GEORGIANA CAMELIA STĂNESCU
ELENA RODICA OPRAN
DAVIAN VLAD
(EDITORS)

RECENT KEY OPENINGS IN THE SOCIAL SCIENCES

SITECH

ISBN 978-606-11-9033-1
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[The Proceedings of CIL 2025: The Eleventh Edition of International Conference of Humanities and Social Sciences - Creativity, Imaginary, Language, Craiova, Romania, 16-17 May 2025 (www.cilconference.ro)]

Editura SITECH

Craiova, 2025

Corectura aparţine editorilor.

Editura SITECH face parte din lista editurilor românești acreditate de CNCSIS și de asemenea face parte din lista editurilor cu prestigiul recunoscut de CNCS, prin CNATDCU, pentru Panelul 4.

Editura SITECH Craiova, România
Calea Unirii, nr. 147, parter
Tel.: 0773 837 787
E-mail: office@sitech.ro

Descrierea CIP a Bibliotecii Naţionale a României
STĂNESCU, GEORGIANA CAMELIA
Recent key openings in the social sciences / Georgiana Camelia Stănescu, Elena Rodica Opran, Davian Vlad. - Craiova : Sitech, 2022
ISBN 978-606-11-9033-1

I. Vlad, Davian
II. Opran, Rodica Elena

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ISBN 978-606-11-9033-1

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INTERPROFESSIONAL COMMUNICATION IN HEALTHCARE TEAMS AND ITS ROLE IN PREVENTIVE CARE

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Abstract
This paper explores the dynamics of interprofessional communication within healthcare teams through a qualitative analysis of semi-structured interviews conducted with professionals in internal medicine, emergency care, and intensive care units. The findings highlight the importance of open dialogue, shared mental models, and constructive feedback in cultivating a culture of prevention and collaborative decision-making. At the same time, the study emphasizes that communication breakdowns, often resulting from rigid hierarchies, unclear roles, or the absence of training in conversational skills, can compromise both the quality of care and patient safety. The analysis offers an integrated perspective on how communicative practices within medical teams influence preventive strategies, continuity of care, and organizational resilience, proposing directions for strengthening interprofessional collaboration.
Kewords: communication, team, error, feedback, prevention

1. Introduction

Over the past decade, interprofessional communication has become a central theme in research on patient safety and quality of medical care. Numerous studies (Eggins, Slade, & Geddes, 2016; Chen et al., 2023; Mundt et al., 2016) show that most adverse events in hospitals stem directly or indirectly from communication failures among team members. In an increasingly complex clinical environment, marked by interdisciplinarity, time pressure, cultural diversity, and technological dependency, the quality of interaction among professionals is a fundamental condition for preventing errors and ensuring efficient coordination of medical action.

Beyond its technical dimension, medical practice is inherently relational. Communication is not merely a means of transmitting information but a process of shared meaning-making through which teams align their perceptions of the patient, risks, and priorities (Slade & Eggins, 2016). In this sense, language and interaction are constitutive elements of clinical safety. Interprofessional communication functions as a regulatory system for collective action, and disruptions in this system can trigger chain effects: loss of critical information, erroneous decisions, or delayed responses. Accordingly, this study aims to explore the role of interprofessional communication in preventive care, drawing on an empirical analysis of professionals' experiences from fields characterized by high communicative intensity, internal medicine, emergency care, and intensive care. The purpose is to understand how dialogue is built within teams, how responsibility is negotiated, and how feedback can be transformed into a tool for collective learning.

2. Theoretical Framework: Communication as Coordination and Prevention

2.1. Communication and Patient Safety

The research of Suzanne Eggins and Diana Slade (2016) provides one of the most comprehensive empirical perspectives on communication in clinical handover. The ECCHo project, conducted in Australia, demonstrated that most errors arise not from a lack of medical competence but from conversational discontinuities, omissions, ambiguous phrasing, and the absence of mutual clarification. Poor communication becomes the system's "weakest link," where information fragments and risk multiplies.

Eggins and Slade propose a linguistic and interactional approach to safety: by analyzing discourse structures during patient handover, they identified patterns that can be taught pedagogically, for example, the SBAR framework (Situation-Background-Assessment-Recommendation), which standardizes the handover process without making it rigid. This approach integrates the relational dimension (listening, confirmation, feedback) with the informational one (transparency, clarity, completeness).

2.2. Communication Networks and Team Climate

Mundt et al. (2016) demonstrated, in a study on primary care teams managing diabetic patients, that the frequency and quality of face-to-face interactions among team members correlate with shorter hospital stays and reduced medical costs. Constant communication and a "team climate" built on trust and shared vision mediate the relationship between structure and performance. This finding has a clear preventive value: the more often a team communicates, clarifies objectives, and reaffirms common values, the lower the probability of error and the higher the quality of care. In sociological terms, communication becomes a symbolic resource, a form of communicative capital, that enhances both efficiency and organizational resilience.

2.3. Assertive Communication and the Culture of Feedback

The meta-analysis by Chen et al. (2023) emphasizes the importance of assertive communication training for nurses. The findings show that programs involving simulation, reflection, and coaching significantly increase “speaking-up” behaviors in the face of medical errors. After training, the proportion of nurses who intervened to prevent an error rose from 38% to 78%. In hierarchical cultures, where silence is often perceived as loyalty, assertiveness reshapes power relations: it legitimizes questioning, clarification, and the expression of professional concern. This participatory form of communication thus becomes a proactive instrument of prevention, anticipating, rather than reacting to, errors.

2.4. Hierarchies and the Consequences of Silence

Atinga et al. (2024) studied nurses’ experiences in Ghanaian hospitals and identified three major factors driving communicative discontinuity: individual attitudes (lack of work ethics, personal conflicts), organizational constraints (insufficient training, overwork), and cultural values (excessive deference to authority). The outcomes included diagnostic errors, complications, and extended hospitalizations. This study highlights how cultural barriers affect patient safety. Without a space for egalitarian dialogue, the tacit knowledge of nurses—often closest to the patient, remains unheard. Communication thus becomes a site of negotiation between silence and responsibility.

2.5. Interdisciplinary Training Interventions

Newman and colleagues (2024) developed the TEAM-UP program to improve physician–nurse communication in intensive care units. The intervention involved simulated high-stress situations followed by structured debriefing. Results showed a significant improvement in participants’ comfort in handling difficult conversations and an increase in mutual empathy. These findings support the view that communication learning is a collective process, not an individual one, and that interprofessional training is an effective strategy to reduce conflict and burnout. Such interventions can therefore be regarded as essential components of institutional preventive care.

3. Shared Mental Models and Team Coherence

Shared mental models, understood as collective representations of goals, procedures, and priorities, serve as the cognitive infrastructure of collaboration. This notion confirms Mundt’s (2016) results showing that a common team vision mediates the relationship between communication and quality of care.

Ortega et al. (2023) emphasize the importance of avoiding medical jargon in patient communication, but the same principle applies to professional interactions: unclear terminology and linguistic ambiguities lead to divergent interpretations and potential errors. In multicultural teams, clarity itself becomes a form of respect: simplifying language and confirming mutual understanding are acts of prevention.

Kachalia et al. (2024) draw attention to the need to measure patients' experiences after medical errors. Transparent communication and authentic apologies reduce emotional harm and rebuild trust. Within the team, this openness has a restorative effect, transforming mistakes into opportunities for learning. This moral and reflexive dimension, often overlooked, forms the foundation of a genuine culture of prevention.

4. The Dynamics of Communication in Medical Teams: A Qualitative Perspective

To explore the relational dimension of interprofessional communication, semi-structured interviews were conducted with medical staff from the County Emergency Hospital of Craiova between February and April 2025. The study focused on how professionals from internal medicine, emergency, and intensive care perceive communicative interactions, hierarchical relationships, and strategies for ensuring the accuracy and use of information.

A total of 16 professionals participated: nine nurses and seven physicians (three specialists and four residents), aged 27 to 54, with 2 to 28 years of experience. Of these, 11 were women and five men, reflecting the gender distribution typical of hospital staff. Interviews lasted 40-70 minutes and were conducted in a confidential setting, following ethical standards for qualitative research. The analysis employed an interpretive and phenomenological approach, centered on the meanings attributed to communication by practitioners. Through open thematic coding, narrative regularities and patterns of perception were identified regarding collaboration, listening, message clarity, and the management of ignored information.

The results reveal a dual dynamic of communication within medical teams: a formal-hierarchical dimension, characterized by concise, directive exchanges, and a collaborative dimension, based on dialogue, reciprocity, and negotiation of meaning. Nurses described communication with senior physicians as primarily formal, while interactions with residents were seen as more collegial and reflexive. This distinction suggests that communication is shaped not only by hierarchy but also by individual openness and the local culture of each department.

Perceptions of listening serve as indicators of professional recognition. Most respondents reported feeling that, although their messages were heard, they were not always acted upon. In high-pressure environments such as emergency and intensive care, time constraints limit reflective dialogue and foster selective listening (Eggins & Slade, 2016). Experience and tenure become unofficial criteria for validating information, “when you’re new, they ignore you,” noted one participant. This illustrates the asymmetrical communication characteristic of hierarchical contexts, where the value of a message depends on the authority of its source.

A recurring concern among participants was the clarity and completeness of information. Many described deliberate strategies to formulate messages concisely and verify understanding, aware of time limitations and workload. This “telegraphic” communication style indicates pragmatic competence suited to hospital pace but may cause loss of nuance when contextual information is omitted. Recent studies emphasize the need for standardized communication formats such as SBAR, which balance conciseness and completeness (Eggins & Slade, 2016; Newman et al., 2024).

Differences in communication with specialists versus residents emerged as another key theme. Nurses reported adjusting language, tone, and level of detail according to the recipient’s experience: they were more direct with specialists and more explanatory with residents. This discursive adaptability reflects relational intelligence, through which communication becomes not merely a tool for information transfer but also a means of informal professional mentoring (Chen et al., 2023). Though rarely institutionalized, this everyday mentoring fosters residents’ socialization and strengthens team cohesion.

A recurring theme in interviews was the ignorance of communicated information. Participants recounted instances where their alerts about adverse reactions or treatment anomalies were disregarded. Coping strategies included repeating or reformulating messages or documenting observations in the patient record as a form of professional self-protection. This behavior illustrates what Hochschild (2012) defines as emotional labor, a process of affective regulation that maintains organizational functioning by suppressing frustration or conflict.

Behind these narratives lies a dual communicative culture: one of hierarchical conformity and cautious silence, and another of cooperation and reflexive initiative. In sociological terms, this tension can be viewed as a competition between symbolic power (Bourdieu, 1991) and communicative capital, a professional form of recognition derived from the ability to observe, anticipate, and signal risk. In the absence of institutional frameworks that value dialogue and feedback, professionals create their own informal systems of meaning negotiation and validation.

The findings confirm that effective interprofessional communication depends not only on procedures but on the quality of human relationships. Trust, empathy, and mutual recognition are essential conditions for preventive care. Open dialogue among nurses, residents, and specialists enables early error detection, coordinated action, and the development of a reflective organizational culture. Conversely, rigid hierarchies, lack of feedback, and defensive silence perpetuate systemic vulnerabilities that threaten patient safety (Atinga et al., 2024).

Ultimately, the interviews conducted at the County Emergency Hospital of Craiova show that interprofessional communication is a balancing act between authority and collaboration, between rapid transmission and negotiated meaning. Within this interdependent space, every interaction becomes a form of prevention, through words, through listening, and through the willingness to transform silence into dialogue.

5. Discussion and Conclusions

This analysis leads to a major conclusion: interprofessional communication is not a complement to medical practice but a structural condition of preventive care. In an increasingly interdependent medical world, patient safety depends on the quality of interaction, the willingness to listen, and the capacity to ask questions. The findings confirm international literature while adding an interpretive insight: communication is not the transmission of data but the negotiation of clinical reality. The medical team operates as a complex semiotic system in which meanings are constructed, contested, and reconstructed through dialogue.

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THE CURRENT OF RESEARCH METHODS IN SOCIAL SCIENCES

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Abstract
Social sciences, as disciplines that study human behavior and society, rely on research methods to understand complex phenomena, such as culture, power, economy or communication. In an era marked by rapid transformations, such as digitalization, globalization, diversification of information resources, research methods must keep pace with reality. Therefore, the current of research methods in social sciences becomes an essential theme, both from a theoretical and applied perspective.
Key words: social sciences, current, efficiency.

1. The evolution of research methods from traditional to digital

Classical research methods, such as interviews, observations, sociological surveys, continue to be widely used. However, with technological advances, sociological research has expanded into the online environment. Thus, the analysis of data from social networks, digital surveys and research based on artificial intelligence are becoming increasingly common. For example, the analysis of user-generated content on platforms such as Twitter or Tik Tok offers insights into public opinion and group behaviors.

2.Quantitative and qualitative methods, complementarity, not opposition

In the contemporary era, mixed methods are preferred for the analysis of social phenomena, combining quantitative data (statistics, surveys, social experiments) with qualitative data (interviews, discourse analysis, ethnography). This approach manages to outline a comprehensive, complete picture of the researched subject. For example, a survey on public perception related to the phenomenon of immigration can be complemented with complex interviews that analyze individual fears and stereotypes.

Moreover, quantitative research methods integrate into the positivist, empirical or post-positivist paradigms.

"The positivist paradigm is based on the idea that the world can be explained by general theoretical propositions or empirical generalizations that must have or have logical values. Also, positivist philosophy led to the emergence of objective methodological practices, because it focused on the development of sociology as a social science, which through the use of research strategies and the way of presenting knowledge has become similar to the natural sciences (Vlăsceanu*, Introducere în metodologia cercetării sociologice*, p.15).

