

Factor Analysis of the Distribution of Religious Denominations in Romania: Considerations for Business Administration

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Abstract

The study analyzes the distribution of religious denominations in the Romanian counties using correspondence factor analysis, exploring its implications for business management. Based on official statistical data, the research highlights the relationships between confessional structure and regional specificity, identifying the main dimensions that explain religious variation. The results show that the confessional diversity in Transylvania contrasts with the predominantly orthodox uniformity in the south and east of the country, and that religious particularities directly influence cultural values, business strategies and managerial decisions. The integration of literature emphasizes the role of religion as a shaping force in strategic planning, sustainable development and business ethics. The study contributes to an interdisciplinary understanding of the dynamics between religion and economics, providing an analytical framework for adapting organizational strategies to cultural and confessional characteristics. Findings reveal the importance of a customized approach to conducting business across regional religious distribution, promoting social inclusion and cohesion.

Key words: religion, education, managerial decisions, correspondence factor analysis

J.E.L. classification: M14, Z12, Z13

1. Introduction

Religious denominations are a fundamental component of the socio-cultural structure of a society, influencing not only the identity of communities but also individual and collective behavior. In Romania, religion has played an essential role throughout history, shaping values, norms and practices that are reflected in various fields, including business management. In a global context marked by economic dynamism and multiculturalism, understanding the impact of religious distribution on managerial decisions and organizational culture becomes a relevant concern for both theorists and practitioners.

The study of the distribution of religious denominations in Romania using factorial methods brings an interesting perspective on how religious aspects may influence different dimensions of management. The use of factorial correspondence analysis provides a robust statistical tool for identifying complex patterns and relationships between confessional structures and the geographical, demographic and socio-economic characteristics of counties. This approach helps to reveal correlations that are relevant for strategic business decisions, including marketing, recruitment and integration of employees, or the creation of locally tailored organizational policies. The values and rules promoted by different religious denominations may directly or indirectly influence organizational culture, business ethics and consumer preferences. In this sense, the analysis of confessional distribution is not limited to a simple statistical exploration but provides a basis for a better understanding of local dynamics and for adapting business strategies to cultural specificity.

The present study aims to address this issue through a rigorous methodology, combining factor analysis of correspondences with a theoretical interpretation of the results obtained. The main objective is to identify relevant patterns that can support both managerial decisions and the development of sustainable organizational practices. In addition, the research makes a significant contribution to the literature by providing an integrative perspective on the link between religion,

regional development and business management in Romania. Through its interdisciplinary approach, this study opens new research directions, revealing the potential that the analysis of confessional distribution has in supporting inclusive, ethical and culturally adapted business models. The results can also serve as a starting point for the formulation of public policies that promote social cohesion and support economic development on a sustainable and inclusive basis.

2. Literature review

Religion and its influences on economic and managerial behavior is a central topic in recent academic literature, highlighting its role as a shaping force at the social and organizational level. The study of the interaction between religion and economic practices has demonstrated that religious values and beliefs influence entrepreneurial behaviors, managerial ethics and business strategies. Block, Fisch, and Rehan (2020) presented a comprehensive mapping of the field, highlighting the importance of religion as a determinant of entrepreneurial activities, while Dana (2021) reinforced this perspective, arguing that religion provides an explanatory framework for the diversity of entrepreneurial initiatives.

In the small business context, Deller et al. (2018) demonstrated how social capital derived from religious communities facilitates entrepreneurship by creating networks based on trust and community support. Complementarily, Kumar et al. (2022) portrayed religion as a social shaping force influencing organizational dynamics and business strategies. These findings are supported by the study of Gallego-Alvarez et al. (2020), who show how religious norms influence ethical decisions within organizations, and Farooq, Hao, and Liu (2019), who examine the link between religiosity and corporate social responsibility. In the area of public administration and the management of religious diversity, Ongaro and Tantardini (2024) provide an extensive review of the literature on religion, spirituality and public administration, highlighting their implications for public policy. Similarly, Hennekam et al. (2018) address the challenges of managing religious diversity in secular organizations, highlighting the need for inclusive practices to promote organizational harmony.

