

Academic Days of Timișoara:
Social Sciences Today

Edited by

Georgeta Rață and Maria Palicica

**CAMBRIDGE
SCHOLARS**

P U B L I S H I N G

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FOREWORD

This collection of essays gathers papers from the following fields: **economics, education, philosophy, psychology**, and **sociology**.

The first chapter is dedicated to **Economics**. The authors of the study *Impact of the Global Financial and Economic Crisis on Labour Market for Young People*, Mariana BĂLAN, Valentina VASILE & Liviu VASILE, shed light upon the issue of unemployment in Romania. The research presents the main features of youth labour market in Romania to determine few possible ways of increasing employability of youth on short-/medium-/long-term and attempts at answering the question whether the impact of the crisis on economic growth has been larger than originally anticipated. Another paper that focuses on financial studies pertains to Yatin BHAGWAT who analyses the case of a merger involving students in considering the economic factors that favoured the financing of this merger, namely, the seller who wished to lower its debt level and the buyer who had to be innovative in devising new ways of hybrid financing. A paper written by Elizabeta MITREVA & Vesna PRODANOVSKA presents the issue of the employee's contentment, a key factor in designing and projecting a TQM System within Macedonian educational institutions. The paper *Applying the Total Quality Management: Strategy of Macedonian Higher Education Institutions* examines a given integral methodology for designing a TQM system within higher education institutions and its implementation in higher education as well as the activities that ought to be undertaken to build a system in order to provide quality. The author claims that the efficiency of the TQM implementation depends on the involvement of academic and administrative staff and their motivation.

Education is, by far, the most consistent chapter. The section dedicated to the *Systems of Formal Education* covers a wide range of topics. Hasan ARSLAN's study of *Roles of School Leaders in Preparing Students for Life* explores the impact of school leaders on school curricula. Having in view that school leaders play an important role in improving and implementing the curricula, a qualitative research was conducted based on semi-structure interviews to collect data. The research concludes that, apparently, school curricula are inadequate in developing social skills. George ASPRIDIS' paper, *The Evaluation of Adults Instructors in the Context of Lifelong Learning in Greece*, focuses on the possibilities of

intervening in the improvement of the evaluation program, via the evaluator's experience, taking into account a series of criteria that include the process of beginning and ending of micro-teaching, target setting, the clarity of the micro-teaching plan and the affinity of content with the educational objectives. Any exploitation of the conclusions of this research contributes to the upgrade of life training. The study carried out by Robert BIRKELBACH aims at showing the class room composition on the teacher's recommendation for the secondary school of German 4th grade pupils. The empirical assessment is done with the "Young Immigrant Children in the German and Israeli Educational Systems" data set and it establishes the impact, which can be either a big fish little pond effect or a reflected glory effect, and which can lead to the increase or decrease of an individual's chance of getting recommended for the German Gymnasium, controlling for primary and secondary effects of social inequality and for objective measures of competences. Lucie CVIKLOVÁ's paper presents the issue of communication in public and private institutions of higher education in the post-communism Czech Republic. The methodological approach of data collection is based on analyses of questionnaires with various respondents (including current students of private and public institutions) and it compares types of relations, content and structure of communication related to chosen private and public institutions of higher education to other ones. Iasmina EGRI's research is trying to demonstrate the benefits of reflexotherapy associated to physical exercise on a group of patients with cervical spondylosis. It introduces plantar reflexotherapy, a digital massage made on the foot with the purpose of rebalancing the energetic and blood circulation determining at the same time the increase of the body immune system. The study shows improvement in sleep, work, driving, weight lifting, recreational activities, headache, and the ability to focus. The paper *An Educational Approach of School Failure*, written by Codruța GAVRILĂ, revolves around a common phenomenon in all education systems – that of school failure. Its aspects are complex, since it reaches not only the educational field, but also cultural, economic, political, and social areas, as well as the fundamental options of a society since, on the long run, the effects of school failure are social failure. The paper presents the factors that determine school failure by surveying the answers of 50 students. An Indian perspective on health and medical education in Manipur is brought forth by Joann ROSANGPUII. The content of the study encompasses the traditional practice of healing up to the modern method of healing incorporating its history of the foundation of both. It mainly seeks to identify the role and place of traditional doctors or physicians known as the Maibis and the Maibas and unearth their