Even if the subjects of the research are social agents, the researcher is forced to view them as objects, which provide statistical data, analyses and results after observation. Also, the quantitative research method creates its object of study through the prism of theories previously validated by the scientific community.

Regarding the methodological process, quantitative research proposes the following:

a) *research objectives*: the quantitative method prefers the objectives of explanation or description.

b) *problem formulation*: quantitative approaches choose to establish causal or functional relationships. Within this type of research, variables are worked with, which can be measured numerically.

c) *hypothesis*: the hypothesis will be empirical in quantitative research. This type of research can be described as hypothetical-deductive. Numerical data are essential, because they aim to confirm or refute the hypothesis established at the beginning of the research. Numerical data become the main element of measurement, but not the only one. It is important that they provide objective information that can be verified.

The measurement techniques used are:

• questionnaires;
• surveys;
• statistics;
• checklists;
• experiments;
• quantitative observation.

Over the years, researchers have debated the two research models, quantitative and qualitative, in order to determine which has a higher degree of efficiency. In all evaluation studies, there needs to be a certain degree of quantification in order to be able to appreciate the success of the study and the extent of adverse effects. In turn, the qualitative research approach is very useful, as it is used to refine research instruments and to deepen the information collected.

The opposition between quantitative and qualitative is based on the distinction between the positivist and the phenomenological approach, between Erklaren and Verstehen (Iliuț, *Abordarea calitativă a socioumanului,* p.40). Erklaren represents the objective explanation, from the outside, and verstehen - the subjective understanding, from the inside. The quantitative model involves positivist descriptions and explanations, from an external, objective-structural perspective. Qualitative methods are based on human subjectivity. The social is built through the interaction of individual or group symbols and representations, and knowledge is of a comprehensive type. At the methodological level, there is a major distinction between the two models: the quantitative uses structured models, and the qualitative uses unstructured methods and techniques.

3. Ethics and Validity in Contemporary Sociological Research

In a world dominated by large and complex flows of information, research ethics is becoming a topical issue. Easy access to personal data raises issues regarding consent, confidentiality and manipulation of information. At the same time, the increase in the volume of data does not automatically guarantee the validity of research. Therefore, increasingly, the emphasis is placed on methodological transparency, replicability and responsibility at the level of sociological research, regardless of the methods by which it is carried out.

The idea is that whoever initiates a sociological research, it must be carried out correctly, transparently, with clear observance of certain ethical and professional deontology norms.

Therefore, the following action must be emphasized: in the scientific world, it is considered that the opposition between the quantitative and qualitative model is an artificial construct and there are numerous reasons to support this hypothesis. Petru Iluț gives an answer to the question "What is the qualitative approach in the socio-human sciences?" and generates a definition of the qualitative focused on 12 dimensions (Ibidem, p. 63): general epistemological orientation, the level of reality targeted, the nature of the reality targeted, the relevance of the point of view in explaining and understanding reality, the relationship between the researcher and the subject, the relationship between theory and empirical research, the selection of the units to be effectively researched from the targeted population, the time allocated to data collection, the main methods used, the nature of the data obtained, the style of the research report more precisely of the elaborated text, the preponderance in the socio-human disciplines.

Thus, the qualitative approach to the socio-human is the model that is based on the phenomenological-comprehensive epistemological orientation, which is applied at the microsocial, local, contextual level, which targets the procedural and socially constructed reality by the actor, which is subjective and uses the point of view of the subjects in explaining and understanding reality, and the relationship between the researcher and the subject is close and the theoretical-empirical relationship is one of the emergence of the theory during empirical research.

The same qualitative model is used predominantly in cultural anthropology and history, because this type of research uses the entire population or a theoretical sample as units. Data collection is difficult, because it takes place over a long period of time. The main means used are: participatory observation, intensive interview, (auto)biographies, qualitative analysis of documents. The data obtained are complex, in-depth. The language used is natural, connotative, with few statistical data and graphic representations.

Wanting to highlight the specificity of the qualitative model as clearly as possible, the author does not present it in opposition to quantitivism, as we would expect, but uses comparison. Thus, the quantitative research model from the point of view of the general epistemological orientation is valid. Quantitative research is generally used at the macrosocial, global, formal level, targets the static reality and external to the social actor, uses the objective perspective of the researcher. Verification of the theories obtained through quantitative research is carried out through empirical, field methods, and the hypotheses are tested.

Statistical sampling is mainly used to select research units from the target population, data are collected in short periods of time, episodically. The main methods used are: experiment, standardized questionnaire survey, quantitative document analysis and systematic observation from outside. The data obtained from quantitative research are "strong", of high fidelity. Unlike the data obtained through qualitative research, they do not capture as many details. By being generalizable, quantitative data offers the possibility of being used in the development of new axioms and theories. The quantitative research model is based on research reports that are consistent with statistical data, tables, graphs and comments that use natural language. This approach is particularly preferred by sociological and social psychology research.

4. The impact of artificial intelligence and automation on sociological research

Technologies, such as machine learning or predictive analytics, are fundamentally changing the way researchers do their work. In turn, artificial intelligence can identify complex patterns in large data sets. But their interpretation still relies on human involvement, that of the researcher. From this perspective, modern methods must be accompanied by a critical reflection on their limits and implications.

Conclusions

The relevance of research methods in the social sciences reflects the dynamism of the contemporary world. Adapting to new realities, integrating technology, and maintaining scientific rigor are essential for the relevance of social research. In a context where information is abundant and truth is often contested, social research methods represent a fundamental tool for a deep understanding of the world in which we live

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CONSIDERATIONS ON CONTEMPORARY MEDIA COMMUNICATION

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Abstract:
The dawn of the new millennium has witnessed the spectacular transformations in media communication due to a massive technological innovation and profound socio-cultural changes. The rapid development of digital platforms, social media, and the new means of content distribution has reshaped the media environment. Media communication operates nowadays with a blend of culture, technology and psychology and, along with the structural and technological transformations occurred in the digital era, the contemporary media landscape is overwhelmingly defined by an intense cultural and psychological shift towards hyperreality and mediated selfhood. The current paper is focused on the dynamics of the (post-)modern media communication, dealing with the convergence of traditional and digital media, the influence of social media and the implications of artificial intelligence on the communication practices which are more and more characterized by hybrid systems, the sense of urgency, and the participatory culture.

Key words: new media, convergence, network, hyperreality, communication, datafication, artificial intelligence

The formal boundaries between traditional and new media have disappeared, leaving the door wide open for an ecosystem of media convergence. Print media, radio and television have integrated digital strategies in order to maintain their relevance in the new paradigm, and the news organizations rely nowadays on online platforms and data analytics when optimizing audience engagement. At the same time, digital media has adopted journalistic norms and principles, as well as storytelling formats, which were part of the culture of traditional media. The result of this convergence is the development of a hybrid communication model that is also participatory, blurring the lines between professional and amateur media production. But, as Henry Jenkins emphasizes, this transition has not been smooth and the difficulties and controversies are still present in the debate: “We are entering an era of prolonged transition and transformation in the way media operates. Convergence describes the process by which we will sort through those options. There will be no magical black box that puts everything in order again. Media producers will only find their way through their current problems by renegotiating their relationship with their consumers. Audiences, empowered by these new technologies, occupying a space at the intersection between old and new media, are demanding the right to participate within the culture. Producers who fail to make their peace with this new participatory culture will face declining goodwill and diminished revenues. The resulting struggles and compromises will define the public culture of the future" (Jenkins, 2006).

Marked by digital connectivity, interactivity, and algorithmic structures, the contemporary media environment presents both opportunities and challenges for media discourse and social cohesion. The emergence of the "network society", as Manuel Castells stresses, has reshaped communication as a decentralized process that transcends traditional and institutional boundaries: "A network society is a society whose social structure is made around networks activated by microelectronics-based, digitally processed information and communication technologies. I understand social structures to be the organizational arrangements of humans in relationships of production, consumption, reproduction, experience, and power expressed in meaningful communication coded by culture. Digital networks are global, as they have the capacity to reconfigure themselves, as directed by their programmers, transcending territorial and institutional boundaries through telecommunicated computer networks. So, a social structure whose infrastructure is based on digital networks has the potential capacity to be global. However, network technology and networking organization are only means to enact the trends inscribed in the social structure" (Castells, 2009). This concept describes a new form of social structure that developed based on information and communication technologies (ICTs).

The emergence of digital platforms such as, inter alia, Facebook, Instagram, X (formerly known as Twitter), TikTok or YouTube, emphasizes a switch from mass communication to "mass self-communication" (Castells, 2009), a media universe in which individuals function concomitantly as both content creators and consumers. The virtual worlds and social media to be found on the internet are frequently identified as hyperreal environments where digital interactions can seem paradoxically more real than the offline ones, a state of things that made Danah Boyd propose the notion of "context collapse" (Boyd, 2014). Thus the virtual/mediated self transforms into a conglomeration of impressions permanently adjusted to comply with the perceived expectations. Reality turned into hyperreality.

The term "hyperreality" was developed by the French philosopher Jean Baudrillard and represents a concept within the post-structuralism movement that refers to the evolving process of the notions of reality. The illusion of intimacy and connection is nowadays induced by the emotional expressions (emoticons) available on digital platforms that replace the direct verbal communication. Remaining distanced from authentic interpersonal engagement, this "affective hyperreality" allows people to experience the illusion of belonging to a real community (Baudrillard, 1981). But, as Baudrillard once warned, we can be able to develop "agents fluent in emotion but incapable of care, leading humanity into affective hyperreality where connection is abundant but nobody is truly held" (www.kompasiana.com). A stage of human society in which signs and symbols replace or simulate reality, that "age of simulation" that Baudrillard anticipated. Nonetheless, this dichotomy does not imply that the mediated emotions are entirely simulated, they exist within a continuum of both authenticity and artificial.

As Eva Illouz ascertains, emotional communication in modern societies is commodified and instrumentalized, digital media amplifying the process by turning feelings into aesthetic and social capital (Illouz, 2007). A dramatic change of interpersonal communication paradigm which comes with several psychological challenges, as Vladimir Yanchuk stresses: "The deepening and expanding interaction with a qualitatively new type of cyber-technogenic reality can lead to ecological balance violation of functioning in society. Digi- and cyber-autism manifest in this kind of imbalance, expressed in self-isolation and existential loneliness. The destruction of the being-in-the-world balance, in turn, can lead to severe mental disorders, the growth of which is becoming increasingly evident. Therefore, one of the cyberpsychology's primary tasks should be searching for possible forms of restoring the eco-balance and its conditions. Otherwise, *Homo Ludens* may be replaced by *Homo Cyberis* and *Homo Virtualis* with all the ensuing destructive consequences" (Yanchuk, 2021). And *Homo Cyberis* seems to be condemned to comply with a very demanding set of (virtual) attributes and codes in order to survive in a universe marked by illusion and even deceit, as Eva Illouz told Emma Engdahl in an interview: "There is a deep transformation of the mode of evaluation, from intuition to a rational scrutiny of a person reduced to a set of attributes. Moreover, we can observe an increasing prominence of visualisation processes. People are apprehended as photos and thus there is an accentuation of the importance of the conformity to visual codes of attractiveness. In real life our apprehension of physical bodies involves a total evaluation, in which the voice and the body posture play an important role. But on the internet platforms, it is limited to the conformity of the image to a set of visual codes" (Engdahl, 2020).

This culture of constant mediation alters not only communication practices but also cognitive and emotional processes and, from a psychological and sociological perspective, Sherry Turkle considers that contemporary individuals are "alone together," simultaneously hyperconnected but emotionally isolated: "Online connections were first conceived as a substitute for face-to-face contact, when the latter was for some reason impractical: Don't have time to make a phone call? Shoot off a text message. But very quickly, the text message became the connection of choice. We discovered the network - the world of connectivity - to be uniquely suited to the overworked and overscheduled life it makes possible. And now we look to the network to defend us against loneliness even as we use it to control the intensity of our connections. Technology makes it easy to communicate when we wish and to disengage at will" (Turkle, 2011). The permanent need for affirmation and confirmation through digital feedback leads to a new kind of anxiety that dilutes the distinction between self-expression and self-surveillance: "And with constant connection comes new anxieties of disconnection, a kind of panic" (Turkle, 2011).

The emergence of social media led to the formation of what Danah Boyd refers to as "networked publics" (Boyd, 2010), those digitally mediated spaces where identity construction, new media products and social movements are obstinately to be found nowadays. The networked communication enables collective action, as well as social and political mobilization. At the same time, the same facilitators enable disinformation as algorithms prioritize emotionally charged content, contributing to polarization and to the proliferation of misinformation by limiting media exposure through "echo chambers" and "filterbubbles": "Exposure to news and civic information is increasingly mediated through online social networks and personalization. Information abundance provides individuals with an unprecedented number of options, shifting the function of curating content from news-room editorial boards to individuals, their social networks, and manual or algorithmic information sorting. Although these technologies have the potential to expose individuals to more diverse viewpoints, they also have the potential to limit exposure to attitude-challenging information, which is associated with the adoption of more extreme attitudes over time and misperception of facts about current events. This changing environment has led to speculation around the creation of "echo chambers" (in which individuals are exposed only to information from like-minded individuals) and "filterbubbles" (in which content is selected by algorithms according to a viewer's previous behaviors), which are devoid of attitude-challenging content. Empirical attempts to examine these questions have been limited by difficulties in measuring news stories' ideological leanings and measuring exposure - relying on either error-laden, retrospective self-reports or behavioral data with limited generalizability - and have yielded mixed results" (Bakshy et al., 2015).