Another key area is the relationship between religion and sustainability. Herciu et al. (2023) proposed circular economy-oriented business models, emphasizing the role of ethical values in developing sustainable practices. Similarly, Rus (2023) and Paraschiv and Stan (2023) explored the impact of sustainability on regional development and collective environmental protection initiatives, identifying the potential of religion to support responsible and sustainable actions in communities. Rus's (2018) analysis of research funding raises the role of public and private funds in supporting regional projects. In counties with high confessional diversity, accessing funds for community initiatives may be influenced by confessional structure and priorities. The educational and technological dimension has been addressed by Aivaz (2021), which examined the impact of ICT on living standards and education, highlighting the importance of digitization in reducing regional disparities. This links with the perspective of Aivaz and Petre (2024), who systematically investigated the influence of religion on business management, arguing that technology can facilitate better integration of religious diversity into managerial strategies.

Issues related to regional development and public governance are analyzed by Stan and Cortel (2022), who emphasize the importance of citizens' perceptions of sustainable local planning. In counties with a high share of religious communities, these initiatives need to be aligned with local confessional values and standards. This aspect is complemented by Florea, Mirea and Susu (2020), who explore the link between cultural heritage and social indicators, demonstrating how religion can contribute to promoting social cohesion and regional identity. Van Buren III et al. (2020) approaches religion as a macro-social force influencing the business environment, asking fundamental questions about the interaction between religion and the economy. These insights contribute to a deeper understanding of how religion shapes business practices at both micro and macro levels. In terms of fundamental rights, Braşoveanu (2015) emphasizes the importance of human rights protection in the European context, pointing to the role of religion in sustaining dignity and equality. Also, regional development and environmental impact, discussed by Braşoveanu (2023), reveal how religious and community initiatives can support economic and social sustainability.

These theoretical backgrounds support the integration of religion as an explanatory variable in the analysis of the confessional distribution in Romania, providing an interdisciplinary framework for understanding how religious structure shapes business strategies, regional policies and sustainable initiatives. This study extends these insights, providing a statistical and contextual approach to explore the impact of religion on managerial decisions and organizational culture.

3. Research methodology

The present research aims to analyze the confessional distribution in Romanian counties using advanced statistical methods to identify the relationships between religious structure and its implications for business management. The methodology used combines quantitative approaches, such as factorial correspondence analysis, with contextual interpretation to provide a deep and integrated understanding of the data. The data used in this research were collected from the National Institute of Statistics of Romania and were processed to create a correspondence matrix between the variables representing the religious denominations and the counties analyzed. The matrix thus obtained was used as a starting point for the factorial correspondence analysis, a multivariate statistical method, ideal for highlighting relationships between categorical variables. In interpreting the results, a narrative approach, combining statistical observations with the literature, was used to explain how confessional distribution influences business strategies and organizational cultures. This interdisciplinary approach integrates religious, social and economic perspectives, providing a holistic view of the impact of religion on managerial decisions.

4. Findings

The distribution of religious denominations by Romanian counties, presented in Table 1, gives a detailed insight into the religious diversity and cultural specificity of each region. The Orthodox religion dominates the national confessional landscape, being in the majority in almost all counties. This Orthodox hegemony emphasizes the historical and cultural importance of this denomination in defining national identity. In counties such as Bucharest, Iași and Cluj, counties with many inhabitants, the number of people declared to be Orthodox is overwhelming, in some cases exceeding half a million.

Confessional diversity is more pronounced in the Transylvanian regions, where denominations such as Roman Catholics, Greek Catholics and Reformed hold a significant share. These denominations reflect both the multicultural history of the region and the religious influences specific to the Central European context. Cluj is characterized by a relative balance between Orthodox and other denominations, such as Roman Catholics and Greek Catholics, which contributes to a particular religious and cultural dynamic. In counties such as Harghita and Covasna, Roman Catholics even make up most of the population, underlining the historical presence of Hungarian communities. In the southern and eastern regions, characterized by an overwhelming Orthodox majority, religious diversity is less, but not insignificant. In the counties of Constanța and Tulcea, there are Muslim communities, reflecting the historical links of these regions with the Ottoman Empire and the Turkish and Tatar populations.

On the other hand, categories that include people with no religion, atheists or agnostics are more frequent in large urban centers such as Bucharest. This indicates a trend towards secularization, influenced by modernization and urbanization. Also, the category *information not available* is surprisingly consistent, especially in large cities, suggesting a reticence of the population to declare their religious affiliation.

This confessional diversity has significant implications for business management. In counties where multiple denominations coexist, organizational culture and managerial decisions need to be more sensitive to cultural differences. Regions with high religious diversity, such as Transylvania, require more inclusive and locally adapted strategies. Also, in predominantly Orthodox regions, traditional values and norms play a central role in shaping individual and collective behavior. These religious dynamic influences not only organizational culture but also marketing strategies. Companies that want to develop their business in Romania need to take local specificities into account, customizing their messages and products according to the religious values and traditions of

the communities. In areas with high confessional diversity, such adaptation can be a significant competitive advantage.