approach of practicing treatment for various kinds of diseases. In her research about the relationship between gymnastic performances and food and financial factors, Margit SCHAUB finds out that even though the financial situation of the families may not have a great impact on the food habits of teenagers, their outdoor activities may suffer from it. She conducts a survey on the social background and nutrition habits among primary school students. The paper focuses less on measures taken up to the present, concerned with the effects of the environment on childhood development, but it attaches more importance to the factors that trigger or modify these effects. Family is not a role model to children. It is an actual and important task for teachers to get the students to be interested in practicing sports, and to have the need for regular sporting activities. In continuing her research on children sport activities, the researcher conducts a study on a *Remedial Exercise Programme for School Children*. Her primary objectives are to design materials for courses focusing on educating recreation professionals and coaches to support their students with up to date methods, techniques and authentic materials. The section dedicated to the *Process of Education* starts with a paper by Marsha BARBER who puts under scrutiny learning styles as tools to improve learning outcomes in higher education. The research uses the Learning Styles and Strategies Inventory developed by Felder and Soloman to better understand student learning styles. The paper explores the findings and then suggests the pedagogical implications for faculty working in higher education: ways in which curriculum design and classroom practice might better reflect learning styles of a wide range of university students. An article that scrutinizes the process of teaching belongs to Narcisa-Georgeta CRISTA, Rada MARIAN & Iasmina-Cecilia SAVESCU. It renders perspicuous the way in which the chosen teaching strategy applied by the teacher in order to achieve the learning objectives influences the students' attitude towards activities, learning motivation and the quality of learning. This paper presents the results and conclusions from the application of teaching strategies in teaching secondary school biology lessons. Marius-Costel EȘI's analysis, *Methodological Perspectives in the Pedagogical Practices*, emphasizes the importance of teachers to know the didactics of the subject they teach and, on the other hand, to be able to put theory into practice. The focus of Mihajlo FEJSA's analysis is on the uniqueness of the Department of Ruthenian Studies and its curriculum, on the background of minority problems in Vojvodina. The Department is involved in minority problem-solving opportunities in cooperation with local and state authorities. In addition, the paper describes the processes of designing research subjects that have been subsequently taught at university level to

a relatively small number of students because of small Ruthenian population both in Vojvodina and in the world. The study *Teacher: Facilitator Status and Roles in the Teaching Profession* lays emphasis on the study of institutional models of the teacher's status as facilitator. The research carried out by Nadezhda KALOYANOWA concludes that teachers need training and qualification to reconsider their position in the teaching profession. Maria-Helena SABO's project represents an efficient method of education and self-education, but it is also an alternative method of evaluation with multiple formative effects. The themes included in the Geography syllabus for high-school classes provide numerous opportunities to use this method: types of geographic environments, the present geopolitical world system, and the countries neighbours to Romania, etc. Another article written by the aforementioned researcher pinpoints the issue of subjectivity in the evaluation process. The results of the feedback Motivation Evaluation both determine us to bring change to the teaching strategy and to produce material used in the teaching-learning process. The article outlines the degrees of subjectivity that resulted from a research carried out in some universities in Bistrița, Zalău, and Sighet (Romania). *Teaching the Concepts of carpe diem and memento mori Using Paintings* is an article by Elena TUPAREVSKA, which discusses the benefits of an art-centred or art-enriched curriculum focusing on 16th and 17th century paintings, mostly by Dutch and Flemish painters. Both *vanitas* still life paintings and *memento mori* paintings are discussed in order to illustrate the 'carpe diem' and 'memento mori' concepts which can be found in poems such as Spenser's *Amoretti*, sonnet 70, Marlowe's *The Passionate Shepherd to His Love* and Marvell's *To His Coy Mistress*. Another scrutiny on the interlocking relation between art and literature elicits the effectiveness of using paintings in an undergraduate English literature course. Elena TUPAREVSKA's paper suggests that visual art can be used in a classroom not only as an illustration of a particular idea or point, but also to motivate students to discuss literature, to help them get a better understanding of the historical context, to encourage them to think metaphorically, to improve their critical thinking and to help them develop their multiple intelligences which are usually neglected in school. Finally, the section dedicated to *Educational Theory* contains five papers. A research on alternative education pertains to Roberto GARCÍA-MARIRRODRIGA, underscoring the importance of alternative education for rural people in Peru. The paper briefly describes the planning model that underlies the type of schools applying the alternating cycle between periods of learning concept, with special reference to the Viability phase. Each step of this phase is reviewed and applied in a rural context: the

