

ABSTRACT

Habilitation Thesis: *Public organizations: the impact of gender on leadership and organizational culture*

Prof. univ. dr. Felicia Cornelia MACARIE

The habilitation thesis presents the scientific, professional and academic accomplishments of the author throughout the last 10 years and the evolution intentions regarding the scientific and academic career in the foreseeable future. The thesis consists of two parts, as follows:

A. Scientific, professional and academic accomplishments

This part of the thesis presents the main scientific research directions taken after the PhD certification received at Babes-Bolyai University (1999) and the beginning of the didactic activity in the Public Administration Department (PAD) of Babes-Bolyai University (2002). During this period the scientific research activity focused on the study of public organizations and took the following directions:

a) Managerial leadership

The author makes a comprehensive synthesis of the main specialty theories and opinions regarding leadership and the manner in which it influences the management of contemporary organizations.

In many cases there is a conceptual juxtaposing between management and leadership, both in the theory and practice of organizational functioning. Due to this aspect, the author makes an inventory of the literature opinions regarding the content of the two concepts, defines leadership and managerial leadership by drawing a potential portrait of the leader and establishes a leadership typology with emphasis on its modern approaches.

The main contribution is represented by a leadership grid that uses 2 variables: (1) *management* (formal and informal) and (2) *time* according to which there can

be three different situations: (1) leader manager, (2) non-leader manager and (3) non-manager leader.

Visibility of results: 2 articles, one book chapter.

b) Organizational culture

The first part of the chapter presents the main contributions in management literature used to define concepts regarding the organizational culture and climate. Furthermore, the author identifies the functions of organizational culture and the internal and external factors influencing the organizational culture, with an emphasis on the personal contribution to the development of the topic. The chapter also focuses on the aspect of cultural elements and the typology of the organizational culture. A potential organizational reform/transformation guide is presented, along with the main cultural dimensions that allow dissociation among various organizational cultures. The most significant differences between public and private organizations are then identified, from the perspective of the organizational culture.

The second part of this topic is dedicated to the analysis of women's presence in the management of public organizations and synthesizes the author's scientific contribution to the development of this topic throughout her coordinated studies and research.

The main contributions are: the identification of elements that characterize the feminine and masculine managerial culture, the establishment of strengths and weaknesses of the feminine management style, the dismantling of myths and biases regarding the males' superiority of the top management organizations.

Visibility of results: 7 book chapters, 2 articles, 4 conferences.

c) Gender discrimination in the management of public organizations

This research direction was shaped as a consequence of the remark that, within public organizations, the female presence is dominant, yet they do not hold top management or middle positions in proportion to their presence in these organizations. The first part of this chapter presents in a synthetic manner the existing theories regarding gender discrimination, as identified by the author and presented in the published books and studies. The latter part presents the

main results triggered from four of the studies carried out on the topic of gender discrimination in the management of public organizations in Romania, as follows: (1) an exploratory study in a local public organization (Bistrița's City Hall), (2) a national study carried out in 17 prefectures, 19 county councils and 14 town halls, (3) a study conducted in 12 research and educational universities in Romania and (4) a study regarding the elections of 2012 for the Romanian Parliament.

The main contributions are: identification of gender stereotypes in public organizations, establishment of gender differences in university management, analysis of the European and national level evolution of gender equality in political representation.

Visibility of results: 2 coordinated books, 6 chapters in two different books, 4 articles, 8 conferences.

The last part of the first section in the thesis briefly presents the most important professional and academic results the author has achieved.

B. Evolution and development plans for the professional, scientific and academic career

The latter part of the thesis drafts the mission and fundamental objectives that will consolidate my future academic career.

My mission is that of instructing public administration specialists that are well trained professionally and of developing personally so as to be an inspirational model for the younger generation, with the purpose of increasing the prestige of Babes-Bolyai University on the educational market. To accomplish this mission I have the following fundamental objectives:

a) Development of scientific activity, focusing on two research directions:

1. Gender, leadership and organizational culture

The further research direction stems from the general hypothesis that there is a directly determined relation between the gender structure in organizations (economic, public, and political) and the citizens' life quality. This premise is strengthened by some of the results obtained throughout previous research, and

the hypothesis can be expanded and consolidated by using more recent data from international and national studies.

Our immediate objective is the organization and development of the *Analysis and gender studies center* within the Public Administration Department in the College of Political, Administrative and Communication Sciences, whose website will allow for a database consisting of case studies in the organizations and a dissemination of results towards the interested public.

2. Internal public audit, risk management and corporate governance

One of the causes for the weak performance in the public sector is the lack of internal auditing or its formal organization without the actual use of a genuine support in managerial decision making. The intention is to continue with the research conducted in this field and disseminate the results in public organizations, even by means of providing good practice examples regarding management counseling through audit missions.

The occurrence of risks in organizations is a natural phenomenon that must be known by both management and employees. It is impossible to fully prevent such risks and what managers can do is to establish suitable procedures meant to help identify, manage and control the occurrence of undesired events of actions.

Risk management is a process that must be integrated in the organizational culture on all hierarchical levels so as the organization may benefit from participation and dedication.

Governance is a behavioral type of top managers that ensures the protection of stockholders' interests and the reaching of established objectives. In our opinion, corporate governance represents a set of responsibilities and good practices of the management in an organization that grants a strategic direction, ensuring that the objectives will be reached with efficiency and optimum use of resources and that risks are suitably handled.

b) Development of didactic activity

In order to reach this objective I will present the main actions that allow for the improvement and development of my teaching abilities and will also increase the capacity to tutor undergraduates and young researchers.

C. The final part of the thesis consists of the **bibliography** associated to the contents of the first two parts of the thesis.