Thus, analyzing confessional distribution becomes more than just a statistical exercise. It provides a deep understanding of the cultural and social context, essential for the development of ethical and inclusive organizational policies that support social cohesion and foster sustainable economic development. This research emphasizes the importance of religion as a shaping factor not only in social life but also in business dynamics.

Table no. 1 Distribution of religious denominations by Romanian counties

County	Advent	Agnostic	No Religion	Atheist	Baptist	No Religion	Greek Cath	No Availab	Muslim	Orthodox	Pentecostal	Reformed	Roman Cath	Active Margin
AB	462	184	464	439	3133	922	7649	34753	93	253901	7238	9306	2849	321393
AG	829	287	369	809	322	789	103	59724	191	496924	3129	59	718	564253
AR	4130	319	1479	954	12499	1869	3039	44519	344	267186	33585	7531	27565	405019
B	3133	9956	2027	19517	2883	17491	2427	471464	8015	1150455	3587	919	17669	1709543
BC	1570	222	219	540	581	588	673	82559	143	414398	8150	85	89742	599470
BH	1910	511	1390	1241	21336	2770	9890	53194	308	295340	40643	79723	39893	548149
BN	1308	131	299	314	1832	675	4264	26888	61	221867	24334	9430	2374	293777
BR	568	114	87	372	373	311	57	34452	302	241656	880	27	643	279842
BT	1671	97	143	306	769	367	38	37365	47	337508	11164	23	547	390045
BV	1718	1021	1021	2436	1649	3349	1980	82030	289	395139	12864	8494	15105	527095
BZ	1616	138	96	379	179	418	31	42576	79	355999	2356	18	397	404282
CJ	2795	2888	1790	5401	7653	7612	17886	101877	686	420734	21503	57248	18467	666540
CL	697	73	134	262	173	240	35	30349	436	248139	2065	11	226	282840
CS	371	83	276	314	7945	574	1002	33419	36	177127	8362	569	12614	242692
CT	1066	650	265	1963	1038	1703	194	112683	36725	488180	2703	114	4000	651284
CV	777	48	293	192	409	978	435	15349	23	39857	7231	60625	64008	190225
DB	2577	212	291	568	298	490	75	43145	166	421289	5983	41	709	475844
DJ	1438	412	255	1085	824	963	95	78182	435	509515	3241	88	831	597364
GJ	409	87	44	246	554	206	60	29171	37	280475	2312	42	400	314043
GL	1584	365	196	971	310	815	62	71450	210	410903	7695	67	1149	495777
GR	932	92	232	266	329	241	32	27490	201	230224	620	22	362	261043
HD	816	231	612	765	4033	1377	2043	48022	120	270061	14173	5046	11147	358446
HR	597	71	469	217	993	1899	771	22890	33	31087	910	32472	178126	270535
IF	1035	1463	678	3443	807	3228	372	105310	2855	413099	1418	206	6857	540771
IL	733	86	201	274	146	227	24	30738	217	209167	8152	10	253	250228
IS	1389	1248	811	2552	785	2772	252	140606	595	568160	5015	74	29098	753357
MH	319	62	176	186	1217	186	44	30374	35	196817	2573	25	900	232914
MM	2931	249	730	654	1989	1428	17835	51564	88	319138	18317	12913	17653	445489
MS	8279	344	1512	1006	2015	4488	8324	58807	163	250781	10942	114345	39470	500476
NT	1362	189	752	443	488	466	251	58576	99	342506	2484	33	44033	451682
OT	738	83	48	274	302	190	46	36802	85	343599	448	14	216	382845
PH	3276	495	437	1446	843	1481	212	81240	368	593276	5330	152	1722	690278
SB	953	581	365	1336	2682	1720	4986	57591	151	299562	4601	3639	3791	381958
SJ	602	86	336	240	7845	687	4768	18810	30	126086	11948	34367	3904	209709
SM	806	105	550	423	2327	1566	19241	34835	62	152496	12767	50761	49946	325885
SV	2837	292	3021	544	2323	928	818	70781	93	492603	54583	58	5304	634185
TL	373	72	56	296	174	238	39	26847	3355	152672	382	8	438	184950
TM	1650	1562	1414	3503	8316	4108	5185	119478	918	420179	27266	6780	40703	641062
TR	3889	68	139	184	481	225	14	32815	61	284049	545	14	122	322606
VL	661	128	58	377	166	365	107	32929	88	305366	781	43	373	341442
VN	502	97	144	232	64	227	55	33258	78	287154	8069	12	3818	333710
VS	552	83	77	259	128	253	43	53253	26	310390	4126	19	3362	372571
Active Margin	65861	25485	23956	57229	103213	71430	115457	2658165	58347	14025064	404475	495433	741504	18845619