Andean zone of southern Peru. The results show two crucial points: the awareness-building with local actors and the presence of committed Associations to take up responsibility for the schools. Daniela JEDER's article, *Ethics in Education and Training*, draws attention to the ethical and professional culture, the importance of forming a sense of responsibility for and during the training. Opening to the field of ethics offers opportunities to understand the deeper meanings of the moral implications of the educational act, the interiorisation of values, norms and ethical principles and also forming the ethical beliefs and training skills necessary to conduct the practice of teaching. The research *The Status and Significance of Reassessing Education within the New Knowledge Society* completed by Georgeta PUSTIU highlights the theoretical approach and the practical application of a new learning technology which involves a judicious assessment of the knowable structures. Therefore, an assessment through practice, which includes values from different areas, could be precisely what is missing for strengthening the educational system, representing an involvement of the educational process. Florentina UȚĂ carries out a study concerning physical education and sports and their prospects of non-formal education and permanent education. The focus is on exploiting all forms and dimensions of education, projected and realized during the lifetime of an individual. From this perspective, physical education is a vital component of permanent education. Due to their accessibility, sports and physical education take the most varied forms throughout one's life span, providing developmental strategies and methods of application for the achievement of objectives in each age category. The aim of Sara Zamir's survey, *The Education System's Ambivalence towards Political Correctness*, is to expose the ambivalence of the Israeli education system toward political correctness, which may be characterized as an attitude of "respectful suspicion." The article examines the opposing outlooks within the Israeli education system and analyzes their implications on the system's conduct.

The third chapter contains papers in **Philosophy**. Marius-Costel EȘI carries out a research on *The Semiology of Normality in the Education of the Future*, claiming that speaking about normality in a world which sometimes we consider abnormal means taking into consideration the idea of a paradigm of normality in the context of an education of the future. In addition, the author elicits that terms such as handicap, adaptation, or interpretation must be re-evaluated from the human consciousness' point of view and also related to both the new scientific discoveries and the state-of-the-art technologies. In his paper *Orthodoxy and Nationalism in Mircea Eliade's Inter-War Journalism*, Marius-Robert LUNGU pinpoints

