

HABILITATION THESIS SUMMARY

INTEGRATING THE CHALLENGES OF CONTEMPORARY SOCIETY AT THE INDIVIDUAL LEVEL AND IN ORGANIZATIONAL MANAGEMENT

The habilitation thesis, entitled „***Integrating the challenges of contemporary society at the individual level and in organizational management***”, serves as a reflection of my academic journey after obtaining my doctoral degree and outlines my priorities for the future evolution and development of my professional, scientific, and academic career.

The results detailed in my habilitation thesis were obtained over a fifteen-year period after obtaining my PhD and outline my academic and scientific concerns, as well as the experience that I gained from my research and teaching activity at the Faculty of Economics of University „Aurel Vlaicu" of Arad.

This paper is organized into three different parts: ***I.*** my professional, scientific, and academic career; ***II.*** the main outcomes of my scientific research; ***III.*** my future university career.

The first part of the present habilitation thesis is divided into four sub-sections dedicated to my professional, scientific, and academic journeys to date; my professional training; the outcomes of my research work; and the didactic activities that I have carried out, as well as my involvement in the administrative activities of my faculty and university.

The first sub-section, entitled „*Evolution of my academic and professional career*”, presents my journey from the time that I completed my doctoral training program until now. My university career began after completing my Bachelor's degree in Economics, specializing in Business Management, at the Faculty of Economic Sciences of the West University of Timișoara. My career evolved and developed naturally, extending across all points in a university career, and I faced all the relevant challenges. During my academic career, I have continuously developed my skills and competences, complementing my specialized training by participating in various activities and professional and didactic training courses, all of which have contributed to my development and my ways of thinking and working.

The second sub-section, entitled „*Research Activity*”, presents the findings of my research works, namely the articles that I published since earning my PhD (2010 - 2024), as well as discusses my participation in various international conferences, organized both in Romania and abroad. I adapted both my research goals and methodological approaches to the current context, orienting them towards the understanding and development of modern management, with a particular focus on adaptability, innovation, and sustainability in the context of unprecedented economic, technological, and social challenges. In this section, I

also present evidence of my abilities to coordinate and collaborate with colleagues when implementing projects and organizing events, conferences, and symposiums.

The „*Didactic activity*” that I have conducted is discussed in the *third sub-section* of this first part. In this sub-section, I also discuss my mentoring activity, which included supporting students with their Bachelor's degree essays and dissertations, as well as helping them to prepare essays and projects for various symposia and competitions. I also discuss collaborations with Bachelor's, Master's and doctoral students with whom I attended various international conferences, organized both in Romania and abroad, publishing indexed articles listed in international databases and conference proceedings.

I give particular emphasis to my engagement in administrative activities at the faculty and university levels in an academic environment, as highlighted in the *fourth sub-section* of the first part of my thesis, entitled „*Administrative Activity*”.

The second part of my habilitation thesis presents the primary findings of my scientific research, elaborating the present thesis and expanding on the three thematic research directions on which I focused. These thematic directions align with some areas of national and international research that are currently relevant, reflecting the need to continuously transform and adapt management in response to unprecedented technological, economic, and social changes. The scientific contributions that have enabled these developments include articles published in Web of Science journals (Clarivate Analytics), with impact factors of greater than zero; articles published in journals indexed in international databases; and studies presented and published at international conferences. The research areas on which I focused my attention are presented in distinct sections in this part of the thesis.

The first area of research covered by this habilitation thesis captures two interdependent components of human capital management in the current organizational context, namely adaptability and innovation. These topics are constantly evolving in the face of new realities; they are no longer optional, but rather have become essential for an organization's survival, success, and competitiveness. Adaptability and innovation encompass not only technological progress but also improvements in management and organizational cultural and generational approaches that fundamentally transform how an organization operates and interacts with consumers. This research direction is of particular importance, especially in the contemporary corporate environment, where employees' increased expectations and changing priorities have profoundly transformed how organizations manage human capital. As organizational well-being is directly linked to employee well-being, we should reassess how human capital is managed by understanding the needs, priorities, and expectations of employees, creating both challenges and opportunities to rethink the work culture and environment. At the same time, demographic changes in the labor market have transformed the workplace culture and environment by changing employee priorities. Within this line of research, I have also studied employees' receptivity to technological progress and

the digital age, as well as their adaptability, contributing to our shared understanding of modern determinants of employee retention and job satisfaction. My research results in this area include two articles published and indexed in Web of Science (Clarivate Analytics) with impact factors of greater than zero and one article published in a journal indexed in international databases.

In a constantly changing world, from both an economic and a social perspective, the ability to effectively manage change is an essential skill, and understanding different individuals' behavior in response to rapid and complex transformations in contemporary society is absolutely necessary. *The second direction of research* developed in this habilitation thesis covers the management of changes in individual fiscal behavior, as understanding and applying appropriate management strategies to adapt to these changes is essential for creating sustainable fiscal policies and promoting a culture of tax compliance. The results of my research in this field include one article published and indexed in Web of Science (Clarivate Analytics) with an impact factor greater than zero, one article published in a journal indexed in international databases, and one article published at an international conference.

The third area of research combines my research results on sustainable management and corporate practices, aligning with the contemporary goals of sustainable development, as the integration of sustainability and responsibility principles into corporate management is no longer optional but rather essential for companies that want to remain relevant in a constantly changing world, be responsible, and achieve a long-term competitive advantage. In the modern day, sustainable management is considered to be a key driver of competitiveness and innovation, and organizations that adopt sustainable policies and practices can strengthen their position in ever-changing global markets and be better prepared to respond to future social and economic challenges. In this sense, organizations are no longer evaluated based only on their financial performance but also by their impact on the environment and society as a whole, responding to the growing demand from increasingly aware and responsible consumers. My habilitation thesis comprises three articles published and indexed in Web of Science (Clarivate Analytics), with impact factors greater than zero.

The last part of my habilitation thesis presents my priorities for my future academic career, structured around three topics: my scientific development, didactic development, and involvement in the administrative activities of the faculty and university to which I belong. Starting from my accumulated experiences and the activities obtained up to now, my objectives will be to teach and conduct research at a higher qualitative level, so that I can respond to student demands, the labor market, and current research trends.

This habilitation thesis ends with the *bibliographic references* detailing the sources that it cites.