Note: Author's own processing

Table 2 reflects the relative distribution of the different religious denominations in Romania's counties, expressed as a percentage, and gives a more nuanced picture of the weights of the various religious groups in relation to the total population in each county.

From this perspective, the dominance of the Orthodox denomination, which in most counties' accounts for between 60% and 90% of the population, is clearly visible. In counties such as Olt, Vâlcea and Argeş, the proportion of Orthodox exceeds 89%, highlighting the deeply traditional

character of these regions. However, in counties such as Covasna or Harghita, the proportion of Orthodox is considerably lower, below 30%, reflecting the strong presence of other denominations such as Roman Catholics or Reformed. Another notable aspect is the significant share of minority denominations in some counties. In Harghita, Roman Catholics represent about 66% of the population, underlining the cultural and religious specificity of this region. The Reformed have an important presence in counties such as Covasna and Satu Mare, with figures exceeding 15% of the local population.

Emerging denominations, such as Adventists or Pentecostals, have a smaller share at national level, but are noticeable in some counties, such as Arad or Bihor, where Pentecostals represent up to 8% of the population. These data suggest a diverse religious dynamic in the western regions of the country.

The categories *No religion* and *Information not available* show higher values in urban counties and in economically developed regions such as Bucharest or Ilfov. In Bucharest, the proportion of those with "information unavailable" amounts to 27%, an indicator of the secularization trend and anonymity characteristic of big cities. In the Dobrogea counties of Constanța and Tulcea, Muslims represent an important demographic segment, with values of around 5-6%. This reflects the historical presence of Tatar and Turkish communities in this region.

This proportional distribution of denominations provides valuable insights for adapting business strategies to the local specificities. In counties with high religious diversity, companies could develop more inclusive policies and approach cultural diversity as an opportunity for growth. In regions dominated by a single denomination, marketing strategies and human resources need to be sensitive to prevailing religious values and traditions. Thus, the analysis of the proportions in this table highlights not only the religious structure of Romania, but also how it can influence various aspects of social and economic life, emphasizing the importance of religion as a shaping factor in business planning and management.

Table no. 2 Relative distribution of different religious denominations in the counties of Romania

