

ACADEMY OF ECONOMIC STUDIES OF MOLDOVA

**As a manuscript
C.Z.U: 008:005.73:334.72(478)(043)**

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**INTERCULTURAL DIMENSIONS IN MANAGEMENT OF ENTERPRISES IN
THE REPUBLIC OF MOLDOVA**

**521.03 – ECONOMY AND MANAGEMENT
in the field of activity**

Summary of doctoral thesis in economic sciences

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CHIȘINĂU, 2021

**The thesis was elaborated within the Doctoral school
of the Academy of Economic Studies of Moldova.**

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The thesis defence will take place on **29 of December, 2021**, at 10.00 a.m., in hybrid format, at the Academy of Economic Studies of Moldova, Chişinău, 59, G. Banulescu-Bodoni str., hall 104 (**building B**).

The doctoral thesis and the summary can be consulted on the National Agency for Quality Assurance in Education and Research website (www.cnaa.md), at the Scientific Library, at the AESM.

The summary was sent on _____ 2021.

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CONCEPTUAL REFERENCE OF RESEARCH

Since the Republic of Moldova gained independence from the Soviet Union, international relations between Moldovan and foreign entrepreneurs have been steadily increasing each year, intercultural and international contacts have become routine practices in most Moldovan enterprises [21,30]. Given the increasing globalization and interdependencies of societies, the internationalization of businesses and, even for small businesses, the need for a better understanding of the cultural influences on their organizations and management, it has become increasingly urgent.

Today, modern and efficient management means putting into practice a whole arsenal of personal characteristics and leadership techniques, developed through the culture with which it interacts. **Intercultural competence, an essential component of intercultural management,** can be developed and enhanced within the framework of modern knowledge-based management training focused on a particular national spectrum as part of a global whole.

The importance of the mentioned theme consists in the fact that the modern management has to face the new conditions, namely, conducting business through the prism of interconnection to other economic, political and cultural areas. Therefore, there is a need to change the way of thinking, meaning the "**two way**" change, from local to global, and the global thinking to take into account the local characteristics with which it interacts with, known as "**glocalization**".

The degree of study of the topic researched in our country is relatively limited compared to research abroad. The most recognized models of intercultural research were initiated and led by G. Hofstede, F. Trompenaars and Ch. Hampden-Turner, R. Hall, the GLOBE international project.

The national culture of the Republic of Moldova, its impact on the organizational culture, the latter with the management of enterprises, was studied by L. Covaş, R. Ciloci, Ş. Popov, S. Buciuscan, A. Zelenschi, A. Onofrei, S. Portarescu, M. Oleiniuc as well as by Romanian scientists, such as: D. Zait, E. Burduş, A. Anicolaesei, Ş. Stanciu, O. Ionescu, V. Mateescu, C. Ploaie.

The impact of culture on the development of skills needed for successful management were studied by A. Cotelnic, M. Jelencu, A. Solcan, M. Balmuş-Andone, T. Bulimaga, A. Levitskaia.

In the context of the importance of the identified subject, there **are research questions,** to which this thesis has tried to respond and have been formulated as follows:

1. What is the nature of the relationship between cultural factors and the efficient management of the enterprise from the Republic of Moldova expressed in theory and IN A practical way?

2. How can the sources/causes of intercultural differences be overcome?

The field of research is intercultural management. The scientific approach of the research is based on the fundamental relations between the fields: individual culture, national culture, organizational culture, intercultural management.

The purpose of the study is to develop the theoretical basis about cultural characteristics specific to the Republic of Moldova, to estimate their impact on the management of enterprises in the country and to develop recommendations for capitalizing cultural dimensions within a successful management of enterprises in the Republic of Moldova.

Objectives derived from the main purpose of the thesis can be mentioned as follows:

- ✓ studying and summarizing the theoretical and methodological aspects of intercultural management, national culture, organizational culture;
- ✓ shaping the current state of knowledge in the field of intercultural management in the Republic of Moldova;
- ✓ determination and analysis of the cultural dimension variables according to the theoretical models Hofstede and Trompenaar-CH. Hampden-Turner,
- ✓ developing moldovan cultural profile and determining managerial behavior on the basis of accumulated scientific material;
- ✓ compare the national culture of the main commercial partners in order to identify the most advantageous solutions for the improvement of intercultural management in the enterprises of the Republic of Moldova;
- ✓ provide, based on the research results, recommendations for the management of enterprises in the Republic of Moldova for the effective use of the national profile.

Based on the literature and observations of the behavior of the representatives of the RM and in the context of the problem presented, the following **hypotheses have been advanced and verified:**

I.1 There are similarities of the Moldovan cultural profile in management in different theoretical approaches (of common dimensions in Hofstede theory and Trompenaars-Hampden-Turner).

I.2 In the context where Moldovan society is open to other cultures, i.e. other values, we assume that the new generation, represented in our research by students, can score slightly different from previous generations.

I.3 There are more similarities than differences in the national cultural profiles of the Republic of Moldova and Romania, the closest from cultural and economic point of view country.

Scientific research methodology. The following empirical and theoretical methods were used in this study as: abstraction, the method of ascension from abstract to concrete, comparison, measurement, analysis and synthesis. In order to determine the national culture in the Republic of Moldova, an empirical study was performed by the author of the thesis, which used the scientific-practical format Trompenaars-Hampden-Turner, which includes seven cultural dimensions and the famous theoretical model Hofstede, which includes six dimensions specific to national cultures. These models were considered the most relevant because they prioritize the field of national and organizational culture research, and respectively, their correlation with business management. The questionnaire proposed for the identification of the local national cultural profile was attended by managers of enterprises from the Republic of Moldova and 1st year students in economics (suposed future managers).

The solution of the important scientific problem consists in scientifically and methodologically substantiating the notion of intercultural management in the context of internationalization of local enterprises, which confirmed the importance of identifying cultural dimensions to establish the national "cultural profile" and intercultural competence in order to take advantage from their synergy in the managerial process.

Thus, the results of solving the research problem will allow generalizations in three interactive fields (national culture - organizational culture - successful intercultural management), leading to the qualitative and quantitative increase of knowledge in the managerial field in the Republic of Moldova.

The scientific novelty and scientific originality of the paper consists in the complex approach of the notion of national culture and the argumentation of its impact on the management activity; identifying the best ways to adopt methods and practices in promoting successful management; concretization of the concept of "national cultural profile" and elaboration of the local cultural profile in the Republic of Moldova, based on the Hofstede and Trompenaars-Hampden-Turner model, and highlighting its basic components; identifying the factors influencing the management of enterprises in the Republic of Moldova and developing solutions to ensure the competitiveness of enterprises; adaptation of management models, algorithm for reconciling cultural dilemmas, development of intercultural competence in the specific context of the Republic of Moldova.

The theoretical importance and the applied value of the thesis will provide a "starting point" for managers as part of their consideration for an intercultural management approach.

This will constitute the initial understanding of Moldovan culture and will provide the necessary information for management according to their needs. Due to the nature of culture, we cannot provide a definitive guide in a “one size fits all” approach, but we can at least outline a set of basic features of the cultural profile in the Republic of Moldova and provide recommendations for the interaction of this profile with others for successful managerial activity.

At the same time, the recommendations can be submitted to be included in the state strategies and programs for export promotion, for increasing the competitiveness of Moldovan enterprises, as well as for managing the migration problem.

Participation different national and international scientific fora, 16 published scientific articles have facilitated and intensified the transfer of information and knowledge to researchers in the field at national and international level.