the budding scientific ideas Eliade would advance after 1945. The examination of Eliade's inter-war journalistic work in recent times leaves several unapproached aspects that this paper will give answer to by tracing Eliade's Christian-orthodox vision to its makeover into a nationalistic view upon history. A further study of the same author focuses on Saint Augustine and the Christian philosophy of history, disinterring the two central concepts of this work, *The City of God* (belonging to which required loving God beyond self) and *The City of Humans* (where loving oneself and forgetting God prevailed) remain pivotal in the history and philosophy of Western civilization. The article *Islamic Tourism: What Kind of Tourism?* by Cornelia PETROMAN & Ioan PETROMAN attempts to answer a series of queries, such as: Where could we range Islamic Tourism? Is it a form of cultural tourism? a form of eco-tourism? of health tourism? of lake tourism? of recreational tourism? or of religious tourism? The paper attempts to establish the share of each of the types of tourism in Islamic Tourism, which is a novelty for the Christian world. The purpose of Cornelia PETROMAN & Mircea-Ionuț PETROMAN's research, *Medicinal, Aromatic and Spice Plants in Romanians' Rites and Beliefs*, is to establish whether these plants used by the Romanians in their rites and beliefs hundreds of years ago could still be of any use nowadays in such fields as pharmaceuticals and/or food industry. The corpus of the paper consists of medicinal, aromatic and spice plant common names. Dana ȚABREA's paper *Metaphysical Aesthetics* tries to illustrate the title concept which is a self-invented concept. After defining the concept, aesthetic experience cannot be separated from the way in which reality is assumed and conceived by the artist or the spectator (contemplator of the work of art), the researcher proceeds in applying it to the case study of the abstract British painter Francis Bacon. The focus of her further research *Michael Oakeshott and the Idea of Education* lays emphasis on the idea of education as Oakeshott considers it. The papers underscores that extrapolating from university or school to culture, Oakeshott establishes an ideal of liberal learning from the standpoint of which a culture is not a diversity of ideas, beliefs, sentiments, perceptions, and engagements, but a variety of distinct languages of understanding or modes of understanding or voices.

The fourth chapter is dedicated to *Psychology*. The paper *On Family Imaginary in Institutionalised and Non-Institutionalised Teenage Girls* by Codruța GAVRILĂ & Maria PALICICA presents a comparative analysis of the opinions on family life of 30 institutionalised and 31 non-institutionalised teenage girls. Data supplied by a questionnaire show that with institutionalised girls there is a relationship between the environment

they grew in and the low interest in having a family and children, while among non-institutionalised girls this interest reaches 96.66%, i.e. almost the double of the former. Perforce, the authors firmly believe it is necessary to implement the family model in institutions so that the children benefit from a complete cycle of psycho-social development. The study by Ercan KOCAYÖRÜK examines whether parents' attachment emerges solely directly effected on adolescents' psychological well-being (i.e., positive affect and negative affect) or whether these effects were mediated through the Basic Psychological Needs (BPN), i.e. competence, relatedness and autonomy. A matter of utmost concern is tackled by Alina-Lidia MĂRGHITAN, namely that of the main sources of stress that can impact the learning process: personal factors (degree of vulnerability, low tolerance of frustration, irrational cognition, global assessment, absolutist thinking style, etc.), pedagogical factors (improper teaching communication, improper language, lack of climate proper to teaching communication, teacher's personality features, etc.). The conclusion that the author draws raises awareness on main sources of stress in the process of education as well as training the teachers to manage stress and increase life quality. *Motivation for Learning among Students* by Alina-Lidia MĂRGHITAN & Maria PALICICA draws attention upon the motivation issues that occur in the learning process among students. Having as a vantage point that motivation is the main condition for learning, since it appeals to both cognitive and affective and volitive processes, the paper analyses the results of questionnaires filled in by 1st year students of the BUASVM in Timișoara (Romania). The paper *Sports Camps: A Way to Educate through Sports and to Develop Children's Personality and Behaviour* by Petru-Eugen MERGHEȘ, Mihaela PASCU & Narcis VĂRAN examines the determining role of playing sports in the child's harmonious development with specific effects on his/her psychological and anatomical and functional development. In addition, sports camps facilitate the integration and assimilation of psycho-motor behaviour allowing the knowledge and exploration in a diversified way of the child's personality and ensuring a balanced development of the child. A further analysis reiterating the importance of sports in child development belongs to Mihaela PASCU, Petru-Eugen MERGHEȘ and Narcis VĂRAN. The authors claim that tennis is a special way of developing the creative ability of moving and acting mentally under the impact of space and time and of speed and focus, eliciting the effectiveness of applying personalised programmes depending on the children's features and specific to their personal and sports needs. Mirela SAMFIRA & Mihaela BEU conduct a research aimed at identifying the level of emotional intelligence in two special categories of undergraduates:

the 1st year (when they need to adapt to the new style of work, learning, and assessing) and the terminal year (when, after graduation, they acquire a new status, employee or free lancer). Apart from the year of study, the study focuses on the other main coordinate – gender. The paper titled *Role of Counsellor in Domestic Violence Cases* by Elena-Mirela SAMFIRA, Diana BRÂNZEI & Mihaela BEU deals with an issue that apart from having old roots, it also represents a barrier in the way of personal development. The paper lays emphasis on the role of the counsellor who is emotionally uninvolved and knows how to help the victim “escape” from the abuser’s influence and how to make the victim understand what happened to her/him and how abusers think and act. The subject tackled by Attila SZABÓ makes reference to the importance of positive psychology in practicing sports. The analysis of the survey conducted, which involved 50 kayak-canoe sportsmen and 50 former sportsmen, shows that many young talented competitors give up on account of incapacity to endure the everyday duplicate trainings based on performance and the stressful situations coming from the determinant personality of the class competitor. One of the most important tasks in the process of becoming a therapist is to find one’s own way of interacting with one’s clients/patients. The effectiveness of therapeutic communication depends upon the active way in which the therapist conducts their interaction with the patient, as the researchers Mona VINTILĂ & Cosmin GOIAN state in their paper. They underline the fact that being supportive, positive and empathetic will be much more helpful to the therapeutic process than displaying a negative attitude towards the client/patient.

The last chapter deals with **Sociology**. Klaus Birkelbach’s paper tries to answer a recurrent question in teaching: *Teacher Evaluations over the Life Course: Valid Prognosis or Self-Fulfilling Prophecy?* His longitudinal study of former German high school students aged 15 to 43 shows that teachers’ evaluations with prognostic claims may influence the students’ educational decisions by shaping their success expectations. His analysis offers prospects in terms of fruitfully connecting the longitudinal perspective of life course research to the action-theoretical perspective of a theory of subjective expected utility. A further study of Cosmin GOIAN & Mona VINTILĂ deepens the study of the importance of verbal communication, by taking therapy a step further, family therapy that is, governed by rules based on values that are transmitted by the family or the social environment. The results of the study imply that being a functional part of a family is a matter of equilibrium, the right amount of being alone and being together, of autonomy and dependency, of having someone to rely on and being able to cope alone. Maria LUNGU’s paper brings forth a

cultural subject referring to an old Romanian tradition in the Orăștie Mountains: a social ritual of fertility using the “arminden” tree. The paper presents the various roles of the “arminden“ tree: its function of influencing meteorological phenomena, its apotropaic role of protecting the family, the animals, and the entire household from “evil”, its symbolical function of fertilization, of promoting domestic wellbeing and prosperity, as well as its protective role. In a further paper the researcher studies the role of the wedding flag as well as the integrating ritual of marriage in the same traditional community of Orăștie Mountains. Apart from representing the values and good traits of the bridegroom, the flag also symbolises the connection to the divine and mystic forces, as well as a proof of the impetus towards superior values. Finally, in her article *Practicing Non-Formal Education: Designing and Delivering Activities for Intercultural Learning*, Ana-Maria MATEESCU approaches the concept of lifelong learning and the constant need of acquiring new skills and competences from the point of view of non-formal learning. In order to achieve this, one needs to achieve intercultural dialogue, inclusion and developing active citizenship. As such, her article discusses the interdisciplinary approaches involved in designing and delivering non-formal activities for a youth exchange project focused on cultural values, highlighting the subtle yet complex process of bringing theory into practice.