County	Advent	Agnostic	No Religion	Atheist	Baptist	No Religion	Greek Cath	No Available	Muslim	Orthodox	Pentecostal	Reformed	Roman Cath	Active Margin
AB	.001	.001	.001	.001	.010	.003	.024	.108	.000	.790	.023	.029	.009	1.000
AG	.001	.001	.001	.001	.001	.001	.000	.106	.000	.881	.006	.000	.001	1.000
AR	.010	.001	.004	.002	.031	.005	.008	.110	.001	.660	.083	.019	.068	1.000
B	.002	.006	.001	.011	.002	.010	.001	.276	.005	.673	.002	.001	.010	1.000
BC	.003	.000	.000	.001	.001	.001	.001	.138	.000	.691	.014	.000	.150	1.000
BH	.003	.001	.003	.002	.039	.005	.018	.097	.001	.539	.074	.145	.073	1.000
BN	.004	.000	.001	.001	.006	.002	.015	.092	.000	.755	.083	.032	.008	1.000
BR	.002	.000	.000	.001	.001	.001	.000	.123	.001	.864	.003	.000	.002	1.000
BT	.004	.000	.000	.001	.002	.001	.000	.096	.000	.865	.029	.000	.001	1.000
BV	.003	.002	.002	.005	.003	.006	.004	.156	.001	.750	.024	.016	.029	1.000
BZ	.004	.000	.000	.001	.000	.001	.000	.105	.000	.881	.006	.000	.001	1.000
CJ	.004	.004	.003	.008	.011	.011	.027	.153	.001	.631	.032	.086	.028	1.000
CL	.002	.000	.000	.001	.001	.001	.000	.107	.002	.877	.007	.000	.001	1.000
CS	.002	.000	.001	.001	.033	.002	.004	.138	.000	.730	.034	.002	.052	1.000
CT	.002	.001	.000	.003	.002	.003	.000	.173	.056	.750	.004	.000	.006	1.000
CV	.004	.000	.002	.001	.002	.005	.002	.081	.000	.210	.038	.319	.336	1.000
DB	.005	.000	.001	.001	.001	.001	.000	.091	.000	.885	.013	.000	.001	1.000
DJ	.002	.001	.000	.002	.001	.002	.000	.131	.001	.853	.005	.000	.001	1.000
GJ	.001	.000	.000	.001	.002	.001	.000	.093	.000	.893	.007	.000	.001	1.000
GL	.003	.001	.000	.002	.001	.002	.000	.144	.000	.829	.016	.000	.002	1.000
GR	.004	.000	.001	.001	.001	.001	.000	.105	.001	.882	.002	.000	.001	1.000
HD	.002	.001	.002	.002	.011	.004	.006	.134	.000	.753	.040	.014	.031	1.000
HR	.002	.000	.002	.001	.004	.007	.003	.085	.000	.115	.003	.120	.658	1.000
IF	.002	.003	.001	.006	.001	.006	.001	.195	.005	.764	.003	.000	.013	1.000
IL	.003	.000	.001	.001	.001	.001	.000	.123	.001	.836	.033	.000	.001	1.000
IS	.002	.002	.001	.003	.001	.004	.000	.187	.001	.754	.007	.000	.039	1.000
MH	.001	.000	.001	.001	.005	.001	.000	.130	.000	.845	.011	.000	.004	1.000
MM	.007	.001	.002	.001	.004	.003	.040	.116	.000	.716	.041	.029	.040	1.000
MS	.017	.001	.003	.002	.004	.009	.017	.118	.000	.501	.022	.228	.079	1.000
NT	.003	.000	.002	.001	.001	.001	.001	.130	.000	.758	.005	.000	.097	1.000
OT	.002	.000	.000	.001	.001	.000	.000	.096	.000	.897	.001	.000	.001	1.000
PH	.005	.001	.001	.002	.001	.002	.000	.118	.001	.859	.008	.000	.002	1.000

SB	.002	.002	.001	.003	.007	.005	.013	.151	.000	.784	.012	.010	.010	1.000
SJ	.003	.000	.002	.001	.037	.003	.023	.090	.000	.601	.057	.164	.019	1.000
SM	.002	.000	.002	.001	.007	.005	.059	.107	.000	.468	.039	.156	.153	1.000
SV	.004	.000	.005	.001	.004	.001	.001	.112	.000	.777	.086	.000	.008	1.000
TL	.002	.000	.000	.002	.001	.001	.000	.145	.018	.825	.002	.000	.002	1.000
TM	.003	.002	.002	.005	.013	.006	.008	.186	.001	.655	.043	.011	.063	1.000
TR	.012	.000	.000	.001	.001	.001	.000	.102	.000	.880	.002	.000	.000	1.000
VL	.002	.000	.000	.001	.000	.001	.000	.096	.000	.894	.002	.000	.001	1.000
VN	.002	.000	.000	.001	.000	.001	.000	.100	.000	.860	.024	.000	.011	1.000
VS	.001	.000	.000	.001	.000	.001	.000	.143	.000	.833	.011	.000	.009	1.000
Mass	.003	.001	.001	.003	.005	.004	.006	.141	.003	.744	.021	.026	.039	

Source: Author's own processing

Table 3 reflects the different religious denominations within each county in Romania, as a proportion of the total of each denomination. This approach emphasizes the regional specificity of the confessional distribution and provides a comparative perspective on the presence of each confession in the country's counties.

A major observable aspect is the significant variation in the distribution of denominations between counties. The Orthodox denomination, dominant at the national level, presents the highest relative weights in counties such as Olt, Vâlcea, and Teleorman, where the values significantly exceed the national average. In contrast, counties in Transylvania, such as Covasna and Harghita, have lower proportions of Orthodox, reflecting the specific confessional diversity of this region.

Transylvanian counties such as Cluj, Bihor and Sălaj show a significant presence of Roman Catholics and Reformed. In Harghita, Roman Catholics make up over 24% of the total population of their denomination, while in Covasna the Reformed make up over 12%. These figures underline the historical and cultural heritage of the region, influenced by the Hungarian populations. Emerging denominations, such as Adventists and Pentecostals, are predominantly represented in counties such as Arad and Bihor, where Pentecostals constitute over 8% of their total denomination. This shows a stronger religious dynamic in the western regions of the country. Atheists and agnostics have a disproportionately high presence in Bucharest and Ilfov, reflecting the influence of urbanization and secularization.