Jose van Dijk considers that the datafication of communication, which means transforming social interaction into quantifiable data, has introduced new forms of surveillance and commodification: "Identifying patterns of conduct or activities out of unconsciously left (meta)data on social network sites increasingly serves to predict future behavior. (…) From the viewpoints of surveillance and marketing, predictive analytics - relating (meta)data patterns to individual's actual or *potential* behavior and vice versa - yields powerful information about who we are and what we do" (van Dijck, 2014). AI and algorithms systems mediate visibility, controlling what users see and believe. Predictive analytics, the systems based on recommendations and the generative AI reshape media production and consumption, usually without transparency and/or accountability. The evolution of synthetic media and deepfakes produces new challenges in the natural search for truth and authenticity, the result being an environment where communication is more and more ruled by computational logic rather than human deliberation. Research in media psychology denotes that such environments develop reward systems similar to gambling mechanisms or other addictions and certain cycles of craving and satisfaction are generated by notifications, likes and a sort of algorithmic validation, a behavioral addiction emphasized by Adam Alter: "Obsession and compulsion are close relatives of behavioral addiction. Obsessions are thoughts that a person can't stop having, and compulsions are behaviors a person can't stop enacting. There's a key difference between addictions, and obsessions and compulsions. Addictions bring the promise of immediate reward, or positive reinforcement. In contrast, obsessions and compulsions are intensely unpleasant to *not* pursue. They promise relief - also known as negative reinforcement - but not the appealing rewards of a consummated addiction" (Alter, 2017).

The convergence of digital and traditional media, the rise of networked publics and the increasing influence of data and algorithms have redefined media communication and the way in which individuals and societies interact and perceive reality. Contemporary media communication implies profound cultural and psychological transformations, and the repositioning from representation to simulation undermines traditional notions of truth and identity. Media communication today can be understood, from a cultural perspective, as a reflection of the postmodern sensibilities, such as fragmentation, intertextuality and the blurring of boundaries between real and simulated. Thus, the cultural codes are algorithmically mediated in the digital age and the consequence is a communication culture in which symbols circulate faster than their referents and the social recognition becomes the core of meaning. Contemporary media communication provides urgent ethical questions regarding privacy and representation and it becomes more and more obvious that critical media literacy and reflexivity are vital for safely navigating this complex and bewildering universe. Consequently, certain ethical frameworks must be developed in order to guarantee transparency, accountability and inclusivity in mediated communication. By cultivating the awareness of how mediated systems shape perception and identity, communication can be reclaimed as a space for authentic expression rather than devious simulation as the contemporary communication paradigm functions more as an ongoing performance of identity than a genuine exchange of information within what Guy Debord named as "the society of the spectacle" (Debord, 1967).

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STRATEGIC COMMUNICATION IN RISK MANAGEMENT: AN ESSENTIAL PILLAR OF MODERN BUSINESS FEASIBILITY

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Abstract

In an economic environment marked by uncertainty and accelerated change, the ability of organizations to manage risks becomes essential for survival and sustainable development. This paper investigates the role of communication in risk management and its influence on business feasibility. Based on an interdisciplinary theoretical framework, the types of communication relevant in the context of risks – internal and external – are analyzed and how they contribute to the anticipation, prevention and mitigation of the negative impact of critical situations. The paper also includes an applied case study – the Volkswagen crisis (Dieselgate) – which illustrates the consequences of a communication failure in the context of a major reputational risk. The conclusions highlight the need to integrate communication as an essential part of the risk management strategy and as a determinant of the long-term feasibility of businesses.

Keywords: strategic communication, risk management, business feasibility

Introduction

In today's interconnected and uncertain global economy, risk is an inevitable part of entrepreneurial activity. From financial and operational risks to reputational and regulatory risks, organizations must build robust mechanisms to identify, assess, and manage them. In this context, communication plays a fundamental role, being not only a vector of information, but also a strategic tool in the decision-making process and in building trust between the actors involved.

This paper aims to explore the relationship between communication and risk management, focusing on the impact of these dimensions on business feasibility. Starting from an interdisciplinary theoretical framework, the analysis will examine how internal and external communication contributes to the effective anticipation and management of risks, as well as to maintaining the viability of a business in the face of external or internal threats.

To support this analysis, a relevant case study from the international business environment will also be used—the Volkswagen case ("Dieselgate")—which highlights both the failure in strategic communication and its consequences on the feasibility and reputation of the organization.

1. Organizational communication – the foundation of internal cohesion

1.1. Organizational communication

Organizational communication refers to the set of processes through which information is created, transmitted, and interpreted within and outside an organization. It ensures strategic and functional coherence between different hierarchical levels and departments. According to Katz and Kahn (1978), communication is "the process by which behaviors are coordinated in a complex social system." In a globalized economic environment, effective communication becomes an essential competitive advantage, influencing an organization's ability to anticipate and manage crisis situations.

Internal communication refers to the flow of information between members of the organization—from management to employees (top-down communication), from employees to management (bottom-up communication), and between departments or teams (horizontal communication).

The objectives of internal communication include:

- creating a climate of trust and collaboration;
- facilitating the implementation of organizational strategies;
- reducing uncertainty and preventing conflicts;
- increasing organizational commitment.

For example, in times of crisis, such as reorganizations or staff reductions, transparent internal communication reduces employee anxiety and prevents the spread of rumors that can undermine collective morale.

External communication refers to the organization's interactions with its external audiences—customers, partners, investors, authorities, the media, and civil society. The main goal is to build and maintain a positive image and trust in the brand.

This is achieved through tools such as:

- public relations and press conferences;
- marketing and advertising campaigns;
- online corporate communication (websites, social media);
- sustainability and social responsibility reports.

For example, in the context of a product launch, external communication must convey messages that are consistent with the organization's values, ensuring consistency between promise and reality.

The Shannon–Weaver model (1949), one of the best-known models of communication, developed by Claude Shannon and Warren Weaver, describes the communication process through its essential elements: sender, channel, message, receiver, and noise. According to this model, effective communication depends on the sender's ability to convey a clear message and the receiver's ability to decode it correctly, despite "noise" (distortions, misunderstandings, cultural or technological barriers).

In an organizational context, noise can be represented by:

- information overload (too much and contradictory information);
- lack of clarity in the managerial message;
- inappropriate communication channels.

For example, an ambiguous corporate email regarding a new performance evaluation policy may be interpreted differently by employees, generating confusion and resistance to change.

Stakeholder theory (Freeman, 1984) argues that an organization's success depends on its ability to respond to the needs and expectations of various interest groups (stakeholders) — not only shareholders, but also employees, customers, suppliers, local communities, authorities, and the media. Strategic communication thus becomes a mechanism for balancing the relationships between these stakeholders, contributing to long-term stability and legitimacy.

For example, in the case of an energy company, constant and transparent dialogue with environmental authorities, NGOs, and communities affected by its activities prevents conflicts and strengthens the organization's reputation as a responsible actor.

Synergy between internal and external communication is essential. Authentic internal communication supports the consistency of external communication. In the absence of this consistency, a gap is created between what the organization publicly declares and what employees experience internally, a phenomenon known as "communication dissonance."

Thus, an effective organizational communication strategy requires a unified vision, in which all levels of communication contribute to strengthening the organization's identity and credibility.

1.2. Risk management

Risk management is the process by which an organization identifies, evaluates, and addresses uncertainties that may affect the achievement of its objectives. According to ISO 31000:2018, the purpose of risk management is to "create and protect value through a systematic and integrated approach to decision-making." Effective communication in this process allows for the rapid transmission of critical information, ensuring informed decision-making and reducing the negative impact of undesirable events.

Defining the concept of risk

According to ISO 31000:2018 – Risk management: Guidelines, risk is defined as "the effect of uncertainty on objectives." This effect can be positive (opportunity) or negative (threat). In an organizational context, risks can be:

- strategic – related to market decisions, investments, competition;
- operational – processes, technology, human resources;
- financial – liquidity, exchange rate, credit;
- compliance and reputational – legislation, ethics, public image.

Thus, risk management is an integral part of corporate governance, being a condition for long-term feasibility and sustainability.

Stages of the risk management process (according to ISO 31000:2018)

The ISO 31000 standard describes a flexible methodological framework, applicable to any type of organization, which includes the following stages:

1. Establishing the context

At this stage, the organization defines its objectives, internal and external environment, risk criteria, and stakeholders. It determines which values need to be protected and what level of risk is acceptable (risk appetite). For example, a company in the automotive industry must take into account environmental regulations, customer expectations, and brand reputation when assessing the risks associated with the technologies it uses.

2. Risk identification

This stage consists of recognizing all potential risks that may influence the achievement of objectives. Methods such as interviews, SWOT analysis, brainstorming, internal audits, or scenario analysis are used. Example: identifying risks related to the supply chain (delays, lack of raw materials, dependence on suppliers).

3. Risk analysis

The identified risks are analyzed in terms of probability and impact to determine their level of significance. Qualitative methods (scales from 1 to 5) or quantitative methods (statistical models, simulations) can be used. The result is a risk matrix, which provides a clear picture of priorities.

4. Risk assessment

The determined risk levels are compared with the initially established risk criteria. A decision is made as to whether a risk is acceptable, tolerable with control measures, or unacceptable, requiring immediate action.

5. Risk treatment

The treatment stage involves the implementation of control measures:

- risk avoidance (giving up the risky activity);
- risk reduction (implementing policies, training, controls);
- risk transfer (insurance, outsourcing, partnerships);
- risk acceptance (if the impact is minor or the cost of control is too high).

6. Monitoring and review

Risks and associated measures must be monitored continuously. The organizational environment is dynamic, and risks can change or amplify over time. Periodic assessments are essential for adjusting management plans.

7. Communication and consultation

This is a cross-cutting step, present in all phases of the process. Transparent internal and external communication ensures stakeholder participation, raises awareness, and strengthens a prevention-oriented organizational culture.

ISO 31000:2018 standard – principles and value

ISO 31000 provides a universal, non-legislative, but internationally recognized framework for creating an organizational culture based on anticipation and responsibility. Its fundamental principles include:

- integrating risk management into all organizational processes;
- customizing the application framework according to context;
- making decisions based on information;
- promoting continuous improvement;
- transparency and stakeholder inclusion.

Essentially, ISO 31000 offers not only a methodology, but also a strategic way of thinking, in which every managerial decision is evaluated in terms of the associated risks and opportunities.

The importance of risk management for business feasibility

By applying the principles of ISO 31000, organizations can strengthen their resilience and turn uncertainty into a competitive advantage. A proactive approach to risk supports informed decision-making, reduces potential losses, and increases stakeholder confidence.

Thus, risk management becomes not just a technical activity, but a strategic pillar of the feasibility and sustainability of modern businesses.

1.3. The feasibility of modern businesses

The feasibility of a business represents its ability to be viable, sustainable, and competitive in the long term, in a dynamic market. It depends not only on economic factors, but also on reputational capital, transparency, and stakeholder relations.

Strategic communication, when integrated into the organizational culture, contributes to maintaining this feasibility by building trust and resilience. In a broad sense, it reflects the extent to which an economic initiative can be successfully implemented, depending on available resources, market context, and legislative and ethical constraints.

A feasibility study evaluates all critical aspects of a project prior to implementation to determine whether the investment is justified and what the associated risks are.

In the modern context, feasibility is not just a static analysis, but a continuous process of evaluation and adaptation to economic, technological, and social changes.

Dimensions of business feasibility

1. Technical feasibility

This dimension analyzes the material, technological, and operational resources needed to implement the project. It answers the question: "Can the project be technically feasible?"

Factors such as the following are evaluated:

- available infrastructure and equipment;
- technical skills of staff;
- reliability and innovation of the technologies used;
- compliance with safety and quality standards.

Example: In the automotive industry, the technical feasibility of developing a new electric model depends on production capacity, charging infrastructure, and battery performance.

2. Economic and financial feasibility

This concerns the economic viability of the project—the analysis of costs, anticipated revenues, rate of return, and financial risks. Tools such as cost-benefit analysis, cash flow, and performance indicators (ROI, NPV, IRR) are used. The objective is to determine whether the investment is profitable and financially sustainable in the long term. Example: A company needs to analyze whether investing in an automated production line will generate sufficient cost savings to justify the initial expenditure.

3. Legal feasibility

The legal dimension refers to the project's compliance with national and international legislation, environmental regulations, intellectual property rights, and contractual obligations. A rigorous legal analysis prevents the emergence of legal or reputational risks that could affect the project's implementation. Example: in the pharmaceutical industry, a new product must comply with certification standards and consumer safety regulations, otherwise the company risks fines and loss of its license.

4. Environmental (ecological) feasibility

In a global context dominated by concerns for sustainable development, environmental feasibility assesses the ecological impact of a business on natural resources, ecosystems, and communities. Organizations must demonstrate ecological responsibility by complying with ESG (Environmental, Social, Governance) principles. Example: A construction company must analyze carbon emissions, waste management, and material reuse in order to maintain its licenses and social acceptance.

5. Organizational and social feasibility

This dimension analyzes the organizational structure's capacity to support project implementation, as well as its social acceptance. The organizational culture, leadership style, availability of human resources, and stakeholder relations are evaluated. Example: a company implementing a new digital system must ensure staff training and acceptance of change to avoid internal resistance.

Correlating feasibility with risk anticipation

Feasibility and risk management are two complementary processes. A realistic feasibility analysis must include the identification and assessment of potential risks for each dimension:

- Technical: risk of technological failure or dependence on suppliers;
- Economic: cost variation, inflation, market volatility;
- Legal: legislative changes, litigation, non-compliance;
- Environmental: environmental sanctions, pressure from civil society;
- Organizational: lack of internal skills, resistance to change.