CHAPTER ONE

ECONOMICS

EMPLOYEES' CONTENTMENT: A KEY FACTOR IN DESIGNING AND PROJECTING TQM SYSTEM WITHIN MACEDONIAN EDUCATIONAL INSTITUTIONS

ELIZABETA MITREVA

AND VESNA PRODANOVSKA

Introduction

Within a certain educational institution management that has already accepted TQM (Total Quality Management) as a part of their working philosophy, deals and recons in a way that differs from the already known one. Changing of culture that is caused by this philosophy creates a basis for standards and performances. Quality management refers to an increased participation of the employees into the identifying and solving problems, within its own standard setting and the efforts given for the improvement as well as increasing of their contentment.

The whole process begins with the analysis of the business organizing, further on through the analysis of the demands of the internal and external customers and ends up with the detailed defining of the process that deals with the contentment of each employee.

Quality management is based on a team work but only with the proper skills and expertise everyone could become creative and contribute to the quality increase and the organization outcomes as well. Learning itself strengthens the team spirit because knowledge leads to understanding, trust and behavioral culture at work. Some individuals and experts could not affect the quality improvement if in case they do not follow the remaining ones. Investment into technology, equipment and process changes are important, but unfortunately they do not guarantee the work development and the being placed afore the rivals, without adequate investment and employees' contentment. The most developed countries

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base their strategy of development of the industry to knowledge and empowering.

Modern organizations (Herung, 1996) are task-based organizations, while the dynamic competitive surrounding is imposing transition within the organizations that is value-based. The organization that is task-based is featured as an imperative and controlling hierarchy where a minor number of higher level managers do the decision making and develop the organizational policy. In those organizations the employees are getting promoted only if their job is done in a prescribed standard way. On the other hand, the value-based organization has an open frame for developing other values.

Edwinson (2003) considers that there is a new commercial reality occurring named as economy of knowledge that is actually changing the value concept. If the organization is striving to success, it is necessary to create a recipe for knowledge in order to gain a sustainable development.

Further on, it is said that the intellectual capital is the future of all activities and it is the only means that could measure the potential energy of each organization and without investing into the intellectual capital there are neither innovations nor company's development. The knowledge that the organization deals with is mostly focused into the employees' heads.

The researches done in most of 700 appointed American companies have shown that 12% of the corporate skills are sent into the electronic database, 20% in the electronic documents and 43% into the employees' heads. The fact that shows that even 70% of the complete adopted skills is acquired through informal learning surroundings, should not be neglected. The corporative culture exists as a solid ground through which the positive climate created conditions for permanent learning, as of Smilevski (2000).

Motivation is not a subject of standardizing because each employee is non-standardized individual. Condo (1995) claims that it's hard to transfer the Japanese management style in other countries and different cultures.

It takes a great deal of effort, time and creativity to implement the experiences from the developed countries within our country, all that because of our culture, tradition and people's characters. On the other hand, there are some mutual, generally accepted human factors that are to be the bases from working motivation. Motivation is attraction and not a pressuring in terms of achieving goals.

The employees' expectations are growing regardless of the gained results of the organization. As for the employees to adjust their expectations with the results of the educational institution, it is necessary to be in track with its goals and to be involved for realization of them as well.

Motivation is a result of a mutual action among employees and the condition (Robbins, 2005).

Findings and Analysis of the Research Findings

One of the criteria to gain a European Quality Award is to present the manner of measuring the staff contentment done by the educational institution

As of Condo (1995), the employees are content because of: working conditions, opportunities, health and insurance conditions, work safety, salary and other advantages, mutual relations, management of adjustments, protection policy, role of the educational institution within the society, controlled absence of work, solving incidents, complaints, trend for hiring new staff, privileges, etc. Every employee that is content strives to improve and rise up the quality of services to a higher level. Key factor to it is the material and instrumental equipment of the working stations especially the information and communication networking that are the essential factor for efficiency and effectiveness of the business processes in general.

Each company management is aware about the role and the significance of the motivation and the contentment of the employees that is being paid over the work efficiency. Within the era of knowledge, the time that is being dedicated to the measuring of employees' contentment and determining the level of motivation is increasing.

This paper presents an analysis of the condition of Macedonian educational institutions (Mitreva, 2010) regarding the measuring of the employees' contentment, the manners of communication and building a business climate.