Counties in the Moldavian region reflect a religious structure overwhelmingly dominated by the Orthodox denomination, a characteristic that underlines the strong link between this region and traditional religious values. The high proportions of Orthodoxy, frequently exceeding 80% in counties such as Iași, Bacău, Neamț, Vaslui and Suceava, confirm this confessional hegemony. This uniformity is not only a demographic characteristic, but also an indicator of the cultural coherence and stability of community values in the region. Confessional diversity in the counties of Moldova is low, with other confessions, such as Greek Catholics, Roman Catholics or Reformed, having a marginal presence. Greek and Roman Catholics are significant only in certain areas, such as Suceava county, but their shares remain low in relation to the total population. On the other hand, Adventists and Pentecostals have a more visible representation in a few counties but remain minority denominations. There is also an almost non-existent concentration of the population of other denominations, such as Muslims or agnostics, which underlines the religious homogeneity of this region. This homogeneity creates favorable conditions for policies and economic strategies based on traditional values and social cohesion.

The region of Dobrogea, represented by the counties of Constanța and Tulcea, is uniquely distributed with a significant concentration of Muslims. Approximately 63% of the Muslim population in Romania is in Constanța, highlighting the specific historical and cultural characteristics of this area.

The categories *No religion* and *Information not available* are more pronounced in urban and economically developed counties such as Bucharest, Ilfov and Cluj. In Bucharest, for example, 39% of agnostics and 34% of atheists are reported, reflecting a diversification of religious beliefs in urban environments.

Table no. 3 The distribution of different religious denominations within each county in Romania

County	Advent	Agnostic	No Religion	Atheist	Baptist	No Religion	Greek Cath	No Available	Muslim	Orthodox	Pentecostal	Reformed	Roman Cath	Mass
AB	.007	.007	.019	.008	.030	.013	.066	.013	.002	.018	.018	.019	.004	.017
AG	.013	.011	.015	.014	.003	.011	.001	.022	.003	.035	.008	.000	.001	.030
AR	.063	.013	.062	.017	.121	.026	.026	.017	.006	.019	.083	.015	.037	.021
B	.048	.391	.085	.341	.028	.245	.021	.177	.137	.082	.009	.002	.024	.091
BC	.024	.009	.009	.009	.006	.008	.006	.031	.002	.030	.020	.000	.121	.032
BH	.029	.020	.058	.022	.207	.039	.086	.020	.005	.021	.100	.161	.054	.029
BN	.020	.005	.012	.005	.018	.009	.037	.010	.001	.016	.060	.019	.003	.016
BR	.009	.004	.004	.007	.004	.004	.000	.013	.005	.017	.002	.000	.001	.015
BT	.025	.004	.006	.005	.007	.005	.000	.014	.001	.024	.028	.000	.001	.021
BV	.026	.040	.043	.043	.016	.047	.017	.031	.005	.028	.032	.017	.020	.028
BZ	.025	.005	.004	.007	.002	.006	.000	.016	.001	.025	.006	.000	.001	.021
CJ	.042	.113	.075	.094	.074	.107	.155	.038	.012	.030	.053	.116	.025	.035
CL	.011	.003	.006	.005	.002	.003	.000	.011	.007	.018	.005	.000	.000	.015
CS	.006	.003	.012	.005	.077	.008	.009	.013	.001	.013	.021	.001	.017	.013
CT	.016	.026	.011	.034	.010	.024	.002	.042	.629	.035	.007	.000	.005	.035
CV	.012	.002	.012	.003	.004	.014	.004	.006	.000	.003	.018	.122	.086	.010
DB	.039	.008	.012	.010	.003	.007	.001	.016	.003	.030	.015	.000	.001	.025
DJ	.022	.016	.011	.019	.008	.013	.001	.029	.007	.036	.008	.000	.001	.032
GJ	.006	.003	.002	.004	.005	.003	.001	.011	.001	.020	.006	.000	.001	.017
GL	.024	.014	.008	.017	.003	.011	.001	.027	.004	.029	.019	.000	.002	.026
GR	.014	.004	.010	.005	.003	.003	.000	.010	.003	.016	.002	.000	.000	.014
HD	.012	.009	.026	.013	.039	.019	.018	.018	.002	.019	.035	.010	.015	.019
HR	.009	.003	.020	.004	.010	.027	.007	.009	.001	.002	.002	.066	.240	.014
IF	.016	.057	.028	.060	.008	.045	.003	.040	.049	.029	.004	.000	.009	.029
IL	.011	.003	.008	.005	.001	.003	.000	.012	.004	.015	.020	.000	.000	.013
IS	.021	.049	.034	.045	.008	.039	.002	.053	.010	.041	.012	.000	.039	.040
MH	.005	.002	.007	.003	.012	.003	.000	.011	.001	.014	.006	.000	.001	.012
MM	.045	.010	.030	.011	.019	.020	.154	.019	.002	.023	.045	.026	.024	.024
MS	.126	.013	.063	.018	.020	.063	.072	.022	.003	.018	.027	.231	.053	.027
NT	.021	.007	.031	.008	.005	.007	.002	.022	.002	.024	.006	.000	.059	.024
OT	.011	.003	.002	.005	.003	.003	.000	.014	.001	.024	.001	.000	.000	.020
PH	.050	.019	.018	.025	.008	.021	.002	.031	.006	.042	.013	.000	.002	.037
SB	.014	.023	.015	.023	.026	.024	.043	.022	.003	.021	.011	.007	.005	.020
SJ	.009	.003	.014	.004	.076	.010	.041	.007	.001	.009	.030	.069	.005	.011
SM	.012	.004	.023	.007	.023	.022	.167	.013	.001	.011	.032	.102	.067	.017
SV	.043	.011	.126	.010	.023	.013	.007	.027	.002	.035	.135	.000	.007	.034
TL	.006	.003	.002	.005	.002	.003	.000	.010	.058	.011	.001	.000	.001	.010
TM	.025	.061	.059	.061	.081	.058	.045	.045	.016	.030	.067	.014	.055	.034
TR	.059	.003	.006	.003	.005	.003	.000	.012	.001	.020	.001	.000	.000	.017
VL	.010	.005	.002	.007	.002	.005	.001	.012	.002	.022	.002	.000	.001	.018
VN	.008	.004	.006	.004	.001	.003	.000	.013	.001	.020	.020	.000	.005	.018
VS	.008	.003	.003	.005	.001	.004	.000	.020	.000	.022	.010	.000	.005	.020
Active Margin	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	

