Revista Românească pentru Educație Multidimensională
ISSN: 2066-7329 | e-ISSN: 2067-9270
Covered in: Web of Sciences (WOS); EBSCO; ERIH+; Google Scholar; Index Copernicus; Ideas RePeC; Econpapers; Socionet; CEEOL; Ulrich ProQuest; Cabell, Journalseek; Scipio; Philpapers; SHERPA/RoMEO repositories; KVK; WorldCat; CrossRef; CrossCheck

2018, Volume 10, Issue 2, pages: 112-133 | doi: https://doi.org/10.18662/rrem/50

Sense and Strategy Building in the Romanian Academy

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Abstract: The current paper aims to approach how the scientific researchers of the Romanian Academy are co-opted by the institution's management when augmenting the strategies of development for the institutions and research centres where they perform their activities. The study has been done on a batch of 170 researchers by self-managing a questionnaire which was semi-structured and endeavoured to outline the researchers' expectations on their mode of relating with the Academy's management about the involvement in the development of strategies. The results show an overwhelming rate of those who wish to get involved, while the conclusions highlight the way the communication and relating is done within the institution, namely the researchers 'expectations concerning the management activity of the Romanian Academy.

Keywords: *Romanian Academy; involvement; management; expectations; sense; strategy.*

How to cite: Gâlea, M. (2018). Sense and Strategy Building in the Romanian Academy. *Revista Romaneasca pentru Educatie Multidimensionala, 10*(2), 112-133. https://doi.org/10.18662/rrem/50

1. Introduction

The present paper endeavours to approach a subject on the way the development strategy is augmented within an organization such as the Romanian Academy. The recently-mentioned organization has 69 institutions or research centres, of which 49 have legal capacity grouped into 14 specialty sections. Among others, the Romanian Academy has taken on the mission of promoting science and culture throughout all branches of knowledge, namely editing various works of science, literature, and arts. The research activity is the main activity done in the Romanian Academy and researchers represent the largest proportion of the institution's personnel. The researchers are university graduates and the PhD in everyone's field of knowledge comes as a job requirement. Their activity results are public as engagement to various scientific communications, such as conferences, seminars, or scientific papers in prestigious publications, visible and nationally or internationally acknowledged. And yet, the researchers 'involvement in the process of elaborating the development strategies for the institutions or centres where they work is hardly considered by the institution's management.

The starting premise of our study is that the prestige of the Romanian Academy (still seen as an organization) is precisely earned by the quality of the results obtained from the scientific research activity and the researchers assume a distinctive identity given by the affiliation consciousness to this research entity. This affiliation, seen as consciousness, can be defined as **the sense** the researchers give to their activity. This sense may represent an important source in the process of elaborating strategies within the organization, a feature uttered by researchers and upon which we shall focus next.

2. From sense to strategy

In an organizational context, the interacting approach among the actors who make the organization generates ramifications regarding the practical interventions of suggesting innovative practices (Cunliffe, 2001; Hosking & McNamee, 2006). These practices are essential for the existence and growth of the organization. A remarkable influence in this process is created by the inception of senses following a communication among the social actors within an organization. And the sense is what draws the strategy to follow. Starting from Weick's works (1969, 1993), the understanding and developing process of an organization is based upon the sense given by the social actors of communication and interpersonal relationship. In the

relevant published literature, it is noticeable the significant interest of the authors regarding the analysis of this sense (Cornelissen, 2012; Hernes & Maitlis, 2010; Whiteman & Cooper, 2011). The researches go further with the analysis of the impact generated by the construction of sense within an organization, including innovation and creativity (Drazin, Glynn, & Kazanjian, 1999), making decisions and elaborating strategies (Rerup & Feldman, 2011; Sonenshein, 2010), organizational knowledge and learning (Catino & Patriotta, 2013; Christianson, Farkas, Sutcliffe, & Weick, 2009). In other words, how the members of an organization understand its mission and are co-opted in the process of elaborating future strategies is vital for the organization itself. As it is a continuous process of development, the organizations own a flow of senses which can generate multiple strategies (Gergen, 2015). Considering this, the organization has a social construction which builds itself from the sense developed by its members (Sandberg & Tsoukas, 2015). The organization does not precede the sense, and this is not produced by the organization, but by the interpersonal relationships among its members. In the process the people of the organization create a map explained in words which serves as a launching pad for action (Weick, Sutcliffe, & Obstfeld, 2005). The inception of senses treats the mode by which people understand events and new situations which they will employ to develop novel strategies in the organizational framework (Colville, Brown, & Pie, 2012; Maitlis & Christianson, 2014).