The implementation of the scientific results was reported in the Chamber of Commerce and industry of the Republic of Moldova, ASEM (Faculty of Business and Business Administration, international Economic Relations, Master School of Economic and Business Excellence).

CONTENT OF THE THESIS

The first chapter, entitled "**Theoretical Approaches to Culture and Interculturality: Key Elements of Their Impact on Management**", described the importance of interculturality for enterprise management in the Republic of Moldova in terms of globalization and internationalization of business.

Statistics show [21,30] that lately, due to the independence and openness of the Republic of Moldova to the outside world, contacts of any type and at any level have intensified. Foreign businesses have started to invest in the Republic of Moldova, and in at the same time, domestic enterprises began to export. The most valuable links with the global economy are foreign direct investment and foreign trade. They are the essential connectors of the national economy of the Republic of Moldova to the world economy, offering companies from our country opportunities for integration and economic development at regional and international level..

In the context of globalization, cultural diversity is becoming a key element of management. Cultural diversity should not be regarded as a constraint or a mere consequence of the necessary adaptation to market developments. The diversity of cultures can be a real competitive advantage for Moldovan companies. The different management realities, depending on the cultures involved, determine the examination of decisions and tasks performed by individuals within or outside companies [2].

The process of globalization and the increasing role of international activities in the business practice of enterprises in the Republic of Moldova involves their transformation from passive participants into active actors of international economic life. Through internationalization, a company does not change its nature, but it becomes more complex and acquires a greater diversity. Management must ensure the management of this complex structure in order to take advantage of diversity and, at the same time, ensure the integrity of the company. Therefore, a central problem in international management is to "master diversity".

Also, the issue of the correlation of national culture and organizational culture and their impact on enterprise management in the new context was analyzed, a topic quite studied by foreign researchers, but which can not be found in too many scientific papers in the Republic of Moldova.

Intercultural studies, in general, and research on the relationship between cultural differences, leadership and management practices in particular have been strongly influenced by the development and use of several **societal or national models** of culture [2, 16].

National culture, as mentioned, includes the way of thinking, religion, education, elite training processes, and is a common fund that determines beliefs, values, rules, symbolism,

individual perspectives and concepts of organizations. Tayeb defined culture as a manifestation in people's interaction with each other [25]. It is therefore logical to consider the enterprise as a social group. In this case, the national culture cannot be underestimated. Culture is present everywhere and plays a significant role in shaping the organizational culture. As a social construction, culture is part of the world of a particular enterprise.

From economic point of view, culture has the capacity to increase or decrease economic freedom by acting as a filter for formal rules. Cultural factors can explain why identical or similar economic institutions generate different economic effects [18].

Thus, the idea that “The major force of the cultural perspective as a whole is the recognition that: (a) culture plays an important role in shaping the values, attitudes and work-related behaviors of individual members of different societies; (b) cultural values and attitudes differ in degree from one society to another; and (c) different cultural groups behave differently because of differences in their core values and attitudes, 'expressed by Tayeb, becomes essential in national culture research [25, p. 40].

Through his research, Hofstede [5,6,7] has managed to contradict a myth, namely, that **through the organizational culture we can level the differences generated by national culture**. His studies have shown, that rather **national culture best explains the differences between people**. Cultural differences were found in: attitude towards peers, harmony with nature, reaction to the unknown, anxiety and stress, friendship and hospitality, attachment to the country, concern for knowing the future, orientation towards obtaining a social and professional status, faith in God and in fate, the pleasure of living in harmony and accumulating sufficient resources to satisfy one's desires in life.

The diversity and complexity of the global economic area require specific business tactics and strategies based on an intercultural management approach, which must take into account both the differences in economic system and social structure, as well as the cultural model of the partners involved in the joint economic activity or have an indirect impact on the economic process and/or results.

Thus, following the synthesis of opinions and results of studies in the literature, we deduced that the independence and economic prosperity of enterprises in the Republic of Moldova can be affected, positively or negatively, by national culture through its influence on organizational culture.

The diversity and complexity of the world economic space requires specific business strategies and tactics, based on an intercultural approach to management, which must take into account both differences in economic system and social structure, and those of cultural model of

partners involved in joint economic activity. or which have an indirect impact on the economic process and / or results. These features require the development of **intercultural management**.

Also, the identification of the cultural peculiarities of the management of enterprises in the Republic of Moldova has become important to increase investments, imports and exports in our country due to the phenomenon of globalization and internationalization of Moldovan business.

As a consequence of the internationalization of business, the modern management of enterprises in the Republic of Moldova requires the acquisition of skills specific to the current moment. Thus, intercultural competence was determined and analyzed as a key element of today's successful management

In this connection, business management studies (BAA and MBA), and not only, should make managers aware of the importance of culture and equip them with specific skills and knowledge to understand exactly when, how and how much culture matters in concrete interpersonal and organizational situations, and to act accordingly [1,3]. Certainly, the acquisition and development of these skills, namely, specific skills and knowledge in the field of intercultural management, will lead to awareness of the principles of intercultural interaction, will allow managers in the Republic of Moldova to develop such qualities as: intercultural empathy, flexibility and flexibility, the ability to listen to others, the ability to arouse respect for strangers, acceptance of the relativity of their own perceptions and knowledge, tolerance of ambiguity and uncertainty.

The internationalization and globalization of business have necessitated the formation of a "**global mindset**". In this sense, we consider that it is extremely important to take into account the local specifics - "**glocalization**"¹.

In the second chapter, entitled "**Analysis from the Intercultural Perspective of the Existing Situation in Management of Enterprises in the Republic of Moldova**", the way of identifying and comparing cultural values was addressed, which consists in highlighting what some authors call fundamental options or basic assumptions of a group / organizations / communities, those that ensure its internal integrity, adaptation to the external environment, as well as spatio-temporal relationships [27].

Cultural values, which will then describe **cultural dimensions**, represents theoretical-applied tools in sets of factors, attributes, specific orientations that are presented as a binary choice between qualitative alternatives.

¹ Term "glocalization" means "globalization" and "localization"

Thus, the bipolar dimensions [5,16,29] of culture are used to represent alternative solutions to problems considered common to members of any society. Each dimension is described graphically as a continuum with two opposite extremes [29].

Research of cultural dimensions in the Republic of Moldova, as well as in management from intercultural perspective, are quite recent approaches, as mentioned earlier. However, on the official website of the Hofstede model [5] values for our country are also estimated, even they are not the result of a field research. In 2019, in the framework of the research coordinated by Stefan Popov and the collaborators of the Center for Scientific Research in Psychology [19], national dimensions according to Hofstede’s model were explored, resulting in scores for the Republic of Moldova to those proposed by the Dutch researcher on the official website.