Source: Author's own processing

This analysis highlights the regional specificity of the confessional distribution in Romania and emphasizes the importance of understanding these dynamics for adapting social, economic and managerial strategies. In counties with high confessional diversity, organizational policies and marketing strategies should be customized to local specificities, promoting inclusion and respect for diversity. On the other hand, in regions with a clear confessional dominance, economic initiatives should be sensitive to prevailing religious values and traditions.

Table 4 presents the results of a factor analysis, providing information on the importance of different dimensions in explaining the variation in the data, using indicators such as singular values, inertia and cumulative inertia proportion. The first dimension is dominant, with a singular value of 0.535, indicating that it explains 28.6% of the total variation in the data. This dimension contributes significantly to the overall distribution of the data and has the highest inertia (proportion of information explained). It is evident that the first dimension captures the most relevant patterns in the dataset, probably related to the Orthodox denomination, which has a dominant share in the religious structure of Romania. The second dimension, with a singular value of 0.309, explains 9.5% of the total variance, and together with the first dimension, cumulatively, they cover 77.2% of the

variance. This dimension is related to variables indicating the confessional diversity specific to regions such as Transylvania, where other confessions (Roman Catholic, Reformed, Greek Catholic) are more present. The high value of the total Chi-square (9,322,236,668) and the statistical significance ($p < 0.001$) indicate a strong association between the analyzed variables, suggesting that the confessional structure of the counties is significantly related to the population characteristics and geographical distribution.

Table no. 4 Dimensions of factor analysis

Dimensio n	Singular Value	Inertia	Chi Square	Sig.	Proportion of Inertia		Confidence STD	Singular Value Correlation 2
					Accounted for	Cumulative		
1	.535	.286			.579	.579	.000	.227
2	.309	.095			.193	.772	.000	
3	.201	.040			.081	.853		
4	.163	.027			.054	.907		
5	.157	.025			.050	.957		
6	.110	.012			.025	.982		
7	.080	.006			.013	.994		
8	.042	.002			.004	.998		
9	.028	.001			.002	.999		
10	.015	.000			.000	1.000		
11	.007	.000			.000	1.000		
12	.003	.000			.000	1.000		
Total		.495	9322236.668	.000 ^a	1.000	1.000		