Within the same organizational context, the members negotiate senses about their own experiences and do that by shaping their experiences into conversations, aiming to reflect upon their doings (Cunliffe, 2008). The capacity of the organization management to get its members involved in this negotiation process leads to an understanding about the organizational level as a potential basis for discovering efficient resources which will ultimately enhance the institution. Thus, the sense grows while the members of the organization are interacting. According to this inter subjective world, the organizational reality can be rethought to be transformed (Lustig & Ringland, 2010; Somerville & Farner, 2012). Thus, the inception of sense refers to linking clues and framing a purpose as people build together the moulded understanding. The construction of sense can be also a potential process by which the members of an organization can give up the stereotypes related to their organization and can commence building new strategies of action and development. The discourse and communication within an organization represents the most efficient approach for augmenting strategies. Further, according to Mumby & Clair (1997), the organizations exist if their members create them by discourse and

communication. In other words, the organizations establish strategies of actions and development by copying the way their members think and respond to the future projection involving their organization. The stress is on the members of the organization who generate a sense together to build organizational activities, a mission by directing the objectives and the entire activity of their members.

The framework in which the members of the organization run their activities can influence the way in which the organizational roles are built and the way in which they adopt the roles played (Carsten, Uhl-Bien, West, Patera, & McGregor, 2010). Katz & Kahn (1966) define the role in terms of expectations, assigned roles, data, behaviour patterns. The organizational role represents an understanding of the identity construction, a dynamic and interacting process. The individual organizational role influences the identity of the organization on its whole. The concept of organizational identity refers to the attributes seen as central, typical, and lasting by the members of an organization, but also to their beliefs on organization, what does it stand for (Corley & Gioia, 2004). The organizational identity emerges from a continuous interacting process where the actors of the organization negotiate or influence the sense given to their activity or others. By way of explanation, the members of the organization contribute to the construction of the organizational identity by the sense attributed to the organization. Thus, the role can be perceived as means of mediation and negotiation of the senses built through interaction, while it is the very object of a continuous construction in these interpersonal processes (Simpson & Carroll, 2008).

Related to the direct link with the role of the members within the organization and organizational identity, there is also the dynamic of the organizational action which involves the perspectives taken under consideration by individuals to interpret the organizational events. Salipante & Bouwen (2013) suggest a complex model of relationships within an organization, a model which brings into discussion the perspective of the content, interaction, procedure, and expressiveness as well. The perspective of the content refers to the fact that organizations make their own rules, terms, and structures. According to this perspective, individuals should follow these standards and prearranged rules, so the question "Who is right?" will always be the centre of attention. The perspective of interaction leads to a preference for solving integrative problems (Filley, House, & Kerr, 1976; Schein, 1985) and to a pursuit of growth and development of the executive personnel. This interacting perspective encourages the process of communication by solving interpersonal issues. The procedural perspective

refers to whether the procedures were projected to respect the existence of correct decisions and whether these were followed. The last perspective focuses on the expressive action where the power and authority are central.

Regardless of perspective, the communication between the members and structures of the organization, including the management — the other actors, hence appears essential.

Due to the structural particularities of the Romanian Academy, it is quite difficult to identify similar scientific analyses, both nationally or internationally. Possible analogies can emerge in comparison with universities or other entities of research, but they are not relevant since they do not make the object of the present study which is exclusively anchored in the institutional status of the Romanian Academy.

3. Research methods

The research was run in May 2016 and done on a representative batch concerning the fields of research and position categories in the structure of the Romanian Academy.

The personnel structure divided on scientific sections on the December 31, 2015, is shown in table no.1.