By anticipating these risks, organizations can develop mitigation plans, adapt investment strategies, and ensure dynamic feasibility based on resilience and adaptability.

Therefore, business feasibility is not a simple technical or financial check, but a strategic process of anticipating and integrating risks, which guarantees long-term sustainability and competitiveness.

2. Effective communication as a tool in risk management

2.1 Internal communication in risk management

Internal communication plays an essential role in identifying, assessing, and mitigating organizational risks. An effective communication system allows for the rapid and accurate flow of information between hierarchical levels, ensuring that potential threats are detected in a timely manner. In the absence of a clear communication framework, risks may remain unreported or be misinterpreted, which can lead to the escalation of problems.

For example, in a manufacturing organization, front-line employees may notice early signs of an operational risk (technical malfunctions, non-compliance with procedures), but if there are no formal channels or an organizational culture that encourages reporting, these signals do not reach decision-makers. Studies show that organizations that invest in internal communication reduce the risk of operational incidents by up to 30% (Smith, 2021).

Organization leaders must also act as facilitators of risk communication. Not only must they convey clear and consistent messages about risk policies, but they must also encourage open dialogue in which employees feel safe to express concerns.

2.2 External communication and stakeholder relations

Communicating risks to external stakeholders—investors, customers, suppliers, authorities—is another essential element. Lack of transparency can damage the organization's trust and reputation, which in turn affects the ongoing viability of the business.

A notable example is the case of Johnson & Johnson in the Tylenol scandal of the 1980s. Through a transparent and customer-oriented communication strategy, the company managed not only to handle the crisis effectively, but also to strengthen its long-term reputation (Kaplan, 2009). This example shows that properly communicated risk management can be a competitive advantage, not just an obligation.

2.3 Communication channels and technologies in the context of risk

In the digital age, companies have multiple tools at their disposal for communicating risks, from collaboration platforms (Slack, Microsoft Teams) to integrated IT systems (ERP, GRC – Governance, Risk & Compliance tools). These enable real-time risk monitoring and facilitate access to relevant information for all levels of the organization.

At the same time, communication channels must be chosen strategically according to the nature of the risk and the audience. In the case of sensitive or critical risks (e.g., data leaks, security incidents), direct, rapid, and controlled communication is necessary. In other situations, communication can be informative, through internal newsletters or periodic reports.

3. Case study – Volkswagen and the "Dieselgate" crisis: communication failure in reputational risk management

3.1 Context of the crisis

In 2015, the Volkswagen Group (VW) was involved in an international scandal known as Dieselgate. The US Environmental Protection Agency (EPA) discovered that the German manufacturer had deliberately installed software that falsified emissions test results in over 11 million diesel vehicles. This illegal practice was intended to circumvent strict pollution regulations, but led to massive losses of trust, significant financial penalties, and long-term reputational damage.

3.2 Analysis of communication failures

One of the biggest failures in managing the Dieselgate crisis was delayed, defensive, and non-transparent communication. Initially, the company denied the allegations, and communication with stakeholders (including customers, partners, authorities, and investors) was hesitant and contradictory. The messages conveyed to the press and the public did not provide clarification and did not reflect accountability.

According to a report published by Reuters (2016), Volkswagen delayed the release of an official statement for weeks, during which time public perception steadily deteriorated. The crisis caused the company to lose more than 30% of its market value in just a few days.

3.3 Lessons learned and implications for business feasibility

This case highlights an essential principle in risk management: effective communication is as important as the technical solution to the problem. Lack of transparency and slow response amplified the negative effects, including legal costs and damage to the brand.

In contrast, if VW had adopted a proactive communication strategy, it could have reduced the negative impact, following the model of Johnson & Johnson in the Tylenol case. The crisis affected the future viability of the business, as it required massive investments in image, restructuring, and reorientation toward the electric market to regain trust.

Conclusions

In an economic environment characterized by volatility, uncertainty, and rapid change, an organization's ability to anticipate, manage, and communicate risks effectively becomes a critical factor for business viability. As demonstrated throughout this paper, communication is not just an auxiliary tool, but a central element in the architecture of risk management.

The theoretical analysis has shown that effective communication processes—both internal and external—contribute to the early identification of risks, facilitate informed decisions, and maintain stakeholder confidence. Transparent and committed communication can reduce the negative impact of a risky event, while silence, ambiguity, or lack of response can amplify the severity of the crisis.

The case study on the Volkswagen scandal illustrated the direct consequences of a communication failure in a major crisis context. Unlike the examples of good practice, the lack of transparency and delayed responses undermined public confidence and called into question the future viability of the business.

In conclusion, effective communication must be integrated into every stage of the risk management process and considered a strategic investment, not just an operational mechanism. Organizations that understand this reality and apply it consistently are better prepared to deal with uncertainties and ensure their long-term sustainability.

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THE MEMORIZATION ACTIVITY IN HYBRID FORMAT

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"Without memory, there is no culture. Without memory, there would be no society and no future."
(Elie Wiesel)

Abstract
In crisis situations, education, like any other organization, will adapt to limit situations, which must be known in order to be overcome. In this context, an important role is played by the integration of new technologies, the use of virtual libraries, in a word, open educational resources. Of course, the memorization stage also undergoes a series of changes, when lessons are no longer conducted according to the classic pattern.

In our study, we aimed to offer suggestions regarding the adaptation of teaching-memorization strategies to new contexts, facilitating the opening towards quality education. The declared goal is to overcome the passive level of student involvement and the transition from reading, watching, and following activities to active engagement in the teaching process.

Keywords: memorization, hybrid learning, communication.

1. Memorization, presentation of the concept

Memorization is one of the most frequently used activities in schools, being linked both to the objectives of education and to the age characteristics of children. As a teaching-learning method, memorization is found at all educational levels because it supports the formation and development of attention, memory, pronunciation, and helps in forming, developing, and diversifying language and aesthetic taste.

All works in didactics highlight the importance of memorization as a systematic practice of oral language: it helps to fix words and expressions, familiarizes the child with syntactic structures and the specific word order of the language, and contributes to the education of rhythm and intonation. This activity can lead to long-term memorization if it is closely connected to understanding the meaning of the text and its ideas, through various means.

In a memorization activity, it is important to know and determine the child's preferred learning style to allow each one to learn at their own pace, using varied teaching materials such as images, films, audio-video recordings, music, role play, performance, painting, modeling, and movement. Children are extremely enthusiastic about language education activities, particularly memorization exercises, both in monodisciplinary and, especially, in integrated forms. When the poem to be memorized has a special musicality, the attraction is even stronger. Through newly encountered words and expressions, they discover the beauty of the world, understand the intent and feelings the text conveys, and can make aesthetic judgments.

We join the idea formulated by Ioan Cerghit who considers that "the exercise method remains a basic way to support the intellectual skills and automatisms necessary for communication competence." M. Dumitrana, in *"Educating Language in Preschool Education"*, states that "language education cannot be separated from the education of thinking, and memorizing literary texts contributes to the development of both processes." In other words, memorization does not mean mere mechanical reproduction but also a process of understanding a text and enhancing the mechanism of speaking correctly, coherently, and expressively. With adaptation to new technologies and the digital era, the purpose and objectives of this activity are not nullified but, on the contrary, amplified.

In the accelerated process of digitalization, memorization changes its tools. The opportunities of technology do not mean disrespect for the rigor of the traditional teaching-learning-assessment system.

The blended learning format (integration of face-to-face and digitally mediated activities) allows a finer organization of learning sequences, practice at one's own pace, and personalized feedback. The COVID-19 pandemic gave all those involved in education the chance to transform their teaching-learning-assessment activities to facilitate knowledge transfer, skill formation, and value cultivation through innovative means.

Educational communities now work to improve teaching practices. The concept of *digital pedagogy* has emerged, defining an innovative approach that goes beyond using digital technologies merely as auxiliary tools. They are integrated as central elements of an educational philosophy. Common concepts include computer-assisted instruction, computer-mediated education, digital curriculum, and technology-mediated pedagogy.

Hybrid pedagogy represents a combination of face-to-face and digital learning, with a methodological integration focus. Unlike traditional pedagogy, communication is multidirectional, and assessment involves continuous feedback.

In early childhood education, the didactic approach is somewhat more complex since educators working with young children also need adult support to conduct or facilitate activities. Blended learning provides a balance between traditional face-to-face and digital models.

The hybrid teaching-learning modality (blended learning, hybrid learning) is characterized by the coexistence of a plural and flexible teaching activity in which face-to-face presence coexists or alternates with distance learning, mediated by new technologies, the weight or extent of one or the other depending on different contexts (such as epidemiological ones), the state or availability of the main actors (students and teachers), the community context or the normative one stipulated at local, regional, national level. Involvement in teaching activities, from the perspective of the beneficiaries, can be immediate, direct, through physical presence, but also remotely, synchronously, through technical connection, or asynchronously, postponed, by reference to the context of teaching, solving tasks, carrying out individual projects. The learning group can be divided, some students being in class, others at a distance, some will access the learning supports when they have opportunities, time, through personal decisions.

In *"Didactics of the Experiential Domain: Language and Communication,"* M. Norel and A.O. Bota underline that "the combination of traditional and digital environments increases student motivation and strengthens active learning processes".

2. Pedagogical Principles for a Blended Memorization Activity

An effective blended memorization activity should follow pedagogical principles such as:

- clarity of operational objectives;
- integration of traditional and modern methods (audio-video recordings, online images, and apps such as Zeemaps, Padlet, Jigsawplanet, Pizap, I.ssvv, Wordwall, Kahoot, Quizizz);
- development of expressive language, diction, and correct intonation;
- continuous assessment with active learner involvement.

The blended learning model allows:

- asynchronous preparation (audio model, visual sheet);
- synchronous guided work (modeling, clarifications, repetitions);
- asynchronous consolidation (short recordings sent by children/parents);
- expressive integration face-to-face (recital, role play).

3. Example of an Operational Guide

Text selection should allow the integration of familiar words and expressions. For ages 3–6, a text of 4–12 verses is recommended, depending on age and group characteristics.

- **Pre-learning (synchronous):** audio model and images representing key poetic ideas or an audio-video model.
- **Synchronous session:** model recitation, explanatory reading, highlighting poetic images, guided repetition by verse or stanza.

• **Asynchronous consolidation:** 1–2 recordings sent by the child/parent, personalized feedback (at least two positive remarks and one improvement suggestion).

• **Expressive integration:** musical background (using simple instruments, rhythmic clapping).

• **Evaluation:** checklist and four-level rubric, audio-video portfolio with progress recordings.

Applied Example:

For the study theme *"When, How, and Why Things Happen?"*, the activity titled *"Midwinter"* by Vasile Alecsandri uses memorization as the learning method. The activity can integrate visual arts (e.g., painting a "color spot" as a thematic element and it could be make with children between 5,6 years old.).

Digital resources may include teacher-made audio/video recordings and worksheets for drawing or painting favorite images from selected verses.

• **Synchronous (in class):** model recitation, explanation of new words, creating sentences from words like *oak, dreadful, altar, temple, diamond*, marking pauses, group and individual practice.

• **Asynchronous (at home):** the child listens to the model and sends a 1–2-stanza recording via an online platform (e.g., Google Classroom).

• **Integration:** group micro-recital, selection of favorite parts, symbolic appreciation with descriptive and positive feedback.It is recommended to listen the whole poem,then, the first stanza,,then the first with the second stanza .(e,g. the description of the wolf).

Evaluation must be continuous, descriptive, and centered on individual progress. According to the PROF project (*Professionalization of the Teaching Career*), "blended assessment combines direct appreciation with digitally mediated feedback to support active learning." Tools such as checklists, performance rubrics, audio-video portfolios, and guided self-assessment may be used.

• **Technological access:** provide physical materials or extra time at school if connection is unstable.

• **Personal pace:** allow repetitions and short delivery segments; alternate group, pair, and individual recitations.

• **Phonetic support:** articulation exercises before reciting; focused repetition of difficult sections.

• **Emotional safety:** small-group performances before class exposure.

Common Risks and Solutions

Asynchronous overload	Limit to one short deliverable, clear criteria, realistic schedule.
Decorative use of technology	Refocus on linguistic objectives — technology serves, not leads.

Vague feedback	Use rubrics and comments focused on indicators (pronunciation, rhythm, intonation, expressiveness).
Uniform expression	Encourage interpretation variants (rhythm, gesture, accompaniment).

Conclusions

Memorization in a blended learning format can be a successful activity because it combines the tradition of expressive recitation with the opportunities of digital environments: access, personalized pace, formative feedback, and progress portfolios.

Careful design — with clear goals, multimodal review, and continuous assessment — transforms the memorization lesson, while maintaining its stages, into a training exercise for language, attention, and aesthetic sensitivity, producing both immediate and long-term effects on the learner's development profile.

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DIGITAL SUPPORT FOR THE COMPUTER LAB

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Information technology or Information and communication technology, abbreviated IT or ICT, is the technology necessary for the processing (procurement, processing, storage, conversion and transmission) of information, in particular through the use of computers (electronic computers).