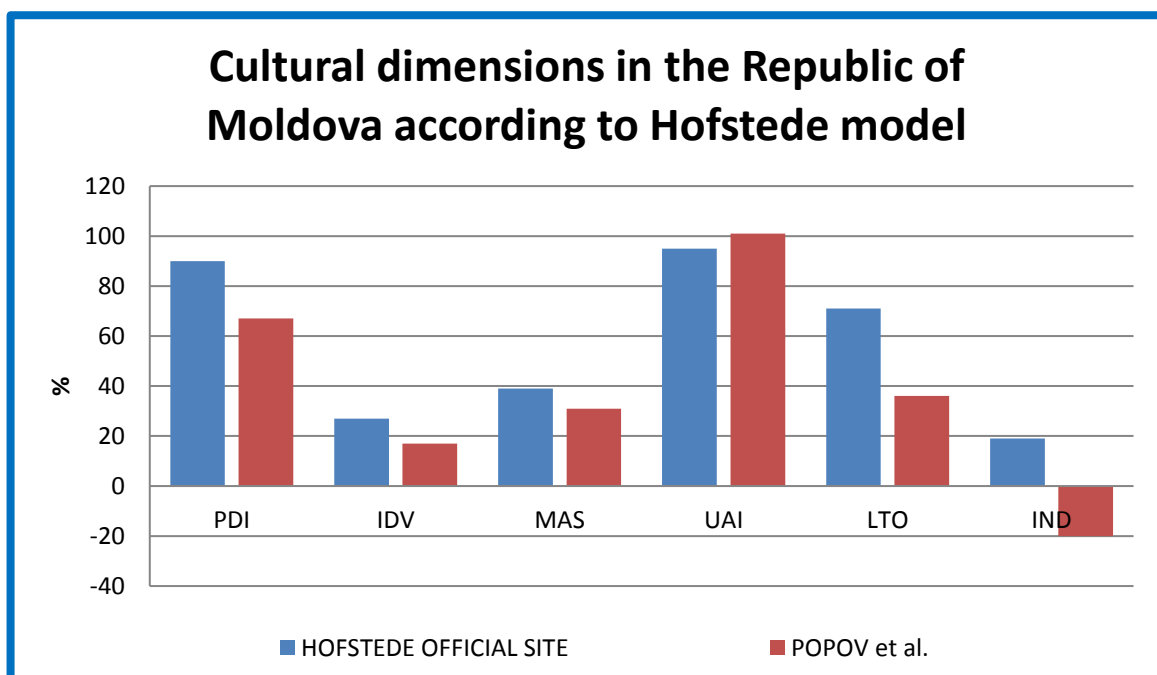


Fig. 1. Cultural dimensions in RM according to Hofstede model
Source: Author’s development according to [8,13,19]

Following the comparative analysis of the results of the above-mentioned investigation, figure 1 presents the guidelines that determine the particularities of national culture in the Republic of Moldova, and come to some conclusions on the national cultural profile with the characteristics outlined below:

- ✓ Moldova is a country with a great distance from power;
- ✓ Collectivist culture prevails in the Republic of Moldova;
- ✓ The society of the Republic of Moldova has feminine features;
- ✓ RM demonstrates an advanced level of uncertainty avoidance (exaggerated uncertainty control);
- ✓ The company from the Republic of Moldova is oriented on medium term;

- ✓ The society in the Republic of Moldova is extremely restrained.

In order to complete the cultural profile in the Republic of Moldova and make it more complex, we decided to supplement the Hofstede model with the dimensions of the Trompenaar-Hampden-Turner model.

In order to identify the values of the cultural dimensions according to the Trompenaar-Hampden-Turner model in the Republic of Moldova, we used the individual as a unit of analysis, because culture is considered a phenomenon at group level [24]. Culture can only be manifested through individuals in a society, as there is no way of researching the collective unconsciousness of an entire culture, whether national or organizational, such as the Republic of Moldova's national culture and its impact on organizational culture.

In addressing the cultural dimensions, the researchers **Trompenaars and Hampden-Turner** were inspired by the works of sociologists Talcott Parsons and Edward Shils [23] who studied different cultural systems and advanced the idea that the network of values, norms and symbols determines people's choices, decisions, actions and interactions.

In order to classify the universal components of the value guidelines, including some inter-cultural variations, Kluckhohn and Strodtbeck make some assumptions [17, p.10]:

1. There is a limited number of common human problems for which all peoples must find a solution at all times.
2. It forms the essential universal nature of value guidelines.
2. There are many ways to solve problems.
3. Companies have different preferences when it comes to choosing solutions.

Although cultural differences play an important role in the success or failure of any enterprise, they cannot be easily understood because their effects are not directly measurable by objective and quantifiable criteria. As a consequence of the situation, to solve this difficulty, Trompenaars and Hampden-Turner decided to define culture as the “**matrix**” of assumptions, categories, concepts and values that underlie people's attempts to solve various problems that arise in everyday life and also in business activity.

Thus, it analyzes the way in which people solve problems in three aspects, which were taken into account when identifying the cultural dimensions in the national culture of the Republic of Moldova and which has considerable influences on organizational culture and managerial practices within enterprises.

During our research, seven dimensions divided into these three main categories were studied: people, time and environment. This model goes beyond the framework of anthropology and sociology to show how these dimensions affect the process of enterprise management in Moldova and other cultures.

We agree with Fons Trompenaars arguing that all three aspects are universal problems, the solutions of which can be offered by different groups / communities in different ways. The scientist identifies seven distinct cultural dimensions associated with various solutions to solve the three spectra of problems [24]. The most complex problem is that of interpersonal relationships. This, in turn, generates five cultural dimensions:

1. Universalism versus particularism.
2. Individualism versus collectivism.
3. Neutral versus affective.
4. Specific versus diffuse.
5. Status achieved versus status ascribed.

Respectively, two others reflect:

6. Attitude towards time (sequential versus synchronous).
7. Attitude towards nature / environment (internal orientation versus external orientation).

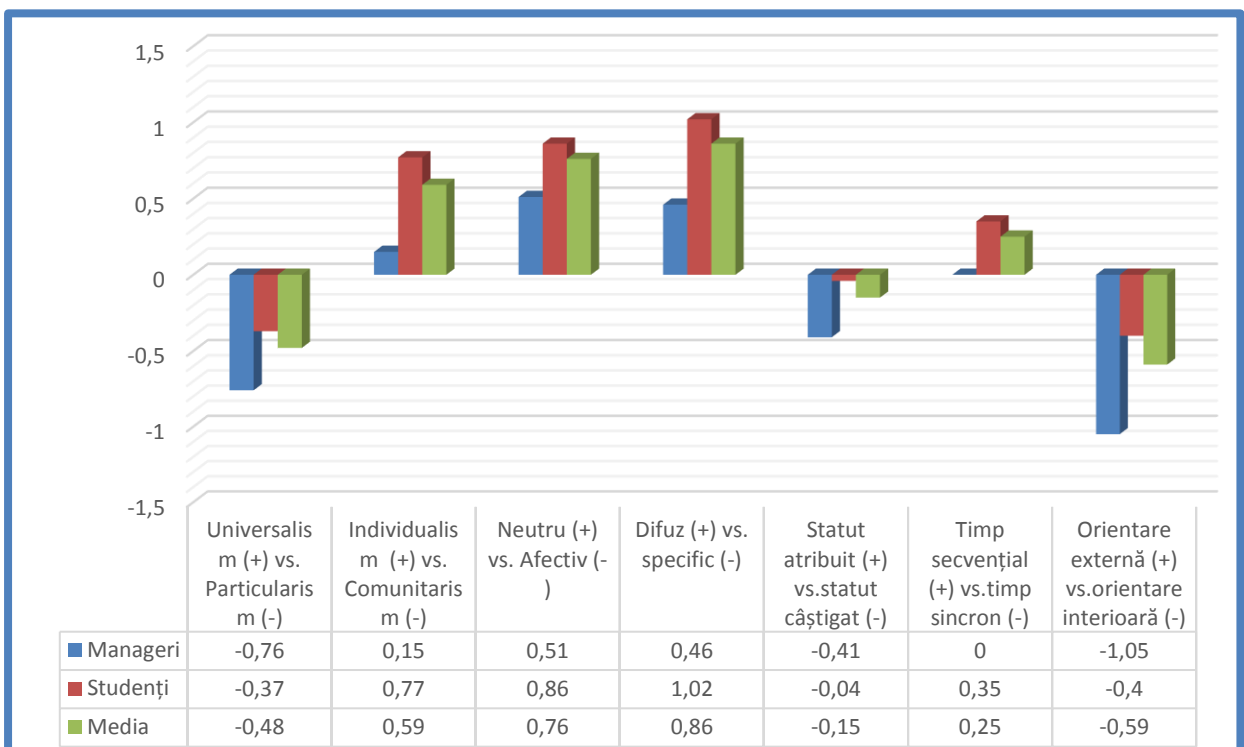


Figure 2. Average scores by size in both respondent segments

Source: Developed by the author based on own research

In the figure above the mean scores for each dimension in both segments of respondents were determined, By assigning the extremes the values 3 and -3, the intermediate scores being indicated by 1,5 and -1,5 and 0 the equilibrium situation between both extremes. The results obtained from data processing allow us to prefigure the national cultural profile in the Republic of Moldova, according to the Trompenaars-Hampden-Turner model.