Table no. 1 The distribution on scientific sections of the researchers' number within the Romanian Academy

Name of the Section	Researchers' Number
Section of Agricultural and Forestry Sciences	21,5
Section of Arts, Architecture and Audio-visual	53,0
Section of Biology Sciences	144,0
Section of Chemistry Sciences	363,0
Section of Economic, Juridical and Sociological Sciences	431,5
Section of Geonomy Sciences	73,0
Section of Historical and Archaeological Sciences	251,5
Section of Mathematical Sciences	202,5
Section of Medical Sciences	72,0
Section of Philology and Literature	164,0
Section of Philosophy, Theology, Sociology and Pedagogy	77,5
Section of Physical Sciences	5,0
Section of Science and Information Technology	65,5
Section of Technical Sciences	50,0

Data source (Simionescu, 2016)

The batch analysed is formed of 170 subjects which cover all 14 scientific sections of the Academy. The questionnaire was available online from 10/17/2016 to 03/16/2017 and sent by email to 1.482 employees in various research sections from the Romanian Academy structure, including the possibility of self-management by the respondents. The questions regarded aspects about the internal management of research within the Academy structure. Among these there were also questions that targeted the way the researchers are co-opted in the process of elaborating the development strategy for the institutes and research centres where they run their activity, namely their expectations concerning the engagement in developing these management tools.

Most respondents are currently principal scientific researchers (30.6%), followed closely by scientific researchers (27.6%). The senior research scientists have 17.1%, followed by early-stage researchers by 11.2%, and finally, assistant researchers by 4.7%. Equal rates by 4.1% were registered in the case of respondents who stated as their current position that of manager of the institute or centre within the Romanian Academy, namely as member of the Romanian Academy (academic). Further, 0.6% of the respondents are PhD candidates. The hierarchy of this organization includes *research positions* that start with the research assistant/ PhD candidate, continue with the early-stage researchers, scientific researchers, senior scientific researchers and principal scientific researchers, and *executive positions*, such as: manager of the institute/ research centre and member of the Academy (academic).

The statistical processing highlights the fact that 47.1% of the researchers questioned are between 30 and 45 years old. 26.5% of the subjects questioned stated they are between 45 and 60 years old, while the older respondents (over 60) are represented by 22.9%. The lowest rate (3.5%) belongs to the respondents that are under 30 years old.

More than half of the subjects interviewed (59.3%) are of masculine gender, while the feminine gender is represented by 40.7%.

The distribution of the researchers in accordance with their main area of interest and study is done in table no. 2.

Table no. 2 The distribution of the respondents in accordance with their main field of research

Main Area of Interest	
Philology	10.5%
Mathematics	10.5%
History	9.9%

Chemistry	9.3%
Economics	8.6%
Archaeology	6.8%
Sociology	5.6%
Computers and Information Technology	4.9%
Computer Science	4.3%
Philosophy	3.7%
Anthropology	2.5%
Biology	2.5%
Geography	2.5%
Electronic Engineering and Telecommunications	1.9%
Agronomy	1.2%
Astronomy	1.2%
Finances	1.2%
Physics	1.2%
Architecture	0.6%
Visual Arts	0.6%
Biochemistry	0.6%
Biotechnologies	0.6%
Cinematography and Media	0.6%
Law	0.6%
Economics and International Affairs	0.6%
Ethnography	0.6%
Geology	0.6%
Materials Engineering	0.6%
Energetic Engineering	0.6%
Industrial Engineering	0.6%
Mechanical Engineering	0.6%
Medicine	0.6%
Speleology	0.6%
Environmental Science	0.6%
Educational Sciences	0.6%
Cultural Studies	0.6%
Theatre and Performance Arts	0.6%

Based on the distribution of the respondents in accordance with the seniority in the scientific activity, most respondents (44.1%) stated they have over 20 years in the research activity, 36.5% of the respondents have seniority between 10 and 20 years, while 12.9% have between 5 and 10 years. The new comers are represented by 6.5%, and they have less than 5-year seniority.