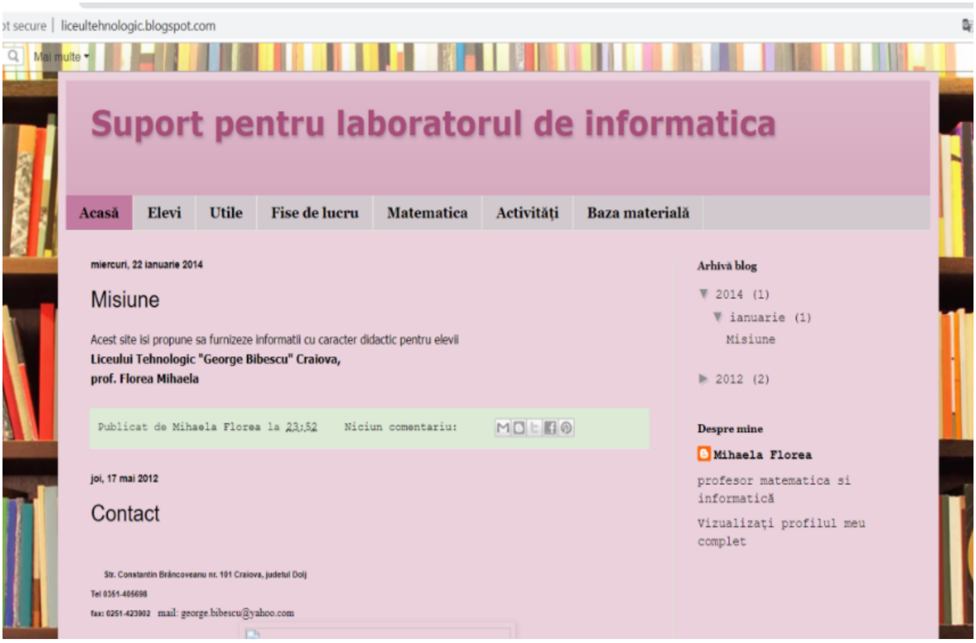
The corresponding English terms are Information Technology and Information and Communication Technology, abbreviated IT and ICT respectively. The term was first used in 1958 in an article published in the Harvard Business Review, in which authors Leavitt and Whisler state: "The new technology does not yet have a well-established name; we will call it 'information technology'". Information technology is a connecting element between classical electrical engineering and the much newer computer science, many professional institutions profiled (initially) electrotechnical extending over time to the field of information technology.

Support for the computer lab is an online material that aims to provide didactic information for the students of the "Fraţii Buzești" National College and can be accessed at: www.liceultehnologic.blogspot.ro

The students' section includes online tests, which can be accessed during classes but also from home. The topics are based on the theoretical and practical notions covered during the Information and Communication Technology classes, under the guidance of computer science teacher Florea Mihaela.

In today's digital age, Information Technology (IT) and Information and Communication Technology (ICT) occupy a central role in education, the economy and society. They define the set of technologies necessary for the processing of information – including the acquisition, processing, storage, conversion and transmission of data – with the help of electronic equipment, in particular computers.

The term "Information Technology" was first used in 1958 in an article published in the *Harvard Business Review* by Leavitt and Whisler, highlighting the emergence of a new branch of technology that combines classical electrical engineering with the emerging field of computer science. Since then, this field has experienced accelerated development, becoming indispensable in most professional activities.



At the "Fraţii Buzeşti" National College, the discipline of Information and Communication Technology (ICT) is an integral part of the educational process, with the aim of developing students' digital skills, essential in a knowledge-based society. Under the guidance of teachers, students go through both theoretical notions and practical applications, using a laboratory equipped with modern equipment.

IT/ICT disciplines do not only aim to learn programs or applications, but also promote logical thinking, problem solving, digital creativity and online safety. Students learn to use technology responsibly and effectively, both for educational purposes and for personal or professional purposes.

To support the learning process, an online platform has been created at: www.liceultehnologic.blogspot.ro

This platform offers:

- Explanatory teaching materials;
- Interactive online tests , available both during classes and for individual study;
- Additional resources that complement classroom lessons;
- Easy communication between students and teacher for clarifications or feedback.

Advantages of the ICT platform and training

- Accessibility: Students can learn at their own pace, from wherever they are.
- Instant feedback: Online tests provide immediate results, supporting self-assessment.

○Encouraging Autonomous Learning: Students are encouraged to seek information, experiment, and learn by doing.

○Adaptability: Content can be updated quickly to reflect the latest technological developments.

Conclusion

By implementing this initiative, teachers contribute to the development of a generation of students prepared to face the challenges of an ever-changing digital world.

The computer lab thus becomes a space for innovation, exploration and personal development, where each student has the chance to discover their potential and passion for technology.

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NEW GRAMMAR STRUCTURES – UNKNOWN GRAMMAR STRUCTURES IN TEACHING ROMANIAN AS A FOREIGN LANGUAGE

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motto: In teaching it is the method and
not the content that is the message.
(Ashley Montagu)

Abstract:
Our present work attempts to present some possibilities to introduce unknowing structures in the process of teaching a new lesson. We are going to present some examples to illustrate how they can be associatated. It is recommanded to use short sentences and clear/useful contexts. The result is a real learning and the students can develop the ability of using romanian language almost as well as they can use their native language.
Keywords: useful, context, clear, translation, practice

As it is well known, the Romanian language course for foreign students in the preparatory year is intensive and time-limited. These characteristics compel us to use various teaching strategies that facilitate the acquisition of grammar structures while also enriching the students' vocabulary. Even though the process of teaching and learning Romanian as a foreign language involves structuring and classifying language elements, where one component may take precedence at a given time (= the new lesson), this does not mean abandoning the principle of interdependence among language units. What we mean here is that grammar structures are embedded within lexical ones. Therefore, we cannot always speak of a lesson focused solely on a single grammar structure. Most students attending the preparatory year are young people whose real student life will begin after completing this stage. Thus, their goal is to learn Romanian both as a mean of communication and as a tool for understanding a scientific domain.

This paper aims to examine the introduction of unknown grammar structures during the teaching of another structure that constitutes the new lesson within the teaching process. We will also present several situations in which associations may arise between the new structures and the unknown ones.

As we know, the initial lessons in teaching Romanian language structures to foreign learners focus on the article (both definite and indefinite), followed by the adjective. Simultaneously, basic interrogative forms such as *who?*, *what?*, *how?*, *where?*, and *from where?* are reinforced.

Following the explanation of grammatical rules, multiple learning objectives may be addressed within a single lesson by employing concise and contextually relevant examples. This approach fosters learning within a realistic framework that aligns with the course objectives, namely the development of the ability to use Romanian with a proficiency approaching that of the learners' native language.

The following examples illustrate potential instances in which associations may occur between new introduced grammar structures and those unknown to students:

1. The introduction of basic adjectives/adverbs during the teaching of the article and the consolidation of the verb *to be* using simple yet essential questions for the initial stages of Romanian language acquisition:

- *Cine este el?* (Who is he?) / - *El este Ahmad.* (He is Ahmad.)

- *Ce este Ahmad?* (What is Ahmad?) / - *El este student/doctor/profesor.* (He is a student/doctor/teacher.)

- *Studentul/doctorul/profesorul este slab?* (Is the student/doctor/teacher thin?) / *-Da, studentul/doctorul/profesorul este slab.* (Yes, the student/doctor/teacher is thin.)

- *De unde este studenta?* (Where is the student from?) / *-Studenta este din Serbia.* (The student is from Serbia.)

- *Este aici?* (Is she here?) / - *Nu este aici.* (No, she is not here.) / - *Unde este ea?* (Where is she?) / *Este afară.* (She is outside.)

- *Ce este acolo?* (What is there?) / *-Acolo este o hartă.* (There is a map.)

- *Cine este ea?* (Who is she?) / - *Ea este o prietenă.* (She is a friend.)

- *Ce este pe catedră?* (What is on the teacher's desk?)/ - *Este o carte.* (There is a book*); Pe catedră este o carte.* (There is a book on the desk.)

- *De unde este băiatul?* (Where is the boy from?) / *El este din Iordania.* (He is from Jordan.)

Through these examples, students become aware of the general rule for the use of the definite and indefinite articles, thereby strengthening the connection between the concept of determination and the application of the definite article. This understanding becomes increasingly evident over time, as students begin to use these structures naturally, without the need to ask repeated questions, and develop the ability to intuitively identify whether someone or something is known or determined.

Over time, learners develop a subconscious sensitivity to implicit determination, even in the absence of a clear determiner for a definitively articulated noun. This skill is of particular importance, given that the use of the definite article in Romanian presents considerable difficulty for foreign students, due to the large number of contexts and exceptions it entails. It is nearly impossible to memorize all the rules necessary for constructing grammatically correct contexts.

This is precisely why logical associations are employed to support the application of grammatical rules in communication, and why carefully crafted, contextually appropriate examples are essential to the teaching process.

It is also widely recognized that most students from the current generation possess knowledge of at least one intermediary language. This enables the integration and translation of grammatical associations into the lesson, thereby facilitating comprehension and vocabulary development—even in the case of structures that have not yet been formally introduced.

2. The use of adverbs in teaching verb tenses

Examples such as the following may be employed in the teaching of verb tenses:

Eu merg încet. (I walk slowly.) */ El merge repede.* (He walks quickly.) / *Ei vorbesc bine.* (They speak well.) */ Ea înoată bine.* (She swims well.) */ Ea a ajuns târziu.* (She arrived late.) */ Examenul va fi mâine.* (The exam will be tomorrow.) */ Ei scriu frumos.* (They write beautifully - with an explanation that *"frumos" (beautifully)* in this context functions as an adverb, even though students initially encountered this word as a four-form adjective.)

Through such examples, students begin to associate adverbs with the expression of manner or time, thereby reinforcing their functional role in sentence construction.

Additionally, when we teach the *imperfect* tense and its uses, the temporal adverbial clause, conditional clause, and the sequence of tenses in Romanian may also be introduced. For instance:

- *Mergeam la mare în fiecare vară.* (I used to go to the seaside every summer.) */ Mâncam multe dulciuri când eram mic/când mergeam la bunici* /(I was eating a lot of sweets when I was little / when I used to visit my grandparents (expressing repeated past actions)
- *Vorbea la telefon în timp ce/când mânca*. (He was talking on the phone while he was eating.) (indicating simultaneity)
- *Venea dacă avea mașină.* (He would come if he had a car.) / *Lua examenul dacă învăța*/ I was little / when I used to visit my grandparents
- *A adormit în timp ce citea*. (He fell asleep while he was reading.) (indicating anteriority)

These structures allow students to gain an intuitive understanding of how past events and their interrelations are expressed in Romanian, deepening their understanding of both syntax and temporal logic.

3. Introducing purpose clauses and the imperative when teaching the subjunctive mood

When teaching the use of the subjunctive mood, it is also appropriate to introduce students to a common way of expressing purpose in Romanian:

- *De ce a ieșit? / -Să bea apă.* (Why did he go out? – To drink water.)

- *De ce ai venit? / -Să iau cărțile.* (Why did you come? – To take the books.)

- *De ce mergi la LIDL? / - Să cumpăr mâncare.* (Why are you going to LIDL? – To buy food.)

At this stage, it is equally appropriate to introduce the concept of the imperative form through examples such as: *Să citim*! (*Let's read!*) / *Să scriem*! (*Let's write!*)

These constructions help familiarize students with basic communicative functions of the subjunctive mood, while also offering a natural transition into imperative form.

4. The inclusion of participial adjectives in teaching the genitival article:

- *Haina (ne)spălată este a băiatului.* (The (un)washed coat belongs to the boy.)

- *Tricoul (ne)călcat este al fetei.* (The (un)ironed T-shirt belongs to the girl.)

- *Bluzele (ne)spălate sunt ale mamei.* (The (un)washed blouses belong to the mother.)

- *Pantofii (ne)spălați sunt ai fratelui.* (The (un)washed shoes belong to the brother.)

Through these simple and accessible contexts, students are able to partially grasp both agreement rules in Romanian and a basic method of word formation in the language.

Lessons that associate unknown structures during the teaching of a new grammar element are both useful and effective, provided they remain within the boundaries of basic grammar.

Moreover, the semantic logic of formal combinations plays an important role. In this regard, it is not advisable to introduce more than two new grammatical structures within a single lesson.

Teaching experience has shown that applying the principle of semantic anchoring, alongside logical structuring, significantly reduces the cognitive *shock* associated with the novelty of forms and rules. When it is possible, the use of an intermediary language and translation further supports students in acquiring more than two new structures both efficiently and intuitively.

In addition to the time constraints of the preparatory year (approximately ten months), there are many cases in which students arrive late due to socio-political circumstances. In this context, the integration of such structural associations into the teaching process proves advantageous in terms of time efficiency—both in teaching and in acquisition.

As a conclusion, the use of associations during the preparatory year offers learners the opportunity to study grammar not merely as a set of rigid systems, but as a dynamic process of acquiring new knowledge through authentic speech, with all the connections and integrations that natural language use entails.

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AN IMPORTANT RECOVERY

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Abstract

This study focuses on the contribution of knowledge in the order of communication and literature brought by a book translated into Romanian. The research method is sequential and transversal, aiming at highlighting Eminescu's universal canon status as the greatest Romanian poet. It is shown that Eminescu the Man offers us three lessons: hard intellectual work, Romanianism (healthy nationalism) and dreaming. From this perspective, that of eminescology, Petre Ciureanu's book about Eminescu is relevant for the knowledge of Romanian literature in the world. On the other hand, bringing the monograph into Romanian helps to strengthen the internal vision about the greatest Romanian poet.