Due to globalization and openness to other values, we assume that the new generation of students, represented in our research, show the same tendency but different scores, compared to the older generations. This fact demonstrates that our supposition in **the Hypothesis 2 was right.**

In this way, we determined the specific characteristics of the national profile in our country according to the second model Trompenaars-Hampden-Turner [24], which is as follows:

- ✓ The Republic of Moldova is characterized by **particularism**;
- ✓ The society of the Republic of Moldova consists of **competitive individuals** recognizing the **importance of the group**;
- ✓ The Republic of Moldova is a diffuse society;
- ✓ Individuals in our country seem to be **emotionally neutral**;
- ✓ The Moldovan society is a society of **achievements in which the assigned status offers social emphasis**;
- ✓ The Republic of Moldova is a country of **synchronous temporal orientation**;
- ✓ The **external** orientation is specific to the younger generation, while the older generation demonstrates an internal orientation towards the environment.

In social or business relations, the national culture represented by the individual, as well as the culture of the enterprise enters into contact with culture of other entities (state authorities, customers, competitors, partners, service colleagues, etc.), so that the activity is carried out in an environment characterized by cultural diversity.

The cultural models that were used in our research (described above) were compared with each other. **As supposed in Hypothesis 1 there are were various “cultural coverages” of the cultural dimensions can be observed in both models.**

In order to be effective in contacts with external partners, an intercultural approach to economic relations is needed. Relationships between individuals, organizations, companies, institutions, states, regional bodies, etc. they involve the interaction of different cultures. Thus, for example, a person or enterprise in the Republic of Moldova is defined by a set of basic values that has a specific "cultural profile" that interacts with the profiles of other cultures.

In this sense, we considered important the analysis of the national cultural characteristics of the countries with which we have the most intense economic contact.

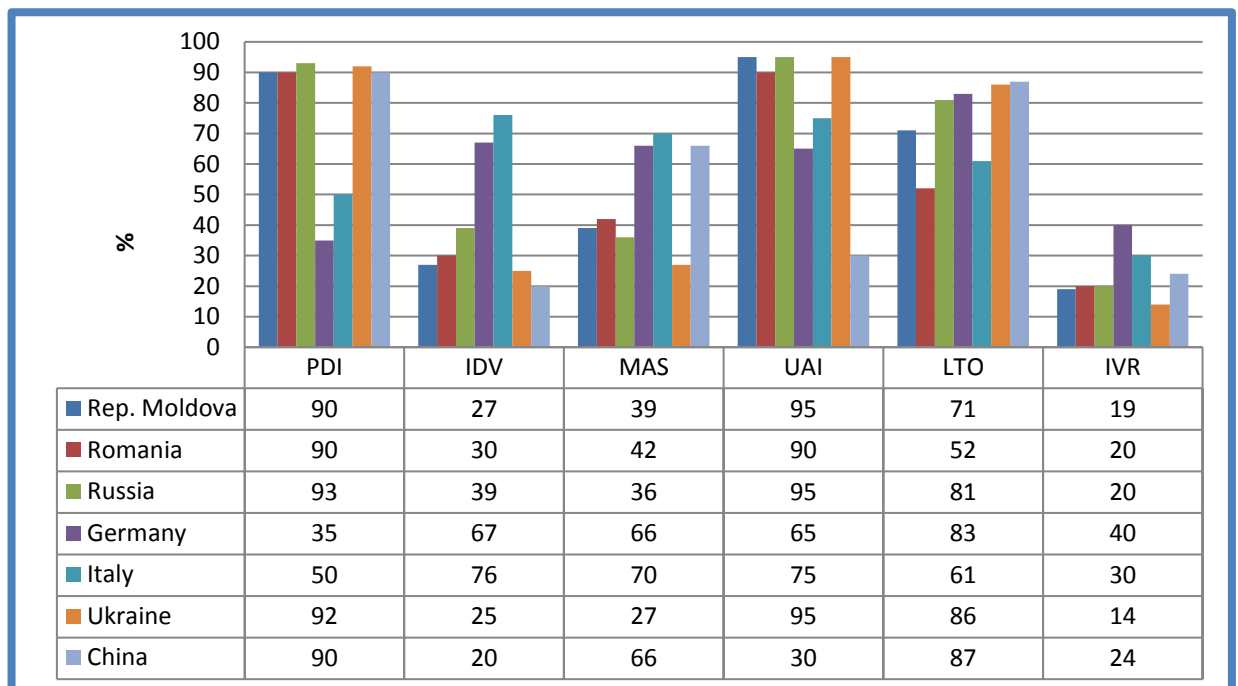


Figure 3. Cultural dimensions of the main economic partners of the Republic of Moldova (according Hofstede model)

Source: Elaborated by author based on [11,12,13,14,15]

Another model that we have used to characterize the national cultures of the countries analyzed and to make our scientific approach more complex is that of Fon Trompenaars and Charles Hampden-Turner.