4. Results and Discussions

a) ***The Participation Distribution*** of the researchers in augmenting the current development strategy of the institute where they work is found in table no. 3.

Table no. 3 The participation distribution of the researchers in augmenting the development strategy

Participation in augmenting the current development strategy of the institute / centre	
Yes	28.0%
No	72.0%
Total	**100%**

Merely 28.0% of the researchers who took part in the study stated they assisted in a way or another to the present development strategy of the institute where they are currently employed. The difference up to 100% is represented by participant researchers who declared they did not contribute to the elaboration of the present development strategy.

The participation distribution of the researchers in augmenting the strategy according to their current research position is shown in table no.4.

Table no. 4 The participation distribution of the researchers in augmenting the strategy according to their current research position

Participation in elaborating the strategy	**Present Position**							
	Assistant Researcher	PhD Candidate	Early-Stage Researcher	Principal Researcher	Senior Researcher	Scientific Researcher	Manager of institute/ centre of RA	Member of RA
Yes	--	--	0.6%	12.7%	3.8%	4.5%	3.8%	2.5%
No	5.1%	0.6%	10.8%	16.6%	14.6%	22.9%	0.6%	0.6%

Most researchers who took part in the survey and stated they assisted with augmenting the development strategy of their institutes are currently principal scientific researchers (12.7%). The scientific researchers

who took an active part in elaborating the strategy registered 4.5%. The members of the Romanian Academy who brought their contribution to the build-up of the present development strategy are represented by 2.5%. And 16.6% is the rate which represents the researchers that did not take part to the previously mentioned enterprise and are currently principal scientific researchers. Equal rates (of 0.6%) were registered amid the respondents who did not contribute to the making of this strategy and are currently manager of institute/ research centre, academic and PhD candidate.

The participation distribution of the researchers to the elaboration of the strategy in accordance to their age is shown in table no.5.

Table no. 5 The participation distribution of the researchers to the elaboration of the strategy in accordance to their age

Participation in elaborating the strategy	**Respondent's Age**			
	Under 30	Between 30 - 45	Between 45 - 60	Over 60
Yes	--	7.0%	8.3%	12.7%
No	3.8%	39.5%	19.7%	8.9%

We can notice that 39.5% of the respondents did not take part in the strategy elaboration and their age ranges between 30 and 45 years old. The respondents who also did not bring their contribution and their age ranges between 45 and 60 years old scored 19.7%. Among the researchers interviewed, those who contributed to the strategy building-up and are over 60 years old registered 12.7%.

The participation distribution of the researchers to the build-up of the development strategy in accordance with their gender is shown in table no.6.

Table no.6 The participation distribution of the researchers to the building-up of the development strategy in accordance with their gender

Participation in elaborating the strategy	**Respondent's Gender**	
	Feminine	Masculine
Yes	10.4%	18.2%
No	28.6%	42.9%

According to this distribution, it is noticeable that 42.9% represents the highest rate of the persons of masculine gender who did not take part in

augmenting the strategy. The following percent of 28.6% is represented by persons of feminine gender who did not take part in elaborating the current development strategy of the institute. The male respondents who participated in a way or another to the build-up of the current development strategy of the institute where they activate represent 18.2%, while the female respondents have a 10.4% percent.

The participation distribution of the researchers to the elaboration of the development strategy in accordance with their expertise section is shown in table no. 7.

Table no. 7 The distribution of the researchers' participation to the elaboration of the development strategy in accordance with their expertise section

Expertise Section	Participation in elaborating the strategy	
	Yes	No
Section of Arts, Architecture and Audio-visual	1.9%	1.3%
Section of Philology and Literature	2.6%	8.4%
Section of Philosophy, Theology, Psychology and Pedagogy	3.2%	7.7%
Section of Science and Information Technology	2.6%	7.7%
Section of Agriculturaland Forestry Sciences	--	0.6%
Section of Biology Sciences	0.6%	2.6%
Section of Chemistry Sciences	1.9%	8.4%
Section of Economic, Juridical and Sociological Sciences	7.1%	6.5%
Section of Physical Sciences	0.6%	--
Section of Geonomy Sciences	--	2.6%
Section of Historical and Archaeological Sciences	3.2%	15.5%
Section of Mathematical Sciences	1.9%	6.5%
Section of Medical Sciences	0.6%	2.6%
Section of Technical Sciences	1.9%	1.3%

The highest rate of 15.5% characterizes the respondents who did not take part to the elaboration of the development strategy and who belong to the section of Historical and Archaeological Sciences. The respondents who

did not bring their contribution to the build-up of this strategy and belong to the section of Philology and Literature and to that of Chemistry Sciences registered equal rates of 8.4%.