Keywords: Eminescu, canon, literary communication, Eminescology

1. Introduction

The excellent translation from Italian of Petre Ciureanu's book, "Eminescu" (Craiova, Editura Aius, 2024) by doctoral student Carmen Teodora Făgețeanu pays homage to the national poet, Mihai Eminescu, and leads to the recovery of an Eminescuologist. In Italian, the study on Eminescu appeared in 1946 and was published by the Societa Editrice Internationale de Torino. The transposition into Romanian represents, as the translator states in the 16-page preface (which in fact constitutes a pertinent presentation of Petre Ciureanu's life and work), a remedy for an omission to bring Ciureanu's ideas about Eminescu to the country, "an important historical-literary recovery" of "major utility" (p. 15).

Petre Ciureanu sheds light on Mihai Eminescu as "Romania's greatest poet" (p. 17). G. Călinescu sees Eminescu as a "national and universal poet", as a "unparalleled" poet, and in the two most beautiful sentences in Romanian literary criticism he shows: "Thus died in the eighth lustrum of life the greatest poet that the Romanian land has ever produced and will ever produce, perhaps. Waters will dry up in the riverbed and forests or fortresses will rise over his burial place, and a star will fade in the sky in the distance, until this land gathers all its sap and raises them in the thin tube of another lily of the strength of its perfumes" (G. Călinescu, Viața lui Eminescu, Chișinău, Litera Ed., 1998, p. 340).

2. Amazing Eminescu

Nicolae Iorga found Eminescu to be the "Complete Expression of the Romanian Soul" (1929), and Constantin Noica saw him as the "Full Man of Romanian Culture" (1975). Nicolae Manolescu points out about these studies: "Both are based on a paradigmatic and ahistorical Eminescu, always exemplary for the Romanian spirit." In another vein, N. Manolescu emphasizes: "There are only three ground-breaking critical readings of Eminescu in all of history: Maiorescu's, Călinescu's and Negoiţescu's." (N. Manolescu, "Critical History of Romanian Literature. 5 Centuries of Literature", Pitești, Paralela 45, 2008, p. 379). Eminescu the Man offers us three lessons: hard intellectual work, Romanianism (healthy nationalism) and dreaming.

a) He himself called himself an "intellectual vagrant" in a letter to Veronica Micle, something that Petre Ciureanu noted (p. 38). Titu Maiorescu showed in the study that Nicolae Manolescu rightly states in "Critical History of Romanian Literature. 5 Centuries of Literature" (Pitești, Paralela 45, 2008, p. 379) that he founded Eminescuology. In this, "Eminescu and His Poems" (1889), Maiorescu shows that Eminescu was "the most diligent man, forever reading, meditating, writing".

b) In his speech at the First Congress of Romanian students from all over the world, gathered in Putna, on the occasion of the celebration of the 400th anniversary of the founding of the monastery – August 14-16, 1871, Mihai Eminescu emphasized: "Not with phrases and flattery, not with national guards of apple blossoms is the true nation loved and grown. We love it as it is, as God made it, as it has reached our days through centuries of suffering. We love it sans-phrase; we love it without asking anything in return, not even its trust, so easily misled, nor even the love, so easily instilled today in foreign things and foreign people. (…) We are Romanians and punctum." These elements also appear as such in an article in the newspaper "Timpul" (November 14, 1880). On the other hand, he said: "I love this good, gentle, humane people" (M. Eminescu, Works, IX, Bucharest, Romanian Academy Publishing House, 1980, p. 488).

c) "Eminescu, says George Călinescu, was a sublime lunatic in whose soul dreams grew like mallow. His normal state was the visionary one" (G. Călinescu, The Life of Eminescu, Chișinău, Litear Publishing House, 1998, p. 342).

On a social level, Eminescu is the coat of arms on the flag of Romanian culture, he is the poet who imprints Romania. On an individual level, Eminescu is a symbolic identity configuration of each of us. If we wake up daydreaming or have the sensation of seasickness on land, then we will know that Eminescu is dreaming with us. We, Romanians, must have an additional neural network called Eminescu. Man is a symbolic being. The essence of the symbolic is reverie, it is dreaming. Eminescu's symbolic lesson is the dream.

For the axiology of literature, Harold Bloom (Harold Bloom, The Western Canon (Books and the School of the Ages), Bucharest, Univers Publishing House, 1998) imposed the idea of a canonical writer. Canons say these are singularities, singular literary and social personalities. In our country, Ion Creangă is singular, Caragiale, Nichita Stănescu, Tudor Arghezi, Lucian Blaga are singular. Eminescu is not singular, Eminescu is “unpaired” (G. Călinescu). Being unpaired, Eminescu is unique. With an evaluation based on Titu Maiorescu, we say today that Eminescu is a genius. Being unique and unpaired, Eminescu is a genius. We have had several writers with genius, but only two geniuses: Eminescu and Călinescu.

There are a few unique writers in universal literature, among them Dante and Shakespeare are worth mentioning. In recognition of their immeasurable value, disciplines have been developed that focus on their lives and work: dantology, Shakespeareology. Nicolae Manolescu, in his 2008 History, highlights, we repeat, that Maiorescu's 1889 study ("Eminescu and his poems") "founds critical eminescology" (N. Manolescu, "Critical History of Romanian Literature. 5 Centuries of Literature" (Pitești, Paralela 45, 2008, p. 379)

From this perspective, that of eminescology, Petre Ciureanu's book about Eminescu is relevant for the knowledge of Romanian literature in the world. On the other hand, bringing the monograph into Romanian helps to strengthen the internal vision about the greatest Romanian poet. In addition, the translation is of excellent quality; here is an admirable linguistic picture, an excellent translation: "At the beginning of spring, in March 1884, the Arno Valley, the Tuscan hills and the beautiful Florentine gardens touched the poet's soul, which seemed to emerge from his usual apathy. He then befriended an Englishwoman, also blonde, who, knowing his sad story, showed a keen interest and, at the same time, compassion for him. But then, the Englishwoman left Florence, and Eminescu wandered the silent Florentine streets, more alone and sadder, until late at night” (p. 42).

3. Conclusion

The book therefore generates a pertinent illumination of Eminescu, for which we owe gratitude to Petre Ciureanu. Finally, we highlight the impeccable comprehensive translation of our colleague doctoral student Carmen Teodora Făgețeanu and we show reverence for the Aius Publishing House, which published the volume in exceptional graphic conditions.

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EVALUATION IN HUMAN RESOURCE MANAGEMENT THROUGH BEHAVIORAL ANTHROPOLOGY

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Abstract

In contemporary organizations, culture plays a decisive role in preserving, developing, and leveraging the full potential of individuals who contribute to value creation. More than ever, organizational strategy is fundamentally anchored in the behaviors, capabilities, and adaptive potential of its members. Within this context, the analytical tools and conceptual frameworks offered by behavioral anthropology provide a rigorous lens for examining the mechanisms that shape organizational effectiveness. By integrating behavioral patterns, cultural models, and interactional dynamics, behavioral anthropology enables the identification of the key characteristics that support the optimization of organizational processes and the enhancement of overall performance.

Keywords: Organizational culture, Behavioral anthropology, Human potential, Organizational performance, Strategic optimization

Introduction

Evaluation in Human Resource Management (HRM) is a critical function aimed at assessing employee performance, development, and alignment with organizational goals. Traditional methods focus heavily on quantitative metrics; however, the integration of behavioral anthropology offers a qualitative and human-centered approach. Behavioral anthropology, a subfield of cultural anthropology, studies human behavior in context, which can significantly enhance understanding in HR evaluations.

"Behavioral anthropology helps in understanding the social and cultural contexts that influence employee behavior" (Gulliver, 2010).

This paper explores how behavioral anthropology can provide deeper insights into employee performance, motivation, and organizational culture. Behavioral anthropology examines how human behavior is shaped by cultural and social factors. Unlike psychology, which often focuses on internal processes, anthropology emphasizes external, observable behavior within social contexts. Key methods include ethnography, participating observation, and qualitative interviews.

"Anthropologists explore not only what people do, but why they do it within specific cultural frameworks" (Erickson & Murphy, 2003).

These tools allow HR professionals to see beyond performance numbers and into the cultural dimensions of employee actions.

HR evaluation typically includes assessing job performance, goal completion, and employee contributions. Common methods include performance appraisals, 360-degree feedback, and key performance indicators (KPIs). However, these are often influenced by bias, organizational politics, and cultural misunderstandings.

"Performance appraisal systems often fail due to cultural mismatches and organizational blind spots" (Fisher, Schoenfeldt & Shaw, 2006).

Behavioral anthropology offers alternative frameworks for interpreting these evaluations. Applying anthropology to HR allows organizations to contextualize performance. For instance, behaviors that may seem unproductive in one culture could be signs of collaboration or respect in another. By using anthropological methods, HR can better understand such nuances.

Understanding organizational culture is essential in designing fair and effective performance evaluations" (Schein, 2010).

Theoretical foundation

Ethnographic methods help identify underlying cultural norms affecting behavior and performance. Several organizations have successfully integrated anthropological insights into HR:

- Google conducts internal ethnographic studies to understand team dynamics.
- Zappos prioritizes cultural fit and uses employee stories to guide evaluations.

"Ethnographic insights can lead to more humane and effective HR practices" (Baba, 2012).

These cases show how anthropology can transform evaluation into a more holistic and employee-centered process. The incorporation of behavioral anthropology into HR management offers numerous benefits that go beyond traditional evaluation metrics. These include: Enhanced Empathy and Cultural Awareness Anthropology teaches us to see individuals within the context of their culture and lived experience. HR professionals who adopt an anthropological mindset develop a more empathetic view of employees, recognizing how cultural norms and societal expectations shape workplace behaviors. This leads to evaluations that are more fair, balanced, and inclusive.

Improved Organizational Culture Analysis Behavioral Anthropology provides tools to understand the unwritten rules, rituals, and values that guide behavior within an organization. This cultural lens helps HR identify disconnects between stated values and actual practices, leading to more targeted and effective interventions.

Deeper Insight into informal structures and relationships Beyond formal hierarchies, organizations operate through informal networks of influence and collaboration. Ethnographic techniques reveal these networks, offering valuable information for leadership development, team building, and succession planning.

Reduction of Bias and Stereotyping Traditional performance evaluations often suffer from unconscious biases related to race, gender, age, and background. Anthropology encourages critical reflection and awareness of such biases. By focusing on context and meaning, evaluators are less likely to misinterpret behaviors or impose their own cultural standards unfairly.

Support for *Diversity and Inclusion Initiatives* a culturally informed HR approach aligns naturally with diversity, equity, and inclusion (DEI) goals. Understanding and valuing cultural differences allows organizations to design HR policies that support diverse talent and promote a sense of belonging for all employees.

Adaptability in Global Workforces In an increasingly globalized economy, HR professionals must manage multicultural teams. Anthropology equips them with the tools to interpret cross-cultural communication and behavior, preventing misunderstandings and enhancing collaboration across borders.

Greater Employee Engagement and Retention When employees feel understood and valued within their cultural context, their engagement increases. Anthropologically informed HR practices build trust and loyalty, ultimately leading to higher retention rates.

"Integrating anthropology into HR practices bridges the gap between data and lived human experience" (Van Maanen, 1991).

Neuroscience reveals how learning, memory, attention, motivation, and stress physiology influence workplace behavior. Neuroanthropology, as described by Downey and Lende (2012) and extended by Ineichen (2025), shows how cultural practices shape neural circuits and behavioral responses relevant to HR evaluation. Employee behavior is the product of cultural norms, social structures, and psychological processes. Cultural values shape communication styles, social structures influence team dynamics and leadership patterns, while psychological processes determine emotional regulation, attention, and interpretation of feedback. Technology reshapes employee identity, communication, and performance evaluation. Digital anthropology examines algorithm-driven behavior, attention patterns, and remote-work adaptations (Zoccolotti, 2024), all of which influence HR assessment in modern workplaces.

These benefits position anthropology not as an alternative to existing HR practices, but as a powerful complement that brings the human element to the forefront. Building on previous research (Naidin, 2025) behavior emerges from the convergence of cultural norms, cognitive processes, and social learning, HRM can integrate anthropological analysis to produce deeper and more contextualized evaluations.

Despite its benefits, incorporating behavioral anthropology into HR management also presents several challenges and limitations: time and resource Intensive Anthropological methods such as ethnographic observation and in-depth interviews require substantial time and trained personnel. This may not align well with the fast-paced demands of modern business environments.

Conclusions and future directions

Institutional Resistance Traditional HR structures are often built around quantitative metrics and standardized processes. Introducing anthropological methods may face skepticism or resistance, especially from leadership unfamiliar with qualitative approaches.

Difficulty in Measurement and Quantification The insights derived from qualitative data are rich in context but can be difficult to measure or compare systematically. This poses challenges when aligning anthropological evaluations with performance management systems that demand clear, numerical outcomes.

Nevertheless, these challenges can be addressed through hybrid models. By integrating both anthropological and traditional techniques, organizations can gain a more holistic view while maintaining the efficiency and comparability of quantitative tools.

Methodological Integration

To successfully incorporate anthropology into HRM, organizations should consider the following methodological strategies:

Training HR Professionals Equip HR staff with basic training in ethnographic methods and cultural analysis. This enables them to gather and interpret qualitative data effectively.

Combining Data Sources use mixed methods that include both qualitative insights and quantitative metrics. For example, combine ethnographic observations with employee performance data to identify patterns that would otherwise go unnoticed.

Narrative-Based Evaluation Encourage evaluators to supplement checklists and rating scales with narrative feedback. Descriptive accounts provide context that helps explain why certain behaviors occur, leading to more informed decisions.

This methodological integration creates a comprehensive understanding of employee performance, enriching the HR evaluation process and promoting cultural sensitivity.