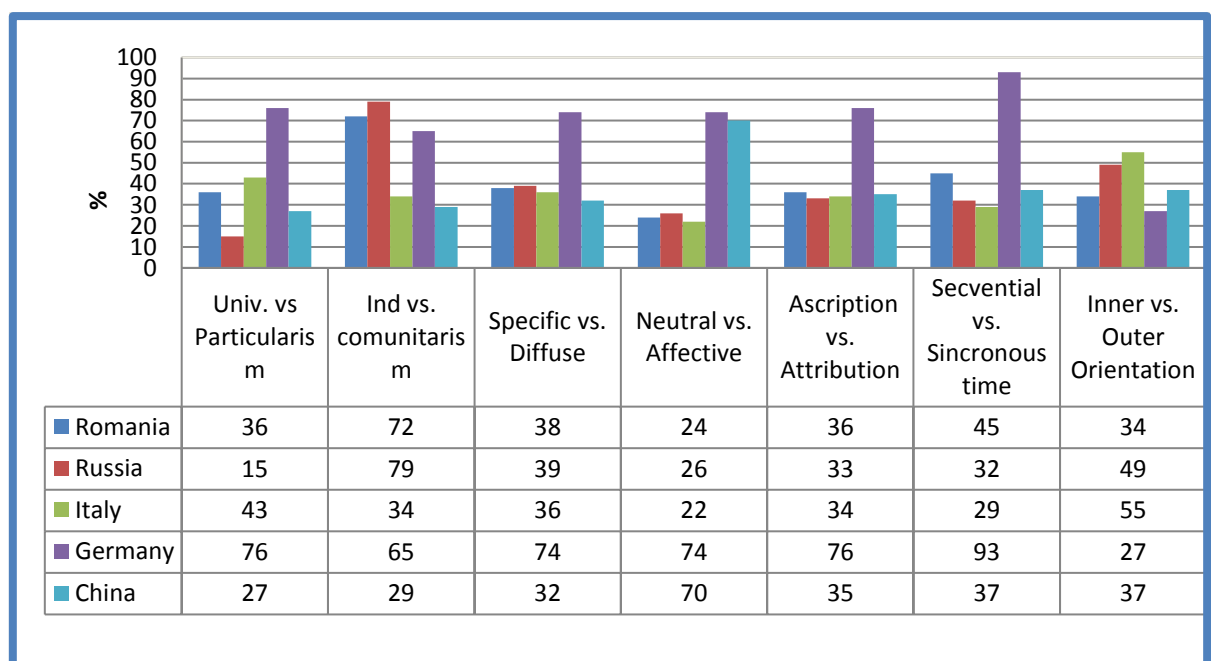


Figure 4. Cultural dimensions in the main partner countries (according to the Trompenaars-Hampden-Turner model)

Source Developed by the author based [29]

The results of the analysis show that there are more similarities than differences between the national culture of the Republic of Moldova and Romania, compared to other major economic partners of our country (Figures 3 and 4), **thus validating Hypothesis 3.**

This chapter also discussed the rejection of the notion that there is a "best way" [4] to do business. The cultural dilemmas, faced by management, can be better understood and solved due to the method of reconciling cultural dilemmas [27].

Chapter three, entitled "Directions to Ensure and Increase the Competitiveness of Enterprises in the Republic of Moldova by Capitalizing on the "National Cultural Profile" and Intercultural Competence", presents a deep diagnosis of national culture in the Republic of Moldova, which led to a relevant analysis of interculturality based on the values of cultural dimensions according to the Hofstede and Trompenaars-Hampden-Turner model, which allowed shaping the national "cultural profile" in the Republic of Moldova. In addition, we addressed the impact of cultural characteristics specific to the culture of our country on Moldovan management.

The approaches proposed by both models have important common features. Two main cultural differences were identified. Hofstede distinguishes individualism and collectivism. Trompenaars divided this distinction into two sets: universalism versus particularism and individualism versus communitarianism. Thus, Trompenaars's particularism has in common with the **power distance and the individualism** of the Hofstede model.

Particularism, specific to Moldovan society, is conditioned by the advantage of the status of persons over the rules: the higher the position in society or enterprise, the higher the probability of violating the rules. Therefore, the particularism of one model (Trompenaars-Hampden-Turner) is determined by the large power distance from another (Hofstede).

The **Neutral versus emotional/affective** dimension has similar characteristics to Hofstede's **Indulgence versus Restraint** dimension, while Specific versus Diffuse has a common value with Hofstede's **power distance**.

Achievement versus attribution is surprisingly related to Hofstede's long-term orientation, where a sense of accomplishment (short-term) is also opposed to social recognition (long-term). What concerns the attitude towards time, the **synchronous versus sequential** dimension has nothing in common with the long-term orientation of Hofstede's study, but has in common with the location of Trompenaars on the temporal axis (past, present and future). The **environmental attitude** dimension of Trompenaars' model has common values with Hofstede's **masculinity versus femininity**.

The results of the analysis of both models showed that there is coverage in the dimension of Individualism vs. Collectivism (Hofstede) and Individualism vs. Communitarianism

(Trompenaars-Hamden-Turner) as content, but the scores for the Republic of Moldova differ from one model to another. Hofstede model, the culture in the Republic of Moldova is a collectivist one, and in the Trompenaars-Hampden-Turner model it is one with individualistic inclination.

At the same time, we mention that other cultural dimensions analyzed with similar content, from both models, have similar trends in the Republic of Moldova, thus Hypothesis 1 being validated.

Following the analysis of the dimensions within the cultural models presented in this study, we identified the influence of the “Moldovan cultural profile” on the most important managerial processes within the enterprises of the Republic of Moldova, namely:

- ✓ the intercultural communication process involves several levels: communication code, communication channel, feedback, interpretation, context;

- ✓ the decision-making process is related to cultural hypotheses (defining the problem, searching for information, building alternatives, choosing, implementing are influenced by specific cultural behaviors);

- ✓ the forms of motivation of the employees that depend on the culture in which they carry out their activity, being considerably influenced by the cultural dimensions of masculinity-femininity and the control of uncertainty;

- ✓ the appropriate / preferred leadership style is closely related to two cultural dimensions: distance from power and individualism versus collectivism;

- ✓ appropriate organizational structures are particularly influenced by the dimensions: distance from power and avoidance of uncertainty

Knowledge of the national cultural profile in the Republic of Moldova is important for its location on the global cultural map to facilitate the transfer of know-how in management at the stage when economic globalization tends to turn knowledge into a commodity.

Thus, we can see that in the Republic of Moldova we have a large hierarchical distance, which indicates the need for strict authority from hierarchical superiors. At the same time, collectivist values predominate, with more and more individualistic accents, which makes us say that the people of the Republic of Moldova are dependent on authority and collectivity. These traits are contradictory, as authority is still present in organizations, but many employees want to eliminate direct dependency relationships. This conflict is resolved through a bureaucratic system, which promotes the centralization and impersonalization of rules.

Regarding the leadership style, which will be attracted by these two cultural dimensions, we can say that the Republic of Moldova is characterized by an **autocratic** management style,

acceptable to subordinates, but also by a **paternalistic** style with few individual initiatives from employees.

It is interesting to prefigure the position of the national culture in the country in terms of **masculinity / femininity** and **uncertainty control**.

A high level of uncertainty influences the motivations of employees, who are oriented towards personal safety through belonging and support of the group they belong to.

In a female culture, "tough" management practices are not easily accepted, and group membership and solidarity is important, even in relation to the individual good. In such an organization it is often accepted and even expected to recruit members of the same family, so in the Republic of Moldova "nepotism" is very developed, especially in public organizations.

With a **considerable hierarchical distance**, an extremely **high control of uncertainty** and a predominantly **feminine and collectivist orientation**, Moldovan organizations will prefer an employee who respects hierarchical levels and performs orders and tasks, even if he does not agree with them, and the flow of information and of the documents is included in the job specifications and described in detail, although, in most cases, it is not focused on increasing efficiency.

The ideal candidate will put the group interest before the personal one, being sociable, cooperative and jumping when needed. To avoid ambiguity and uncertainty, management relies on rules and regulations stipulating the tasks and specifications of the position. Due to a large hierarchical distance, they are often not respected or are not taken into account, the employee being upset by the "avalanche" of new tasks of which he was not aware.

The **medium-term orientation** and the **high level of restriction** make Moldovan enterprises react more slowly to changes, which are made only when necessary, using more often specialization and job expansion, than job rotation and enrichment. Among the practices in human resource management, performance evaluation is the most likely to be culturally influenced, emphasizing the level of desire to involve employees in this process.

It has been shown that the degree of uncertainty avoidance is closely related to the age of the population. The demographic problem in the Republic of Moldova proves it. Older people feel more stressed by situations of ambiguity and will seek to remove them. Usually, the tool used for this purpose is to impose rules of conduct that are as rigorous and rigid as possible. One of the negative phenomena produced by the inability to operate in situations of uncertainty is xenophobia, which is based on the consideration that what is different is dangerous.