The distribution of the researchers' participation to the build-up of the development strategy in accordance with their seniority in the research activity is shown in table no. 8.

Table no. 8 The distribution of the researchers 'participation to the build-up of the development strategy in accordance with their seniority in the research activity

Participation in elaborating the strategy	**Seniority**			
	Between 10-20 years	Between 5-10 years	Over 20 years	Under 5 years
Yes	5.7%	1.3%	19.7%	1.3%
No	29.9%	12.7%	23.6%	5.7%

We can notice that 29.9% of the researchers did not take part to the elaboration of the development strategy and have a seniority ranging between 10 and 20 years in the research activity. Those who did not bring their contribution to the build-up of this strategy and have over 20 years of seniority scored 23.6%.

The distribution of the researchers 'participation to the elaboration of the development strategy in accordance with their main field of research is shown in table no. 9.

Table no. 9 The distribution of the researchers' participation to the elaboration of the development strategy in accordance to their main field of research

Main Area of Interest	**Participation in elaborating the strategy**	
	Yes	No
Agronomy	0.7%	--
Anthropology	0.7%	2.0%
Archaeology	1.3%	6.0%
Architecture	--	0.7%
Visual Arts	0.7%	--
Astronomy	--	0.7%
Biochemistry	0.7%	--
Biology	--	2.0%
Biotechnologies	--	0.7%

Computers and Information Technology	2.0%	3.4%
Chemistry	2.0%	7.4%
Cinematography and Media	0.7%	--
Law	--	0.7%
Economics	**4.0%**	4.7%
Economics and International Affairs	0.7%	--
Ethnography	--	0.7%
Philology	2.7%	7.4%
Philosophy	2.0%	2.0%
Finances	--	1.3%
Physics	--	1.3%
Geography	--	2.7%
Geologie	--	0.7%
Computer Science	0.7%	3.4%
Materials Engineering	0.7%	--
Electronic Engineering and Telecommunications	0.7%	1.3%
Energetic Engineering	0.7%	-
Industrial Engineering	0.7%	--
Mechanical Engineering	2.0%	**8.7%**
History	2.0%	6.7%
Mathematics	--	0.7%
Medicine	2.0%	4.0%
Sociology	--	0.7%
Speleology	0.7%	--
Environmental Sciences	--	0.7%
Educational Sciences	0.7%	--
Cultural Studies	--	0.7%
Theatre and Performance Arts	0.7%	--

We can observe that 8.7% of the respondents whose main field of research is mechanical engineering contribute to the build-up of the present development strategy. Most of the researchers interviewed who affirmed their contribution to the strategy elaboration have economics as their main field of research.

b) Further we shall introduce the results concerning the ***researchers' wish of commitment*** to the build-up of development strategies for the institutes or centres where they activate.

The distribution of the researchers' wish of commitment to the build-up of development strategies for the institute where they currently activate is shown in the chart below.

