea, 2004, p. 227). Thus, the neutral attitude, favourable or unfavourable, could be highlighted in relation to the Romanian organisations, reflected in the press. Highlighting the trend was performed for the years analysed, using the formula:

$$AT=F-D/L,$$

where:

AT – trend analysis index;

F – number of favourable units;

D – number of unfavourable units;

L – number of units in relation to the topic.

The result was thus the evolution of the opinion expressed in mass - media, on the Romanian companies, necessary to continue the research on the Romanian companies' organisational behaviour (Table 2).

Table 2

Trend analysis index during 2007-2011

Website	Trend analysis index 2007-2008	Trend analysis index 2008-2009	Trend analysis index 2009-2010	Trend analysis index 2010-2011
www.zf.ro	0.27	0.20	-0.10	-0.50
www.wall-street.ro	0.20	-0.15	-0.30	-0.20
www.avocatnet.ro	0.15	-0.10	-0.20	-0.15
www.capital.ro	0.30	0.20	0.14	0.16
www.money.ro	0.20	0.15	-0.15	-0.20

Source: date processed by the author.

The resulting trend indicators show an impairment of the attitude towards the Romanian companies in the specialised media, in all five sources analysed. However, there are some differences in the proportion of favourable articles to the detriment of the unfavourable ones. Thus, in the years in which the trend analysis index was negative, the number of unfavourable articles exceeded that of favourable articles. The most unfavourable situation, illustrated in Graph 1, is recorded in the electronic edition of the Financial Newspaper, between January 1, 2010 - January 1, 2011 and the most favourable in the Capital between January 1, 2007 - January 1, 2008. The Capital magazine also puts emphasis on itself through the fact that none of the years under review concerning the number of unfavourable articles exceeded that of favourable articles.

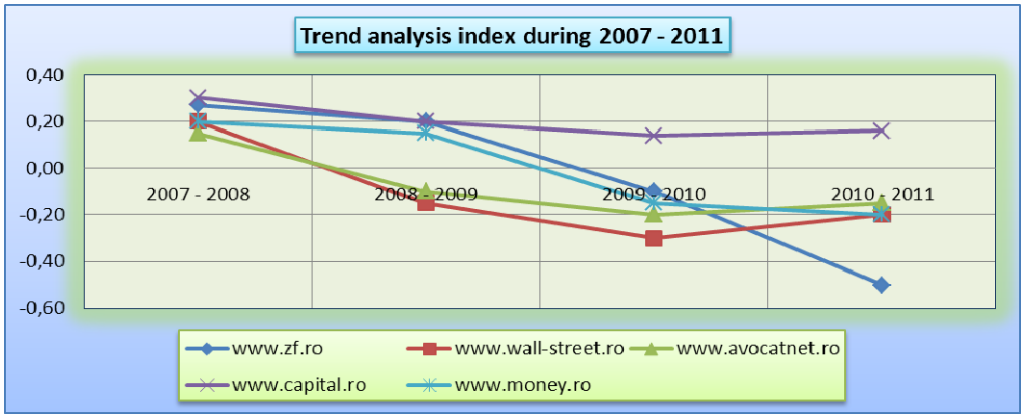

Figure 1. *Trend analysis*

The main conclusion from this analysis is the speeding up of the production of certain changes in the behaviour of the Romanian organizations reflected in the restoration of corporate reputation.

The monitoring of the general, economic and financial news Websites, in addition to the measurable aspects reflected in the quantitative research, has also focused on:

- identifying the good practices of successful Romanian companies;
- observation of the main causes that determine organisational behaviours that generate poor corporate reputation;
- identifying the main obstacles faced by the companies in the Romanian business environment;
- the research of the results of the main studies of the Romanian companies, conducted by international organisations, public opinion research institutes, national and regional organisations offering consulting and auditing services, entrepreneurial research forums, etc.

The following classes of conclusions have resulted:

➢ *Performing companies and industries with development potential*

- The consulting services and audit Company PricewaterhouseCoopers assesses, as a result of a recent study, that in the next 15 years the number of new multinationals with mainly Romanian capital will boost. It could rise to about 190, a number comparable to those in Hungary or Ukraine, but lower than in Poland, which could reach 290, or Russia - 930. The most attractive industries are those benefiting from brand recognition and competitive advantages. These could be the food industry, the light industry, that of equipment for the oil industry and the software field. Among the best known companies that have already expanded their business abroad, the following were mentioned: Softwin, BitDefender, Rompetrol, Petrom, Policolor, Jolidon, Tender group (Deloitte Central Europe, 2011).
- Regarding the hierarchy of the biggest companies in Romania, they come from the energy sector, consumer goods and transport industry, manufacturing and telecommunications industry. The top 500 companies in Central Europe, made in 2010, includes Romania on the 5th position, containing 33 top companies. The most favourable positions held by the Romanian companies were occupied by Petrom – 25th position, Automobile Dacia – 48th position and Rompetrol – 70th position (Forbes, 2011).