There are clear trends among employees to become increasingly involved in decision-making or in performance and quality evaluation processes. At the same time, there is a mentality of **non-involvement**, neglect, "**homogenization**" within a group, thereby wanting as

little visibility as possible of the employee as a person. In the Republic of Moldova, the results of the evaluation are frequently used to determine the salary level, contributing to its management.

In a **feminine culture** and at a **high level of power distance**, staff promotions are not always based on results and **performance or competence**, but on the relationships that have been established within the group and on respect for authority. And in this case there have been changes, more and more promotions are made based on the evaluation of performance and competence, especially for those managers who have understood that human resources are a competitive advantage.

In the economic units of the Republic of Moldova, the benefits that offer safety and security are still preferred, both for the individual and for the family, seen as a community (in addition to the organizational one) that they have to take care of. Also, due to a large hierarchical distance, a manager will not accept a smaller reward than that offered to his subordinate, which is felt negatively and somewhat threatening.

From this point of view, we can deduce that people do not care about their own work. This leads to the fact that in order to measure performance, the management has to operate with **quantitative terms, not qualitative** ones.

In our opinion, the Moldovan management, according to Hofstede's model, generally prefers a group-oriented training, in an informal setting that allows for active experimentation and practice. Unlike Americans, individuals in the Republic of Moldova **do not have a developed spirit of teamwork**, the tasks being performed individually, both at work and in an educational setting.

A special openness to multiculturalism and diversity, offered through projects managed by multicultural teams, intercultural trade and business interaction can lead, through **learning and cultural contact**, to the acquisition of intercultural skills. Exactly this is pursued by the **theory of dilemmas**, which considers learning new behaviors from others, assimilating new methods of solving problems and conflicts. Intercultural ability in reconciling cultural dilemmas is the characteristic that differentiates successful management from less functional management and, therefore, the performance of organizations. These dilemmas derive from value differences, ie cultural ones. In other words, culture is increasingly influencing the enterprise. In conclusion, we can say that enterprise **management defines what an organization considers excellent by developing an appropriate environment in which people's culture is reconciled with the needs of the organization.**

In order to effectively solve the dilemmas that have arisen, an understanding of the cultural profile of an organization must first be developed through which its basic predispositions can be analyzed. When we analyze various problems related to people's relationships with other

people, time and nature, we propose how to reconcile these dilemmas and choose the right strategy.

We believe that Trompenaars and Hampden-Turner treat the **reconciliation of cultural dilemmas as the only real solution to them. This process can be achieved by recognizing cultural differences, respecting them and synergistically reconciling them** [27,28]. Some organizations have developed codes of conduct in business for dealing with intercultural issues (e.g., Caterpillar, Xerox, and General Dynamics) to address certain cultural contexts. However, these approaches have a very ethnocentric origin, developed without a full and adequate understanding of the complexity of the meaning given to ethical issues in different cultures: nepotism, incompatible values, public expectations, business legitimacy and wealth creation. Noble attempts have been made to develop a cross-cultural corporate ethic [29], based on respect for national sovereignty, social equity, market integrity, and human rights.

In this context, the model of reconciling the cultural dimensions, developed by Trompenaars, would revolutionize the intercultural approach in management in the Republic of Moldova. This is because the conflict between cultures has the potential to generate internal change within the company, if it is reconciled or resolved. The process of managing conflicting value systems is essential to the success or failure of development not only of the organization but also of society at large.

The advantages of reconciliation for enterprises in the Republic of Moldova would be the following:

- ✓ training of individuals who systematically improve their skills, including the ability to intercultural interaction (what? How? In an intercultural space);
- ✓ the presence of work teams that permanently improve their performance, connecting different points of view, values, which in synergy, make the group stronger;
- ✓ improving activities and increasing the efficiency of enterprises;
- ✓ the establishment of peace and harmony in society due to reconciliation;
- ✓ the development of cultural competencies will favor the reconciliation of dilemmas and will allow the transformation of conflicting values into complementary values.

For the management within an enterprise from the Republic of Moldova that tends to fit in the particularist area of this dimension (fig. 2.), it would be advisable to develop programs of change towards a culture of dialectics, ie to reconcile this dilemma, recognizing that particularist decisions need universal rules in order not to slip into an extreme of particularism. This means that change is best initiated by placing one orientation in the context of the other and does not involve replacing or opposing one orientation with another.

The advantage of this approach is that the culture with specific tendency existing in the Republic of Moldova is not threatened, but can be enriched.

The tendency in the Republic of Moldova is towards **individualism** (fig. 2.). Business management must consider that the objectives of the group have a demonstrable value for individuals only if those individuals are consulted and participate in the process of its development. Thus, individualism finds its fulfillment in the service of the group. Reconciliation is not easy, but possible.

Cultures that demonstrate extremes of the neutrality versus affectivity dimension have problems relating to each other. From the data of our research, the Republic of Moldova is a country with a neutral specificity of expression of emotions (fig. 2.).

Thus, members of Moldovan society can be considered a bit cold, and a person coming from an affective culture can be perceived by Moldovans as frivolous or out of control. When such cultures meet, managers need to recognize the differences and refrain from any judgment based on or lack of emotions. The golden rule in this dimension would be the need to control emotions so that we can express them when we control them.

In the Republic of Moldova, the diffuse side emphasizes the importance of a holistic relationship with the company and its environment, respect for long-term relationships and loyalty to the company, customers, suppliers, etc. In interacting with organizations with diffuse inclination, the most important thing is balance, both from a personal point of view and from a corporate point of view.

The specific extreme can lead to disturbance, the diffuse extreme to the lack of perspective. Thus, a collision between these two extremes can lead to paralysis. The symbiotic interaction of the two approaches is the most fruitful for management, recognizing the need for confidentiality, only that complete separation of privacy can lead to alienation and superficiality. Stable and deep relationships mean strong affiliations for the company.

The students from the Republic of Moldova are oriented towards assignment and claim that seniority in work, their authority, justified by skills and knowledge is the main benefit of the enterprise. The managers of the organizations from the Republic of Moldova, with an older age, are oriented towards a earned status (fig. 2.). They demonstrate their hierarchical position by claiming that older people have "achieved more" due to the tendency to "do", ie actions, tasks actually performed. Both the orientation towards realization and towards attribution have their limits.

Regarding the dimension of inward orientation versus outward orientation, as in the case of all the dimensions analyzed in the thesis, we should not discuss their advantages and disadvantages. The older generation in the Republic of Moldova demonstrates a sense of inner

direction, that is, where individuals influence the environment, whether this environment is natural, social or enterprise. The generation has the same orientation, but less pronounced (fig. 2.).

The process of assimilating intercultural competence for adults, young and older, (life-long learning) through an effort to promote intercultural learning, must take place in terms of the values of local culture [1,3,31,34]. If we do not consider business collaboration with representatives of other cultures as a two-way process, then education can play an important role in supporting managers in our country to better understand the internal, hidden, aspects of their own culture and contrasting . Interactive interculturality with members of the host community, in which elements of internal culture are highlighted and discussed, can significantly support intercultural learning which, in turn, will avoid possible tensions between interacting cultures.

Therefore, the knowledge of the national cultural profile in the Republic of Moldova, elucidated in the present research, would facilitate the successful management of the diverse workforce within multicultural enterprises and international projects both in the country and abroad.

Thus, the “cultural profile” can be used as a barometer to identify the place of enterprises in the Republic of Moldova compared to the profile of the partner, the client from another country by placing the profile in our country on the global cultural map.