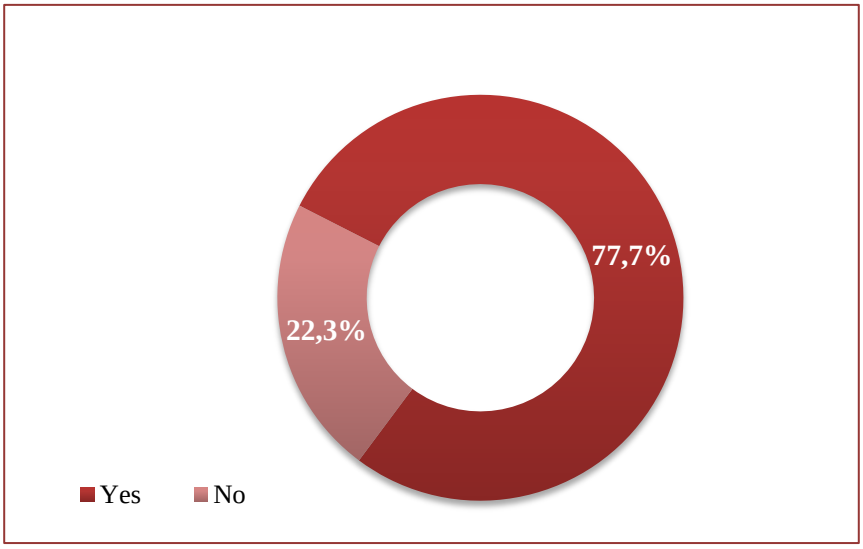

Chart no. 1: Wish to take part in elaborating the development strategy of the institute

We note that the rate of the respondents who manifested their wish to take part in the elaboration of the development strategy for the institute where they activate is clearly higher (77.7%) than that of the researchers who affirmed their unwillingness to contribute (a little over 22%).

We shall go into more details immediately.

Table no. 10 The distribution of the researchers 'wish to commit to the elaboration of the present strategy in accordance with their research position

Wish to take part		Present Position							
	TOTAL	PhD Candidate	Assistant Researcher	Early-Stage Researcher	Principal Scientific Researcher	Senior Scientific Researcher	Scientific Researcher	Manager of institute/ centre of RA	Member of RA
Yes	77,7 %	0.9%	4.5%	11.6 %	17.9 %	15.2 %	25.9 %	0.9%	0.9%
No	22.3 %	--	2.7%	1.8%	5.4%	4.5%	7.1%	0.9%	--

According to the researchers' distribution depending on their wish to take part in the build-up of the present strategy and their current research position (see table no.10), it is noticeable that most interested in taking part to the elaboration of the strategy are scientific researchers (25.9%), followed by principal scientific researchers (17.9%).

The distribution of the researchers' wish to commit to the elaboration of strategies depending on their age is shown in table no.11.

Table no. 11 The distribution of the researchers' wish to commit to the elaboration of the current strategy depending on their age

Wish to take part	Respondent's Age			
	Under 30	Between 30-45	Between 45-60	Over 60
Yes	4.5%	42.0%	21.4%	9.8%
No	0.9%	13.4%	5.4%	2.7%

The highest rate belongs to the researchers who would have been interested in taking part in the build-up of the strategies and their age ranges between 30 and 45 years old (42.0%). The respondents who did not contribute to the elaboration of the current development strategy but would have wanted to range between 45-60 years old, and they have a rate of

21.4%. Researchers over 60 years old would have also wanted to take part in the elaboration of the strategy as their rate of 9.8% clearly shows it. 13.4% characterizes the respondents with ages ranging between 30-45 years old who did not take part in the process mentioned before and did not want to as well.

Table no. 12 The distribution according to the researchers wish to take part in the elaboration of the current strategy depending to their gender

Wish to take part	Respondent's Gender	
	Feminine	Masculine
Yes	29.4%	47.7%
No	10.1%	12.8%

Approximately half of the researchers are of masculine gender and affirmed they would have wanted to contribute in a way or another to the build-up of the current development strategy (47.7%), as seen in table no. 12. The percentage of 29.4% characterizes the researchers of feminine gender who would have wanted to take part in elaborating the strategy.

The distribution according to the researchers 'wish to participate in elaborating the current strategy depending on their expertise section is to be found in table no.13.