a. 504 degrees of freedom

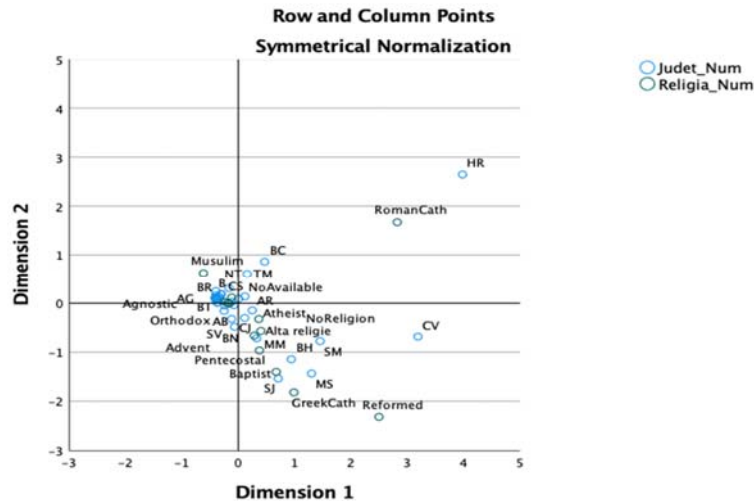
Source: Author's own processing

Figure 1 illustrates the relationships between Romania's counties and the predominant religious denominations, using a factorial representation based on symmetric normalization. The two main dimensions highlight the underlying structures of the data, allowing a visual interpretation of confessional distribution and regional specificity.

In dimension 1, minority denominations, such as Greek Catholics and Reformed, are associated with counties in Transylvania, a region known for its confessional pluralism. On the other hand, at the positive end of the same axis, the nationally dominant Orthodox denomination is linked to the southern and eastern counties, where religious uniformity is more pronounced. This axis thus provides a clear picture of the contrast between the confessional diversity of Transylvania and the predominantly Orthodox character of the southern and eastern regions. Dimension 2 differentiates between traditional and less represented denominations or between minority categories and regional specificity. The prominent position of Harghita County at the top of the figure indicates a close association with the Roman Catholics, emphasizing the uniqueness of this area in confessional and ethnic terms. Also at the top, categories such as Muslim or *Information not available* are closer to the center, suggesting a more balanced distribution in relation to the counties analyzed.

Overall, the figure 1 reflects Romania's religious diversity and regional differences. Transylvania is characterized by the presence of several historical denominations, such as Greek-Catholics and Reformed, while Dobrogea highlights specific cultural influences due to Muslim communities. In the south and east of the country, Orthodoxy dominates, emphasizing a more uniform confessional pattern. At the same time, in urban areas, such as Bucharest, there is a more pronounced association with non-traditional categories such as agnostics and atheists, indicating a trend towards secularization.

Figure no. 1 The relationships between Romania's counties and the predominant religious denominations



Source: Author's own processing

This visual representation emphasizes not only the confessional distribution, but also the deep connections between religion, geographical context and socio-cultural characteristics of each region. Thus, the figure provides a solid basis for more complex interpretations about the role of religion in shaping the regional specificity and social dynamics in Romania.

5. Conclusions

This study explored the confessional distribution in Romania's counties using factorial methods, highlighting how religion influences regional specificity and its impact on business management. The analysis revealed that Romania's confessional structure is deeply marked by geographical and cultural characteristics, reflecting both the dominant uniformity of the Orthodox denomination in the south and east of the country and the confessional diversity specific to Transylvania. These particularities are not only statistical but have significant implications for economic behavior, organizational strategies and managerial policies. The religious dimension is an essential component of the local culture, influencing community values and social relations, making it a key determinant of economic decisions. In counties with a high religious diversity, business strategies need to be more inclusive and adapted to the multicultural context, while predominantly orthodox regions favor organizational policies aligned with traditional values. Integrating the literature has highlighted the close link between religion and business ethics, social cohesion and corporate social responsibility. These elements are fundamental for sustainable development and for building economic models that respect local specificity. The analysis also showed that religion can act as a catalyst for innovation in resource management and strategic planning.

The results of this study highlight the need for a deeper understanding of regional religious dynamics to adapt business practices to cultural specificity. They provide a solid basis for the development of context-sensitive economic strategies promoting inclusion, sustainability and social cohesion. The study makes a valuable contribution to the interdisciplinary literature, highlighting the complex interaction between religion, economics and business administration.

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