Also, due to the comparison of “cultural profiles” we can determine from which country successful practices and methods can be taken to be implemented in the management of enterprises in the Republic of Moldova.

GENERAL CONCLUSIONS AND RECOMMENDATIONS

Following the analysis of the entire documentary material, the processing and interpretation of the results of the empirical study carried out by the author of the thesis, the following conclusions of the research were synthesized:

1. The phenomena of globalization and internationalization have a considerable impact both on Moldovan society in general and on domestic enterprises in particular. At present, the internationalization of business in the Republic of Moldova makes the enterprises of the Republic of Moldova to intensify their access to foreign markets. Also, people and companies from other countries have started to see our country in a different economic aspect.

2. Together with the exchange of services and goods, the flow of cultural practices and norms intensifies. The diversity of ideas and people are realities that must be taken into account. The phrase "think globally, act locally" is not enough for successful management. It is important to think and know the "local" through the prism of the global "glocalism". For this, access to information and permanent contact with the world of knowledge are absolutely necessary conditions. But this contact implies, through openness and contact to / with individuals from other cultural systems, interculturality.

3. The concept of culture must be capitalized not only from the perspective of surface elements, ie the visible ones, which we can see, touch or hear, but also of the cultural dimensions (value-behavioral approach) that represent the internal culture, which is related to beliefs and values, as well as ways of thinking in our country.

4. The national cultural profile (NCP) in the Republic of Moldova, according to the cultural model Hofstede and Trompenaars-Hampden-Turner identifies similarities and differences of the NCP of the representatives of the younger generation and the NCP of the older generation. Thus, in the coordinates of the Trompenaars-Hampden-Turner model, both the participating managers and the students show the same general tendencies, but with deviations in their values. In the Hofstede model the size values are close. The biggest difference was found in the dimension of perception of time.

5. The NPC should be considered as a process rather than a product, as it represents a high potential for synergy of the processes of integrating Moldovan management into the international circuit, in terms of achieving the main objectives of enterprises.

6. Consideration of the delimited cultural dimensions for the Republic of Moldova is important for comparison with those of other countries, especially trading partners, which by applying selected models can highlight their differences and similarities, for positioning on the global cultural map and identifying the most effective methods. and management practices.

7. The possibility to learn how to have an intercultural dialogue, to solve dilemmas / problems taking into account, each cultural dimension, can be approached through the method of reconciling intercultural dilemmas. The Trompenaars-Hampden-Turner model, analyzed in this research, offers us a perspective for developing the management of enterprises in our country in terms of interculturality. That is why, we tried to frame the Moldovan national profile in the algorithm of reconciling cultural differences.

The main stakeholders and potential beneficiaries of the research results are considered:

- ✓ Teachers, researchers, management specialists and other related fields;
- ✓ Students from university centers in the country and abroad;
- ✓ Managers, entrepreneurs and specialists from national, public and private companies;
- ✓ Managers and specialists of multinational companies, who work in multicultural teams;
- ✓ Ministries and government agencies whose activity targets the Moldovan management and economy in an intercultural context;
- ✓ Associations, foundations and other public and private organizations interested in the issue of intercultural management and economic internationalization.

The way we interpret the theoretical applications and the practical approach of the culture to be applied in a business framework within the given thesis, allowed us to elaborate a set of recommendations for an efficient management of the enterprises from the Republic of Moldova:

1. For the development of cooperation mechanisms on estimating, analyzing, avoiding intercultural risks, by using the information accumulated in this thesis, collecting and processing additional information, establishing, where appropriate, groups of stakeholders, ensuring access to databases and tools existing measurement;
2. In order to reduce intercultural risks, it would be useful for each undertaking with access to the international space to develop joint planning mechanisms for cooperation (based on protocols / cooperation agreements), based on a common understanding of intercultural risks and challenges. , especially the mediation of intercultural conflicts, etc .;
3. In order to ensure effective intercultural management of enterprises, migration authorities, NGOs, etc., it is recommended to use intercultural assessment tools (culture compass, compare countries, culture adaptability profile), which are to provide information both vertically, as well as horizontally.
4. We consider that this thesis can be a step towards the creation of a scientific, theoretical and applied research center, intercultural training for students, teachers and managers, organization of national and international scientific meetings, within the process of social, economic, scientific integration. and academic.

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ADNOTARE

PÎRLOG Angela. „Dimensiuni interculturale în managementul întreprinderilor din Republica Moldova”, teză de doctor în științe economice, specialitatea: 521.03. Economie și management în domeniul de activitate, Chișinău, 2021

Structura tezei: introducere, trei capitole, concluzii generale și recomandări, bibliografia din 266 de titluri și 16 anexe. Volumul lucrării conține 134 de pagini de text de bază, 35 de figuri și 25 de tabele. Rezultatele cercetărilor sunt reflectate în 15 publicații științifice, care au fost incluse în reviste înregistrate în baze de date internaționale și în materialele conferințelor din țară și străinătate (înregistrate la Consiliul Național pentru Acreditare și Atestare).

Cuvinte-cheie: management, întreprindere, dimensiune culturală, cultură națională, cultură organizațională, dilemă culturală, competență interculturală.

Domeniul de studiu: Management intercultural (Cross-cultural management).

Scopul studiului constă în elaborarea bazei teoretice privind caracteristicile culturale specifice Republicii Moldova, estimarea impactului acestora asupra managementului întreprinderilor din țară și elaborarea recomandărilor privind valorificarea dimensiunilor culturale în cadrul unui management de succes al întreprinderilor din Republica Moldova cu activitate națională și internațională.

Obiectivele cercetării constau în: aprofundarea cercetărilor științifice asupra conceptelor de cultură națională, cultură organizațională și management; identificarea și argumentarea rolului și impactului dimensiunilor culturii naționale asupra managementului întreprinderilor, în general, precum și asupra procesului de reconciliere a dilemelor culturale și de achiziționare a competenței interculturale, în particular; studierea experienței internaționale privind utilizarea profilului cultural în transferul de know-how în management; efectuarea unui sondaj în rândul managerilor și studenților cu scopul prefigurării profilului național din Republica Moldova; elaborarea unor recomandări și propuneri practice în vederea folosirii profilului național cultural pentru stabilirea modelelor și strategiilor de succes pentru management, pentru transfer de know-how, dezvoltarea competenței interculturale și reconcilierea dilemelor culturale.

Noutatea și originalitatea științifică constă în abordarea complexă a noțiunii de cultură națională și argumentarea impactului acesteia asupra activității de management; identificarea celor mai bune căi de preluare a metodelor și practicilor în promovarea unui management de succes; concretizarea conceptului de „profil cultural național” și elaborarea profilului cultural național în Republica Moldova bazat pe modelul Hofstede și Trompenaars-Hampden-Turner; evidențierea componentelor de bază ale acestuia; identificarea factorilor de influență asupra managementului întreprinderilor din Republica Moldova și elaborarea soluțiilor de asigurare a competitivității întreprinderilor; adaptarea modelelor de management, a algoritmului de reconciliere a dilemelor culturale, dezvoltarea competenței interculturale în contextul specific Republicii Moldova.

Soluționarea problemei științifice importante constă în fundamentarea, din punct de vedere științific și metodologic, a conceptului de management intercultural în contextul globalizării și internaționalizării întreprinderilor autohtone, fapt ce a confirmat importanța identificării dimensiunilor culturale și a competenței interculturale *în vederea valorificării sinergice* a acestora în cadrul procesului managerial.