- One area with great potential that can be better exploited by the Romanian companies is the IT field. As if defying the crisis, in 2010, the Romanian software exports have increased to a total value of 500 million Euros. A positive example is the award given by Google to a Romanian company that created one of the best applications for the Android system phones.

➢ *Obstacles which influence organisational behaviour in the Romanian business environment*

- The Deloitte Central Europe study, as a result of an analysis made based on the predictions and opinions of 190 financial and executive directors and of the largest companies in six Central – Europe states: Romania, Poland, Hungary, Czech Republic, Slovakia and Croatia, show moderate optimism concerning the business environment. According to the business confidence index (Deloitte Business Sentiment Index – DBSI), the Romanian companies, on the one hand, are among the most optimistic in Central Europe concerning the general outlook of the national economy, and, on the other hand, their leaders are the most pessimistic about the financial prospects of the companies, only 15.4% expect an improvement, compared to Poland – 76.7% (Deloitte Central Europe, 2011) (Nicolescu, Haiduc, Nancu, 2011).
- A study conducted by the National Council of Private Small and Medium Enterprises in Romania, in October 2008 - March 2011 and presented in the White Paper on SMEs in Romania in 2011, reflects a worrisome situation of the Romanian business environment generated by the crisis, by the fall in demand and the application of certain measures, such as increasing the VAT to 24%. Thus, in the analysed period, 24% of companies have gone bankrupt or have reached the state of bankruptcy, 44.4% of the Romanian SMEs have limited their activity, while only 12.6% recorded increases.
- As a result of the harsh measures applied in the fiscal area, the number of companies with Romanian capital that have settled their headquarters in Bulgaria has increased eight times in the last five years, according to the National Revenue Agency of Bulgaria. As such, in 2010, more than 272 Romanian companies have submitted tax declarations on profit to the Bulgarian tax authorities, compared to only 33 firms in 2006.
- A survey conducted by the World Bank in six countries in Eastern Europe: Romania, Bulgaria, Turkey, Hungary, Lithuania and Latvia, in

which 1,686 companies participated, reflects the fact that in Romania there was the highest rate of firms closed during the two-year period from the break of the crisis, respectively17.6%. An aspect specific to Eastern Europe, illustrated by the survey, was the way in which the global crisis manifested itself, which was not primarily a financial crisis as in the Western countries, but a crisis manifested in the fall in demand and in the industrial production capacity. The study has also reported the significant reduction of the number of employees. In Romania, over 50% of companies have made layoffs and more than 15% of the Romanian companies have been having trouble paying salaries. Romania's difficult situation is also generated by the fact that a third of companies do not use internal funds or the profit to finance the labour capital. This has resulted, in half of the companies, in debt arrears.

- The ranking on the ease of doing business(1) – "Doing Business 2011", conducted by the World Bank places Romania on the 56th position, one position down as compared to the previous year. In a ranking including 183 countries, Romania is situated below the Baltic countries or other countries, such as: Macedonia, Armenia, Azerbaijan and Tunisia, the most important negative factor for the Romanian business environment being the elimination of the minimum tax. However, due to simplifying the insolvency of firms and of the procedures for obtaining the construction permits, Romania manages to top economies such as the Czech Republic, Turkey, Poland, China, Italy, Greece, Russia, Brazil and India. The report of the European Bank for Development and Reconstruction - Transition Report 2010, Recovery and Reform, reflects the deficiencies in the Romanian business environment, the main obstacles for businesses in Romania being: payment and tax administration system, low skilled labour and corruption. We appreciate that all these deficiencies have direct influences on the organisational behaviour of Romanian companies (BERD, 2010).

➢ *Organisational behaviour influence elements which generate poor corporate reputation*

- The new economy encourages the development of companies' intangible assets. Brands represent a valuable capital for companies, already demonstrating the correlation between the product's brand image and the country's image. Thus, we consider important to mention that in 2010 Romania lost nine positions, being ranked 92 out of 110 in the country brand ranking (Country Brand Index) developed

by BBC World News and FutureBrand which analyses the complexity, the dynamics and the benefits of the events of nations as brands. Romania is the worst positioned EU member in this ranking. The only countries that Romania tops are: Rwanda, Sierra Leone, Mozambique, Ethiopia, Cameroon, Nicaragua, Ukraine, Algeria, Sudan, Bangladesh, Senegal, Libya, El Salvador, Nigeria, Congo, Pakistan, Iran and Zimbabwe (Future Brand, 2010).

- The "quite blurred" image abroad keeps away the foreign investors who have the financial funds for the purchase of Romanian companies, leading them to believe that it is not the time for business in Romania. According to one of the companies that manage one of the largest private capital funds groups in Central and Eastern Europe, the investment funds were available for Romania, in 2010, with about 400-500 million Euros.