Table no. 13 The distribution according to the researchers 'wish to participate in elaborating the current strategy depending on their expertise section

Expertise Section	Wish to take part	
	Yes	No
Section of Arts, Architecture and Audio-visual	0.9%	--
Section of Philology and Literature	6.4%	2.7%
Section of Philosophy, Theology, Psychology and Pedagogy	10.0%	2.7%
Section ofScience and Information Technology	10.0%	0.9%
Section of Agriculturaland Forestry Sciences	--	0.9%
Section of Biology Sciences	3.6%	--
Section of Chemistry Sciences	9.1%	3.6%
Section of Economic, Juridical and Sociological Sciences	9.1%	1.8%
Section of Physical Sciences	0.9%	--
Section of Geonomy Sciences	2.7%	0.9%

Section of Historical and Archaeological Sciences	16.4%	4.5%
Section of Mathematical Sciences	2.7%	4.5%
Section of Medical Sciences	3.6%	--
Section of Technical Sciences	1.8%	--

The distribution of the respondents according to their wish to take part or not in the build-up of the current development strategy and the expertise section they belong to within the Romanian Academy indicates the fact that the highest percentage characterizes the researchers who would have wanted to contribute to the strategy elaboration, and they are in the section of Historical and Archaeological Sciences. Equal percentages (of 10.0%) have those who share the same opinion regarding the elaboration of strategy, and they are in the section of Philosophy, Theology, Psychology and Pedagogy and in the section of Science and Information Technology.

The distribution according to the researchers 'wish to take part in the elaboration of the current strategy depending on their seniority in research is to be found in table no.14.

Table no. 14 The distribution according to the researchers 'wish to take part in the elaboration of the current strategy depending on their seniority in research

Wish to take part	**Seniority**			
	Under 5 years	Between 5-10 years	Between 10-20 years	Over 20 years
Yes	6.2%	11.6%	33.0%	26.8%
No	1.8%	5.4%	8.0%	7.1%

We notice that researchers with a seniority ranging between 10 and 20 years who would have wanted to take part in the elaboration of the strategy registered a percentage of 33.0%, the highest, by the way. 26.8% of the researchers interviewed have over 20-year seniority and share the same opinion in the matter of participation.

Further we shall introduce the distribution according to the researchers 'wish to participate in the elaboration of the present strategy depending on their main field of research (table no. 15).

Table no. 15 The distribution according to the researchers 'wish to participate to the elaboration of the present strategy depending on their main field of research

Main Area of Interest	Wish to take part	
	Da	Nu
Anthropology	2.8%	--
Archaeology	**7.5%**	0.9%
Architecture	0.9%	--
Visual Arts	--	0.9%
Astronomy	0.9%	--
Biochemistry	0.9%	--
Biology	1.9%	0.9%
Biotechnologies	0.9%	--
Computers and Information Technology	4.7%	--
Chemistry	**8.5%**	2.8%
Law	0.9%	--
Economics	4.7%	1.9%
Philology	6.6%	2.8%
Philosophy	2.8%	0.9%
Finances	1.9%	--
Physics	1.9%	--
Geography	2.8%	0.9%
Geology	0.9%	--
Computer Science	4.7%	--
Electronic Engineering and Telecommunications	0.9%	0.9%
History	**9.4%**	1.9%
Mathematics	2.8%	**4.7%**
Medicine	0.9%	--
Sociology	6.6%	0.9%
Speleology	0.9%	--
Educational Sciences	0.9%	--

The main field of research is history in this case, and the researchers affirm they would have wanted to participate in elaborating the current development strategy. A percentage of 8.5% stated they did not take part in elaborating the strategy but would have wanted to and their main field of research is Chemistry. 7.5% is the percentage that characterizes the respondents who would have wanted to be a part of the matter mentioned previously and their area of interest is Archaeology. The percentage of 4.7% belongs to the researchers who would not have wanted to take part in the build-up of the strategy and their main field of research is Mathematics.

c) ***The comments of the respondents*** regarding the manner of participation, namely what meant the involvement in defining the development strategy of the institute, are shown in table no. 16.