Methodological Integration in HR Management through Anthropology

In order to effectively integrate anthropological approaches into Human

Resource Management (HRM), a strategic and structured methodological framework is essential. This integration requires a balance between qualitative, context-rich insights and the objectivity of quantitative evaluation methods. Combining both dimensions allows organizations to develop a more comprehensive understanding of employee behavior, motivation, and performance.

First and foremost, HR professionals should be trained in basic ethnographic and qualitative research techniques, such as participant observation, informal interviewing, and cultural analysis. This foundational knowledge equips them with the tools necessary to interpret employee behavior not as isolated data points, but as part of a broader organizational narrative.

Moreover, a mixed-methods approach is recommended. This involves the simultaneous use of qualitative and quantitative data to inform decision-making. For instance, traditional performance indicators such as KPIs can be enriched with employee narratives or ethnographic observations, offering deeper explanations behind trends or deviations.

Another critical strategy is the inclusion of narrative-based evaluations. Rather than relying solely on rating scales or numerical scores, organizations should encourage evaluators to provide descriptive accounts of employee contributions, including examples, context, and perceived impact. These narratives help uncover underlying factors that influence behavior, such as workplace culture, team dynamics, or personal values.

To operationalize this integration, HR departments may adopt digital tools that allow the aggregation and analysis of qualitative data, such as employee feedback platforms or AI-powered text analysis software. These tools can help identify recurring themes, sentiment, and communication patterns that are otherwise overlooked in standard appraisals.

Finally, interdisciplinary collaboration between anthropologists, HR specialists, and organizational psychologists can facilitate a richer methodological dialogue. By pooling expertise, organizations can design evaluation systems that are both empirically sound and culturally sensitive.

In conclusion, methodological integration in HRM—when informed by anthropology—fosters more adaptive, inclusive, and insightful evaluation practices. It enables a transition from a purely metrics-driven culture to one that values the complexity of human behavior in organizational life.

The evolving nature of work and diversity in the workplace points to several future directions for integrating anthropology in HR:

AI and Technology Leverage artificial intelligence to analyze large volumes of qualitative data, such as employee feedback or interview transcripts, making anthropological insights more scalable and accessible.

Cross-Cultural competence increase investment in cross-cultural training for HR professionals. As teams become more global, understanding cultural nuances becomes essential for effective management and evaluation. Expanding Academic and Field Research Encourage further academic research and field studies on the application of anthropology in organizational settings. This will build an evidence base and refine methodologies for broader adoption. Ultimately, the future of HR evaluation lies in creating culturally aware, adaptive, and human-centered systems that align with the complexity of modern organizational life.

Using the tools provided by behavioral anthropology, the effectiveness and overall performance of human resource management may prove, in the future, to be extremely important. Considering the current shifts in perception, values, and attitudes—and acknowledging that new generations relate to everyday life in increasingly different ways, these anthropological instruments become essential for the future of HR practice. They offer organizations, whether traditional or non-traditional, the capacity to manage human resources more accurately, more flexibly, and with greater cultural and behavioral awareness.

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MEDIA ETHICS IN THE AGE OF ARTIFICIAL INTELLIGENCE: RECONFIGURING RESPONSIBILITY AND TRANSPARENCY

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Abstract

The integration of artificial intelligence (AI) applications into the media system has transformed journalistic practices, editorial processes, and the relationship between information producers and consumers. From automated journalism and recommendation algorithms to generative content and automatic moderation, AI raises a range of ethical dilemmas that go beyond traditional media ethics frameworks. This article aims to provide a state-of-the-art analysis of the literature on media ethics in the age of artificial intelligence, identifying the main theoretical directions, recurring issues, and research gaps. The study is based on a review of academic papers on the intersection of media ethics, communication studies, and artificial intelligence. The analysis highlights four major ethical areas: (1) accuracy of information and the risk of misinformation, (2) algorithmic responsibility and transparency, (3) bias and automated discrimination, and (4) the impact of AI on editorial autonomy and the journalism profession. The results indicate a conceptual fragmentation of existing ethical approaches and a tendency to adapt traditional codes of ethics that are insufficient to the complexity of contemporary algorithmic systems. The article argues for the need to develop dynamic, interdisciplinary ethical frameworks that address both current technological challenges and the media's democratic role.

Keywords: artificial intelligence, media ethics, algorithmic accountability, automated journalism, content moderation, generative AI.

1. Introduction

The emergence of artificial intelligence in the media sphere has completely redefined the field, changing distribution channels and consumption patterns (Román-San-Miguel & Sánchez-Hunt, 2026; Tejedor & Vila, 2021). This transformation, often compared to the emergence of a "new internet" due to its speed of adoption, requires a constructive reassessment of the ethical foundations of public communication (Silvia, 2025; Spyridou & Ioannou, 2025). In this digital landscape, traditional values such as accuracy and responsibility require greater attention amid automated processes and algorithmic complexity, as rapid adaptation is needed (Silvia, 2025; Singhal et al., 2024).

These developments put pressure on the classic frameworks of media ethics, based on human responsibility, editorial autonomy, and ethical standards. Principles such as accuracy, impartiality, transparency, and accountability to the public become difficult to apply when editorial decisions are partially or entirely mediated by opaque algorithmic systems, often developed outside newsrooms (Bedford-Strohm, 2019; Osburg, 2019). This shift is accelerated by the new economic structures of the digital age, which prioritize instant news delivery and profit maximization, often at the expense of thorough verification (Spyridou & Ioannou, 2025; Watzek, 2019).

To address these challenges, researchers recommend that media systems rely on several essential pillars: fairness, accountability, transparency, and ethics (Singhal et al., 2024). Artificial intelligence has significant potential to support and expand journalists' capabilities through "exo-journalism" models, but this requires ongoing alignment with fundamental democratic values (Spyridou & Ioannou, 2025; Tejedor & Vila, 2021). At the same time, increasing transparency in the use of automation is considered a key solution for building public trust and developing clear and consistent editorial policies (Román-San-Miguel & Sánchez-Hunt, 2026; Sánchez-García et al., 2025).

The transformation of communication into a hybrid process influences how digital identity is constructed and how people perceive reality (Werani, 2019). Phenomena such as "filter bubbles" arise from recommendation algorithms that personalize content and shape the user experience within the attention economy (Bedford-Strohm, 2019; Klug & Strang, 2019).

Over the past decade, academic research has seen a significant expansion of studies on the relationship between AI and the media, covering topics such as automated journalism, generative content, recommendation algorithms, AI-assisted disinformation, and automated moderation on digital platforms. These contributions come from various fields—media studies, applied ethics, law, computer science, political science—and often propose distinct analytical frameworks, sometimes convergent, sometimes tense. Despite these multiple perspectives, the area remains conceptually fragmented, and the dialogue between normative, critical, and technical-functional approaches is limited.

In this context, a state-of-the-art analysis is needed to evaluate the existing literature on media ethics in the age of artificial intelligence. Such an approach is all the more relevant as the pace of technological innovation often exceeds the normative capacity of media institutions and regulatory mechanisms.

Therefore, the objective of this article is to highlight the main ethical debates related to the use of artificial intelligence in the media, focusing on how the literature conceptualises issues of responsibility, transparency, bias, misinformation and editorial autonomy. The article also aims to highlight the limitations of existing approaches and outline research directions that can advance the development of ethical frameworks better suited to current socio-technical realities.

2. Methodology

This article adopts a state-of-the-art methodology to map the current state of research on media ethics in the context of artificial intelligence. Sources were identified by consulting the main international academic databases relevant to media studies and applied ethics (e.g., Web of Science, Scopus, Google Scholar). Searches were performed using combinations of English keywords, including: „artificial intelligence, media ethics, journalism ethics, algorithmic accountability, automated journalism, content moderation, and generative AI". The terms were adapted and combined according to the specifics of each database. Works published between approximately 2015 and 2025, a period marked by the accelerated integration of AI into the media, were included.

3. Key Ethical Challenges of Automated Journalism

3.1. Information Accuracy as an Ethical Challenge

One of the most important dilemmas related to the use of artificial intelligence in the media is the ability of algorithmic systems to generate inaccurate or even false information with confidence and conviction. Recent studies show that artificial intelligence does not verify the truth of information but operates on statistical probabilities, leading to the emergence of seemingly credible content that lacks a factual basis (Hagendorff, 2024; Shi & Sun, 2024). This shift raises important questions about the accuracy of information and puts pressure on the traditional role of the press to provide a common factual basis for public debate (Bedford-Strohm, 2019; Spyridou & Ioannou, 2025). A significant obstacle is the tendency of artificial intelligence systems to produce so-called "hallucinations," i.e., erroneous or contradictory information presented convincingly and authoritatively (Sánchez-García et al. 2025; Hagendorff, 2024; Shi & Sun, 2024; Silvia, 2025). These manifestations are genuine structural vulnerabilities that can mislead the public and promote false memories, including through exposure to non-existent events (Senarathna, 2025; Shi & Sun, 2024). In this context, empirical truth risks being replaced by a synthetic truth, in which linguistic coherence and discursive plausibility prevail over correspondence with reality (Shi & Sun, 2024). Digital platform algorithms are often optimized to maximize user engagement and profit, which favors content that confirms pre-existing beliefs and amplifies confirmation bias, to the detriment of information that contradicts them (Bedford-Strohm, 2019; Spyridou & Ioannou, 2025). Spyridou & Ioannou, 2025). At the same time, automated fact-checking often operates through a binary logic—true or false—that fails to capture the contextual complexity, cultural nuances, or historical dimension necessary for rigorous journalism (Spyridou & Ioannou, 2025). At the same time, AI is sometimes characterized as a form of "alien intelligence" (Harari, 2024), operating according to a non-human logic that is relatively indifferent to normative values such as social responsibility, editorial balance, and impartiality (Spyridou & Ioannou, 2025).

The accelerated development of platforms that generate content has contributed to the emergence of an information environment in which the public increasingly finds it difficult to distinguish authentic from artificially generated content (Senarathna, 2025; Shi & Sun, 2024). This uncertainty affects social trust and amplifies citizens' vulnerability to disinformation and propaganda. At the same time, recommendation algorithms can create "information bubbles" that fragment the public space and undermine the existence of a common frame of reference necessary for democracy to function (Bedford-Strohm, 2019; Klug & Strang, 2019). In this context, the literature emphasizes the need for constant human oversight (*human-in-the-loop*) as an ethical and professional imperative (Sánchez-García et al., 2025; Silvia, 2025; Spyridou & Ioannou, 2025). Rigorous verification of information generated or processed by AI against multiple credible sources becomes essential to prevent major journalistic errors. The adoption of transparency practices—including clear labeling of synthetic content and communication of the degree of technological intervention—is considered crucial for maintaining public trust (Román-San-Miguel & Sánchez-Hunt, 2026; Sánchez-García et al., 2025).

Overall, the challenges related to accuracy in the AI era go beyond the technological dimension and are part of a broader issue concerning the preservation of journalism's role in society. In the absence of critical human intervention, there is a risk that the production of informative content will become increasingly dependent on automated processes geared towards efficiency and profit, which may fragment the perception of social reality and transfer editorial authority to opaque algorithmic systems (Bedford-Strohm, 2019; Sánchez-García et al., 2025; Spyridou & Ioannou, 2025).

This situation indicates a significant shift in how we relate to truth: from verifiable information to a purely synthetic truth, created without a direct link to reality (Shi & Sun, 2024). The problem is exacerbated by the public's difficulty in distinguishing between content produced by journalists and that generated by artificial intelligence. In the long term, this phenomenon may lead to a decline in public trust in both media institutions and information as a fundamental social good (Senarathna, 2025), and in democratic control (Román-San-Miguel & Sánchez-Hunt, 2026; Sánchez-García et al., 2025).

3.2 Challenges to Transparency in Algorithmic Content Production

A major obstacle to the responsible use of artificial intelligence is the lack of transparency in its decision-making processes, a phenomenon described in the literature as the "black box" problem (Singhal et al., 2024). Advanced algorithms often operate in ways that are difficult to understand or even impossible to explain, even to those who develop them, making it difficult to establish editorial and ethical responsibility.

Specialized studies distinguish between two complementary forms of transparency: algorithmic transparency, which involves explaining how artificial intelligence systems work, and organizational transparency, which involves clearly informing the public about the use of AI in editorial processes (Hagendorff, 2024). However, there is a structural tension between these two dimensions, as complete transparency can disclose sensitive data, trade secrets, or proprietary algorithms (Singhal et al., 2024).

In practice, many media organizations avoid explicitly communicating how they use artificial intelligence. This lack of clarity can generate feelings of insecurity and vulnerability among users, who perceive the technology as an invisible mechanism over which there is no real democratic control (Román-San-Miguel & Sánchez-Hunt, 2026; Sánchez-García et al., 2025).

3.3 AI Bias and Ethical Challenges

Although artificial intelligence is often presented as neutral and objective, in reality, it takes on and amplifies prejudices that already exist in society, as it is trained on data that reflects these inequalities (Singhal et al., 2024). For this reason, the FATE principles – fairness, accountability, transparency, and ethics – are frequently violated.

Research shows that artificial intelligence systems can reproduce gender, racial, or ideological stereotypes, leading to the exclusion or marginalization of certain groups, even if the technology appears impartial (Hagendorff, 2024; Shi & Sun, 2024). This bias influences not only the content generated but also its distribution. Personalization algorithms create so-called "filter bubbles," limiting users' access to diverse opinions. As a result, this phenomenon promotes social polarization and fragmentation of public debate (Bedford-Strohm, 2019; Klug & Strang, 2019).