➢ *Causes which generate poor organisational behaviours in human resources*

- The study Attitudes towards work in Romania, conducted in 2008 by the Soros Foundation, highlights some relevant aspects that may influence organisational behaviour: only one in ten Romanians totally agrees that the workplace gives him/her a high income or opportunities for getting promoted. At least 40% of the employed are in the situation in which their need for safety is not met, while for 58% the workplace does not provide income to meet their desires. More than half of the respondents, respectively 54%, prefer to work in a large firm and approximately half, respectively 51%, want to work for a public company. Another worrisome situation with impact on organisational behaviour, that the study presents, results from two types of behaviours to which the private companies with Romanian capital are prone: the employees who work without a work card or who work for a lower salary than the real one from the work card. On the other hand, based on another study on how multinationals are perceived, we can draw conclusions on the best practices that can be used by the Romanian companies in relation to the human resource: the possibility to advance in their careers, the attention towards the employed manifested by providing modern work spaces, non-financial benefits, as well as higher wages on the basis of ensuring a workplace culture, according to which the salary can grow only if productivity also increases accordingly, resulting in performance (Soros, 2008).

- Another study, reiterated here due to the effects on organisational behaviour of the Romanian companies, was conducted by the European Agency for Safety and Health at Work in the EU States, as well as by Croatia, Switzerland, Norway and Turkey, through interviews with 28,649 managers and 7,226 people responsible for the security and health of workers on the new and emerging risks. The study was conducted due to the influence of psychosocial risks: work-related stress, violence and harassment on human relationships and also on productivity and work quality. The survey findings reflect an unfavourable situation of the Romanian companies. Although 67% of them have experts in work safety, only in 29% of the Romanian companies there are psychologists, and the experts in ergonomics in even less, respectively 16%. At the opposite pole we find Finland and Sweden. In these countries, in 77%, respectively 68% companies, there are specialists in work ergonomics. And in Ireland and Great Britain, unlike the southern European countries, except Spain, there is a high degree of awareness; companies are adopting measures for psychosocial risk management (European Agency for Safety and Health at Work, 2010).

5. Conclusions

The conclusions drawn from the research reflect both the causes of poor organisational behaviour that revolve around: maximising the profit without taking into account the sustainable development of the firm; the unstable business environment that requires immediate solutions from the authorities; the low importance given to the development of intangible values; the public opinion often hostile to the Romanian products reflected in a country brand poorly positioned in the international rankings, minimising the importance of human capital, also highlight the effects of organisational behaviour. We mention the ones that were best outlined: the low scores of the financial and environmental performance reflected in the European charts, the poor adaptation to the dynamics and turbulence of the business environment, a poor organisational credibility.

Therefore, we present, along with other causes and effects of organisational behaviour of Romanian companies, some suggestions for their adaptation to the requirements of the new economy:

- An area with potential for the Romanian companies, which substantially leverages the intellectual capital in line with the

requirements of the new economy, is that of information and communications technology;

- Intensifying the efforts to develop the intangible values of companies: brand, image, public relations, corporate reputation that can provide competitive advantages, in line with promoting a policy of organisational credibility;
- The concern to a greater extent for the sustainable development of Romanian companies, in harmony with the environment to enhance the quality of life, by reference to eco-efficiency;
- Urgent settlement by the authorities of the numerous problems from the Romanian business environment;
- Increasing the involvement in minimising and subsequently in neutralising the adverse public opinion not through global programs which, as shown by practice, did not have the best results – we refer here to the campaigns Eternal and fascinating Romania, to the program Made in Romania, Romania always surprising, Fabulospirit, etc.; but through the concerted efforts of companies and public authorities, as the image of products reflects on the image of organisations, which in its turn reflects on the image of the country;
- The establishment of human capital as a key factor of business organisations, in convergence with the directions of the new economy.

We agree with the reflections according to which the current economic mainstream has some problems, that the economy's scaffolding must be rebuilt, that we need changes in the assumptions of economics, because as long as the moral laws are broken and the human society is governed only by self-interests, it will collapse.

We mention that for a far greater rigor, our future research directions are considering both an empirical research based on a questionnaire applied in the Romanian companies, as well as on qualitative research through the study of documents which provide information about behaviour, formal structure, economic status, but also the documents aiming at the acts of communication and the organisational image, such as: the company's regulations, its status, its flow chart or mission statement. All these are subsumed to the overall objective of identifying how organisational behaviour must work both inside and outside the company to determine performance in terms of reputation, with consequences on corporate sustainability.

Acknowledgements

This work was supported by the project "Post-Doctoral Studies in Economics: training program for elite researchers – SPODE" co-funded from the European Social Fund through the Development of Human Resources Operational Programme 2007-2013, contract no. POSDRU/89/1.5/S/61755.)

Some ideas from this article were presented at the Economics and Knowledge International Conference, Iasi, 20-22 October 2011, held within the project: Post-doctoral studies in economics: continuous training programme for elite researchers (SPODE).

Note

(1) Until recently an indicator of competitiveness BM rankings.

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