The most objective manner of measuring goes through anonymous questionnaire because it gives the real picture of the situation, while discussing with each employee or a group that deals with the same responsibilities creates a fear and insecurity to the employees to express their own working (dis) satisfaction. The employees fear from the direct conversations with their supervisors because of the fact that they might lose their job.

As of the examinations here are the results:

- 45% of the researched educational institutions have responded that they make a detailed conversation with each employee and therefore they measure their contentment;
- 29.9% responded that the contentment is measured by making conversation on a group level;

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- 14.6%, of them do not evaluate the contentment of the employees;
- 10.5%, of them evaluate the contentment by an anonymous questionnaire which is the most realistic method.

Bearing in mind the current conditions in Macedonia, it is clear that the top management should act in terms of increased respect and motivation of the employees and their deployment to proper positions that respond to their qualifications and their continuing promotion and the knowledge that would increase the content of the employees.

Whether there is a loyalty by to employees towards the educational institution, here are the results:

- 53% of the examined educational institutions *claim that there is a partial loyalty*, which is due to the lack of effort of the managers to build up clear, accurate and decent relations with the employees as well as the professional relation towards the job, which is the base for establishing trust within the business processes. Therefore it points out that in those companies the management and the existing of the organization itself is brought up as an issue;
- of the examined educational institutions 15% claim *that there is no loyalty by the employees towards the company*;
- 32% of them claim *that there is a loyalty*.

In which manner does the educational institution care about the employees?

Whether there is an effective dialog with the employees and what the manner of communication within a educational institution is, here are the results:

- 12% of the educational institutions *claim that there is a vertical and horizontal communication within their institutions* that helps managers to evaluate the efficiency of their downwards communications and allows them to foresee their organizational issues;
- 88% *claim that there is a formal communication and it goes from the top to downwards which shows the "tough" relation of the top management*, without bearing the necessity for an effective upward communication, no need to hear others' suggestions and the desires to improve the business processes in general.

All of this results as a partial loyalty by the employees towards the educational institutions, which is due to the lack of managers' effort to build up clear, accurate and decent relations with the employees as well as to get a professional relation towards the work, which is defined as a base for establishing trust into the educational processes.

Speaking of educational institutions that have already gotten a build up quality system, they actually deal with procedures and manuals to realize business processes. Job descriptions and tasks are actually documents through which the top management communicates with the employees. Organizational culture as a value-system through downward communicating is being transferred to the employees and with the opposite communicating the top management seeks to hear the vox populi and gain the source, processed and synthesized data on the job. While the horizontal communication allows an exchange of information among the employees to a same level into the hierarchy, it is necessary for the coordination of the business processes as well.

Conclusion

The single thing that needs to be done by the top management of each educational institution is to motivate the employees through which they would achieve readiness to present a high level of effort into achievement of the aims of the organization, conditioned by the ability to fulfill the individual necessities of each person. Each effort that is made should definitely be focused onto the organization's aims and at the same time to be compatible with the individuals' necessities and the aims as well. In order to implement the TQM system, firstly it should include an adjustment of the "quality awareness" that needs to be mostly present to the top management and further on among the employees.

Those employees that are: not motivated to work, or are dealing with a minor success, not interested on the product or service quality, are not identified with the organizational values, not linked with the organization and its issues, development and success, are also ready to leave immediately.

Therefore, one of the essential tasks of the top management while implementing process of the integral managing with the quality is actually to build a system of motivation. This refers to: the sum of motivation factors as measures to stimulate and build up strategies that would systematically incorporate into the working and organizational activities and all of these in order to motivate the employees.

There are four types of behavior in order to gain a quality motivation system, such as:

- attracting and keeping the best-quality individuals;
- providing a quality realization of the undertaken tasks;
- stimulating creativity and innovativeness to receive fast and quality problem-solutions;

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- Providing an identifying of the employees with the institution as well as their involvement into its constant development.

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