Semnificația teoretică a lucrării rezidă în abordarea multilaterală a noțiunii de interculturalitate și demonstrarea impactului dimensiunilor interculturale asupra activității de management.

Valoarea aplicativă a lucrării este determinată de posibilitatea de a utiliza rezultatele de bază ale tezei pentru eficientizarea activității manageriale în cadrul întreprinderilor din Republica Moldova. De asemenea, rezultatele din prezenta teză pot servi drept bază pentru cercetările ulterioare din domeniul ce vizează impactul factorilor culturali asupra managementului.

Implementarea rezultatelor științifice a fost efectuată în cadrul Camerei de Comerț și Industrie a Republicii Moldova și Academia de Studii Economice din Moldova.

АННОТАЦИЯ

ПЫРЛОГ Анжела. „Межкультурные аспекты управления предприятиями в Республике Молдова”, диссертация на соискание ученой степени доктора экономических наук, специальность 521.03 – Экономика и управление в сфере деятельности, Кишинев, 2021

Структура диссертации: введение, три главы, выводы и рекомендации, библиография из 266 наименований и 16 приложений. Объем статьи содержит 134 страниц основного текста, 35 рисунка, 25 таблиц. Результаты исследования отражены в 15 научных публикациях, которые были опубликованы в журналах, зарегистрированных в международных базах данных, и в материалах конференций в стране и за рубежом.

Ключевые слова: менеджмент, предприятие, культурное измерение, национальная культура, организационная культура, культурная дилемма, межкультурная компетентность.

Область исследования: Межкультурный менеджмент

Цель исследования – разработать теоретические основы культурных характеристик, характерных для Республики Молдова, и оценить их влияние на управление предприятиями в стране. Аналогичным образом, разработка практических рекомендаций относительно капитализации культурных аспектов в рамках успешного управления предприятиями Республики Молдова с международной деятельностью.

Задачи исследования: углубить научное исследование концепций национальной культуры, организационной культуры и менеджмента; выявление и обоснование роли и влияния аспектов национальной культуры на управление предприятиями в целом, а также на процесс примирения культурных дилемм и проблемы приобретения межкультурной компетенции, в частности; изучение международного опыта использования культурного профиля при передаче ноу-хау в менеджменте; проведение опроса среди менеджеров и студентов с целью составления национального профиля Республики Молдова; разработка практических рекомендаций и предложений по использованию национального культурного профиля для создания успешных моделей и стратегий управления, передачи ноу-хау, развития межкультурной компетенции и решения культурных дилемм.

Научная новизна и оригинальность заключается в комплексном подходе к понятию национальной культуры и аргументации ее влияния на управленческую деятельность; определение наилучших способов применения методов и практик в продвижении успешного управления; конкретизация понятия «национальный культурный профиль» и разработка национального культурного профиля в Республике Молдова; выявление факторов, влияющих на управление предприятиями в Республике Молдова, и разработка решений для обеспечения конкурентоспособности предприятий; адаптация моделей управления, алгоритм решения культурных дилемм, развитие межкультурной компетенции в конкретном контексте Республики Молдова.

Решение важной научной проблемы состоит в научном и методологическом обосновании концепции межкультурного менеджмента в контексте интернационализации местных предприятий, что подтвердило важность выявления культурных аспектов и развития межкультурной компетенции, чтобы извлечь выгоду из их синергетического межкультурного управления.

Теоретическая и практическая ценность значимость статьи – многосторонний подход к понятию межкультурного взаимодействия и демонстрация влияния межкультурных измерений на управленческую деятельность определяется возможностью использования, основных результатов диссертации для эффективности управленческой деятельности на предприятиях Республики Молдова. Также результаты данной диссертации могут служить основой для дальнейших исследований в области влияния культурных факторов на менеджмент.

Внедрение научных результатов проводилось в Торгово-промышленной палате Республики Молдова и Академии экономических знаний Молдовы.

ANNOTATION

PIRLOG Angela. „Intercultural dimensions in management of enterprises in the Republic of Moldova”, specialty 521.03 - Economics and management in the field of activity, doctoral thesis in economic sciences, Chisinau, 2021

Thesis structure: introduction, three chapters, conclusions and recommendations, bibliography of 266 titles and 16 annexes. The volume of the paper contains 134 pages of basic text., 35 figures, 25 tables. The research results are reflected in 15 scientific publications, which have been published in journals registered in international databases and in conference materials from abroad and in the country (registered with the National Council for Accreditation and Attestation).

Keywords: management, enterprise, cultural dimension, national culture, organizational culture, cultural dilemma, intercultural competence.

Field of study: Intercultural management (Cross-cultural management).

The purpose of the study is to develop the theoretical basis about cultural characteristics specific to the Republic of Moldova and to estimate their impact on the management of enterprises in the country. Likewise, the elaboration of practical recommendations regarding the capitalization of the cultural dimensions within a successful management of the enterprises from the Republic of Moldova.

The objectives of the research are: to deepen scientific research on the concepts of national culture, organizational culture and management; identifying and arguing the role and impact of the dimensions of national culture on the management of enterprises in general, as well as on the process of reconciling cultural dilemmas and that of acquiring intercultural competence, in particular; studying the international experience regarding the use of the cultural profile in the transfer of know-how in management; conducting a survey among managers and students in order to prefigure the national profile of the Republic of Moldova; elaboration of practical recommendations and proposals in order to use the national cultural profile for establishing successful models and strategies for management, for know-how transfer, development of intercultural competence and reconciliation of cultural dilemmas.

The scientific novelty and originality consists in the complex approach of the notion of national culture and the argumentation of its impact on the management activity; identifying the best ways to adopt methods and practices in promoting successful management; concretization of the concept of “national cultural profile” and elaboration of the national cultural profile in the Republic of Moldova based on the Hofstede and Trompenaars-Hampden-Turner model; highlighting its basic components; identifying the factors influencing the management of enterprises in the Republic of Moldova and developing solutions to ensure the competitiveness of enterprises; adaptation of management models, algorithm for reconciling cultural dilemmas, development of intercultural competence in the specific context of the Republic of Moldova.

The solution of the important scientific problem consists in scientifically and methodologically substantiating the concept of intercultural management in the context of internationalization of local enterprises, which confirmed the importance of identifying cultural dimensions and intercultural competence, in order to capitalize their synergistic importance on management.

The theoretical significance of the paper is the multilateral approach to the notion of interculturality and the demonstration of the impact of intercultural dimensions on management activity.

The applicative value of the paper is determined by the possibility to use the basic results of the thesis for increasing the efficiency of the managerial activity within the enterprises in the Republic of Moldova. Also, the results of this thesis can serve as a basis for further research in the field of the impact of cultural factors on management.

The implementation of the scientific results was carried out within the Chamber of Commerce and Industry of the Republic of Moldova and the Academy of Economic Studies of Moldova.

ANGELA PÎRLOG

**INTERCULTURAL DIMENSIONS IN MANAGEMENT OF ENTERPRISES IN
THE REPUBLIC OF MOLDOVA**

**521.03 – ECONOMY AND MANAGEMENT
in the field of activity**

Summary of doctoral thesis in economic sciences

Scientific supervisor:

Covas Lilia, Dr hab., Univ.

Phd candidate:

Aprobat spre tipar: *25.11.2021*

Formatul hârtiei 60x84 1/16

Hârtie ofset

Tiraj 20 ex

Coli de tipar:

Comanda nr. 43

Centrul Editorial-Poligrafic al ASEM
Str. G.Bănulescu-Bodoni 59,
mun. Chişinău, MD-2005
tel.(022) 402-936