Table no. 16 The distribution of the respondents 'comments who took part in elaborating the development strategy

COMMENT	No. of respondents	Percent of the total
We made suggestion of inclusion about new lines of research	9	5.38%
As manager	8	4.79%
I was head of the department where I work	6	3.59%
I took part in every session of the scientific council	4	2.39%
I took part in elaborating the strategy of institutional development	4	2.39%
I took part in elaborating a new research project	3	1.79%
My suggestions were not always welcomed	3	1.79%
Our participation meant identifying deficiencies in the research activity of the institute	3	1.79%

We can note that the number of respondents who would have wanted to introduce the aspects concerning the actual actions and activities where they got involved is rather low, merely 40 out of 170 questionnaires validated. The main conclusion is that 45% of the respondents participated in view of their position within the institution, namely: 8 institute managers, 6 heads of department and 4 members in the scientific council. The category with the least answers, namely 3 each, includes the researchers who stated they took part in elaborating the strategy because they were involved in writing a research project (as we know, this sort of projects financed through a competitive system require a strategy applied to the purpose of the finance) are discontent with the fact not all their suggestions were welcomed or integrated integrate (7.5% of respondents detailed their involvement).

5. Conclusions

We notice that the persons who participated in the elaboration of the research strategies of the institutes or centres represent merely 28% of the total respondents. Among these, the highest rate belongs to those with the

highest research position (principal scientific researcher, 12.7%) and to the eldest (over 60 years old, 12.7%). The researchers with a seniority over 20 years take part to the endeavour of elaborating the strategies by 19.7%. On the opposite side, there are the "fresh" researchers (0% assistant researchers and 0.6% early-stage researchers), under 30 years old (0%, also). The seniority in the research activity confirms the same aspect as well, merely 2.6% of those under 10-year seniority brought their contribution to the build-up of strategies. As far as it concerns the main field of research of the respondents we can notice that economics comes first by 4% of the respondents who had affirmative answers, while the maximum percentage, 8.7% belongs to the researchers in the section of mechanical engineering.

Regarding **the wish to commit or get involved** in the build-up of strategies, the result is overwhelmingly in favour of those who would have wanted it (77.7% of the total). To specify further, we observe that most respondents who regard their expertise as necessary for the development plans of the institutes where they run their research activities range between 30-45 years old (42%) and are scientific researchers (25.9%), namely those who are at the middle of their career, have a research seniority ranging between 10 and 20 years (33%), and of masculine gender (47.7%) as compared to those of feminine gender (29.4%). On the opposite side there are those who do not wish to get involved in the build-up of strategies (22.3%), among which the highest percentages belong to the scientific researchers (7.1%) between 30 and 45 years old (13.4%). In this case, the gender distribution is quite similar. At this chapter, largely, we come across fields of research and expertise areas where the rate of those who do not wish to get involved is nearly 0 or precisely 0. The affiliation to the scientific sections within the structure of Academy places the researchers from Historical and Archaeological Sciences on the first place by 16.4% of the respondents who would have wanted to take part in the elaboration of the strategy, although their number, out of the total research corpus, puts them on the third place with 259.5 researchers. The section of Philosophy, Theology, Psychology and Pedagogy and the section of Science and Information Technology follow it, each by 10 percentages and they occupy the 7th, namely 10th place in the hierarchy based on the number of active researchers.

Also, noticeable is the fact that, generally, the development strategies are augmented by more experienced persons in view of both age and research or management seniority (manager, chief department, members of the scientific council) who plan institutionally the course, objectives and all the other specific elements. This matter suggests the perpetuity of a

management pattern that delivers rather executive tasks and fails to raise a sense of involvement or commitment from the persons under supervision, especially young researchers, or persons at the beginning of their career. The paradox lies in the fact that the entity analysed is mostly made of highly-qualified persons, well-renown specialists in their area of expertise who are familiar with the realities from similar institutions from other countries and who are asked to perform professionally equally with their peers. Further, the researchers are quite aware of the fact that their expertise is the main source of benefits for the organization they activate and are not content that their point of view is not taken under account. This matter could cause the loss of motivation and quality decrease in the research results. It could also draw another undesirable effect, that of weakening the role played by the researcher within the organization and, ultimately, an alteration of his/her organizational identity.

Thus, we suggest the creation of some mechanisms by which the researchers who wish to get involved in activities of strategical planning to be supported to bring their own contribution to the elaboration of development strategies in the collectives where they activate and, consequently, keep their motivation and enhance the competitiveness.

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