3.4 Privacy, Data Protection, and Ethical Data Practices

Ethical issues have evolved from simple cybersecurity to an analysis of how information is used throughout the entire value stream (Osburg, 2019). In this context, data used in the digital environment is classified into three categories: voluntary data (consciously provided), observed data (automatically recorded behaviors, such as browsing history), and inferred data (predictive models created by algorithms to anticipate future behaviors) (Osburg, 2019; Singhal et al., 2024).

The main risks associated with the management of this data include the possibility of de-anonymization, in which seemingly aggregated datasets can be analyzed to identify individuals, thereby affecting the fundamental right to privacy (Singhal et al., 2024). Furthermore, the issue of informed consent remains critical, as users of digital platforms do not always understand how their data is used to train artificial intelligence systems or for personalized marketing, which amplifies vulnerability and information imbalance (Senarathna, 2025; Singhal et al., 2024). In the media field, an additional risk is the security of sources, as the introduction of interview notes or confidential documents into linguistic models can lead to unintended leaks of information to third parties and compromise the protection of journalistic sources (Sánchez-García et al., 2025; Silvia, 2025). To rebuild public trust, the literature proposes adopting the "Trusted by Design" model, which integrates ethical mechanisms and accountability controls into the early stages of technological product development (Osburg, 2019). In this broader context, the integration of artificial intelligence into media systems is not limited to automating certain processes. Still, it produces a structural transformation of the relationship between people and technology, generating profound ethical dilemmas related to the diminishing role of human subjectivity and the emergence of a form of "alien intelligence," characterized by operational logics different from those of human rationality and relatively indifferent to the traditional normative values of journalism (Shi & Sun, 2024; Spyridou & Ioannou, 2025). The concept of "alien intelligence," describes systems capable of generating ideas and making decisions independently, yet operating according to a logic fundamentally different from that of humans (Spyridou & Ioannou, 2025). In the media context, this form of intelligence is considered agnostic to the profession's normative values, such as impartiality, social responsibility, transparency, and empathy (Spyridou & Ioannou, 2025). The major danger lies in the fact that these tools are often designed by technology companies whose interests are geared towards profit and engagement algorithms, risking turning journalism into a superficial institution, unable to serve as a watchdog of democracy (Spyridou & Ioannou, 2025).

The integration of artificial intelligence has generated a profound transformation, in which technology is beginning to influence how information is produced and interpreted directly. In this context of "deep mediatization," AI systems can become active players in the editorial process, participating in the selection, organization, and interpretation of content, which affects the subjectivity and professional judgment of media professionals (Shi & Sun, 2024). Although AI can quickly analyze large volumes of data, it cannot reproduce empathy, cultural sensitivity, or human-specific emotional understanding, leading to standardized, less nuanced journalistic material (Shi & Sun, 2024; Silvia, 2025). There is also a risk that editorial decisions regarding the relevance of information will be transferred to algorithms, which tend to privilege visible, popular, or profitable content, sometimes at the expense of information with civic or social importance (Spyridou & Ioannou, 2025). In addition, excessive automation can reduce investigative intuition and journalistic curiosity, which are essential for uncovering complex or sensitive topics (Lamprou et al., 2025). Some analyses even project a near future in which newsrooms become spaces dominated by automated processes, with fewer journalists directly involved, raising serious questions about the nature of journalism: if news is produced almost entirely by automated systems, can it still be considered journalism in the traditional sense, or does it become more like products generated on a digital "assembly line" (Silvia, 2025; Spyridou & Ioannou, 2025).

3.5. Information security and the risks of manipulation

Information security is threatened by the constant competition between technologies that generate content and those that detect it (Senarathna, 2025; Silvia, 2025). Among the main risks are deepfakes and synthetic disinformation, which can manipulate public opinion or destabilize financial markets (Senarathna, 2025; Shi & Sun, 2024; Silvia, 2025), as well as "filter bubbles" created by algorithms, which limit exposure to diverse perspectives and promote social polarization (Bedford-Strohm, 2019; Klug & Strang, 2019). In addition, technical attacks, such as jailbreaking or prompt manipulation, can bypass the ethical safeguards of AI models (Hagendorff, 2024). To reduce these risks, the literature recommends digital literacy, independent algorithmic audits, and mandatory digital labeling of all artificially generated content (Pogue in Silvia, 2025; Senarathna, 2025; Sánchez-García et al., 2025).

3.6 Hybrid Collaboration as a Safeguard Against Ethical Risks

To counteract these risks, technology should function as a support, not a replacement (Sánchez-García et al., 2025; Tejedor & Vila, 2021). Humans must constantly supervise automated processes to guarantee the accuracy of information and ensure its ethically and contextually correct application (Lamprou et al., 2025; Sánchez-García et al., 2025). Ultimately, the role of the media professional is to give shape and meaning to technology, preventing a situation in which "alien intelligence" could redirect public discourse towards a zone of ignorance and algorithmic polarization (Spyridou & Ioannou, 2025).

4. Conclusions

The integration of artificial intelligence into the media represents one of the most profound transformations of public communication in the digital age, with implications that go beyond mere technological efficiency. The analysis in this article highlights that AI is reconfiguring the entire media production value chain—from information collection and processing to content generation, distribution, and moderation—putting pressure on the traditional ethical foundations of journalism.

The results show that, although automation, data-driven journalism, and generative artificial intelligence offer clear benefits in terms of productivity, scalability, and information coverage, these advantages are accompanied by systemic risks. Among the most relevant are the diminution of factual accuracy through algorithmic "hallucinations," the opacity of decision-making processes, the reproduction and amplification of social biases, the fragmentation of public discourse through excessive personalization, and the undermining of public trust in media institutions. These phenomena indicate a shift in editorial responsibility from human actors to algorithmic systems often developed outside the the article highlights the emerging tension between human professional judgment and what the literature describes as "alien intelligence," characterized by a functional logic different from that of humans and lacking ethical or contextual sensitivity. In the absence of robust regulatory and self-regulatory frameworks, there is a risk that journalism will be reduced to production optimized for engagement and profit, to the detriment of its civic and deliberative role.

On a theoretical level, the analysis reveals the conceptual fragmentation of the research field, with a still-limited dialogue among normative, critical, and technical-functional approaches. This finding supports the need for more coherent interdisciplinary research that can correlate technological development with ethical reflection and the socio-economic realities of the media ecosystem. Future research directions should include empirical assessments of AI's impact on editorial practices, comparative studies of transparency in newsrooms, and analyses of the effectiveness of algorithmic governance mechanisms.

In conclusion, artificial intelligence should not be conceived as a substitute for journalism, but as a tool to augment it. The ethical viability of the media in the AI era depends on maintaining human control, strengthening public trust, and developing regulatory frameworks adapted to the accelerated pace of technological innovation. Only through critical and responsible collaboration among technology, media professionals, and society can the transformation of public communication into a space dominated by opacity, polarization, and automatism, devoid of democratic accountability, be prevented.

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MASS MEDIA AND PUBLIC TRUST IN THE MINISTRY OF INTERNAL AFFAIRS: A SOCIOLOGICAL ANALYSIS OF INSTITUTIONAL CREDIBILITY

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Abstract

Reputation, image, and organizational identity represent essential and interdependent elements in the process of building public trust in an institution. These concepts cannot be addressed in isolation, as they exist in a relationship of complementarity and mutual influence. Reputation is built upon organizational identity, as well as upon the actions and behaviors of the institution as a collective entity, as emphasized by Cismaru, Diana Maria, in her work dedicated to online reputation (2015, p. 95). Credibility, in turn, constitutes a fundamental condition for establishing trust within a communication relationship and remains a constant topic of interest for public actors.

A relevant example in this regard is the 2020 study on the online reputation of the Ministry of Internal Affairs, which highlighted the significant impact of the materials published on the institution's official Facebook page. The collected data demonstrated that these materials generated a high level of visibility and engagement, attracting the attention of audiences even beyond national borders (Directorate of Information and Public Relations, 2020).

The study conducted by the author analyzes how public trust in the Ministry of Internal Affairs influences the organizational image of the institution, considering that maintaining or improving public perception directly depends on the level of trust expressed by citizens. In this context, public trust represents a key indicator of institutional legitimacy and the stability of organizational reputation, with its variations being immediately reflected in collective perceptions of the organization's efficiency and transparency.

Another objective of the research was to examine the ways in which the media contributes to shaping and strengthening the credibility of the Ministry of Internal Affairs among public audiences. Through its mechanisms of information selection and interpretation, the press can either amplify or, conversely, diminish the impact of institutional actions on the public.

Keywords: mass media, credibility, trust, reputation

Introduction

The evolution of mass media has significantly redefined the ways in which public opinion is expressed, contributing to the emergence of new spaces for the manifestation of collective discourse. In this context, Rieffel (2008, p. 43) emphasizes that "the mass media have modified the ways of expressing public opinion. Once public opinion is no longer limited to nominal moments, as captured by surveys, we must attempt to grasp the substance of real moments precisely through social movements and activist mobilizations."

Thus, the mass media not only reflect but also shape the dynamics of public opinion, providing a framework of visibility for various forms of collective action (Stanescu, G. C., 2015). Through its mechanisms of information dissemination and amplification, the press becomes an active actor in the process of forming perceptions.

The determination of organizational reputation involves a comparative assessment of performance, the quality of the services provided, and the manner in which the organization fulfills its social mission. Depending on the phase of communication, image may be induced, disseminated, or reflected—an aspect that highlights the complex dynamics of the relationship between the organization and its audiences. Institutional reputation is built upon the identity, actions, and behaviors of the organization as a collective entity (Cismaru, 2015, p. 95).

From a sociological perspective, the influence of mass media on the formation of public opinion represents a topic of major importance, as it has the capacity to structure collective perceptions and guide the interpretation of social events. Weber draws attention to the potential of the media to resort to propaganda mechanisms and subtle forms of discursive manipulation, through which it can shape collective attitudes and behaviors. In a complementary direction, Habermas introduces the concept of the public sphere, emphasizing the decisive role of the media in configuring a framework for democratic debate—one that enables the negotiation of social meanings and the foundation of political decisions.

The **Ministry of Internal Affairs** represents one of the fundamental institutions of the Government of Romania, its organization and functioning being regulated by Emergency Ordinance No. 30 of April 25, 2007. The M.A.I. is a specialized body of the central public administration, holding legal personality and headquartered in Bucharest. Through its complex structure and assigned competencies, the Ministry plays a decisive role in ensuring public order and national security.

Among the main responsibilities of the Ministry of Internal Affairs are the development and implementation of measures aimed at protecting the fundamental rights and freedoms of citizens, as well as safeguarding public and private property. The institution also coordinates and carries out activities for the prevention and combating of phenomena with a major impact on public safety, such as terrorism, drug trafficking and consumption, organized crime, human trafficking, cybercrime, and illegal migration. Through these functions, the M.A.I. contributes to maintaining social stability and protecting the democratic values of the rule of law.

The level of citizens' trust in state institutions, including the Ministry of Internal Affairs, significantly influences the quality of the relationship between authorities and society. When a high degree of trust is present, citizens demonstrate a greater willingness to cooperate with public institutions in identifying and promoting common interests, which generates predictable behaviors and beneficial effects at the community level. At the same time, a consolidated level of trust is reflected in higher fiscal compliance, as individuals are more inclined to accurately declare their income and property and to fulfill their fiscal obligations (Bătrâncea & Nichita, 2015).

Sociological Study

Over time, the credibility of law enforcement institutions in Romania has been a constant subject of public debate, varying according to how events in the public sphere were managed and communicated. Institutional crises portrayed in the mass media, together with deficient information transmission strategies, have at times led to the deterioration of the Ministry of Internal Affairs' image and to a decrease in citizens' trust. To strengthen institutional reputation and credibility, it is necessary to ensure prompt and effective intervention services, reduce vulnerabilities in the decision-making process, and maintain a high level of transparency in administrative acts.

The analysis presented in this study aims to highlight how the organizational behavior of the Ministry of Internal Affairs influences the population's level of trust in the institution and its subordinate structures. In this regard, the research seeks to identify public perceptions regarding the ministry's credibility, with a primary focus on how the mass media reflect institutional activity and how this contributes to shaping the ministry's public image.

Numerous studies have highlighted the advantages that public trust in public administrations generates for institutional functioning, emphasizing its contribution to consolidating legitimacy, maintaining social cohesion, and facilitating the implementation of reform measures (Bouckaert, 2012; White & Fu, 2012).

Citizens who demonstrate a high level of trust in state institutions are generally more receptive to restrictive measures required in various domains, accepting them with lower resistance and greater willingness to comply (de Vries & Sobis, 2018; Kulin & Sevä, 2021). The process of trust erosion is typically faster and easier to trigger than the process of rebuilding it, which explains why institutions frequently face difficulties in regaining lost symbolic capital (Berg & Johansson, 2020).

A study conducted by the Romanian Institute for Evaluation and Strategy (IRES) in early April 2020 analyzed the level of trust of Romanians in the individuals and institutions involved in managing the COVID-19 pandemic, as well as in the measures adopted by the authorities during this period. According to the results of the study titled *Romania in the Pandemic*, Raed Arafat, Secretary of State within the Ministry of Internal Affairs, was identified by respondents as the most credible public figure at the time, while the institutions responsible for managing the state of emergency ranked among the top in terms of public preference and trust (IRES, 2020).

In line with the results of previous research, the military continues to occupy the first position in the ranking of institutions enjoying the highest level of public trust in Romania, with 84% of respondents reporting "a lot" or "very much" trust in this institution (IRES, 2020). Following this, the General Inspectorate for Emergency Situations also benefits from a high trust capital, with approximately three-quarters of Romanians expressing a favorable opinion regarding the activities of this structure. The Romanian Gendarmerie similarly occupies a favorable zone in public perception, with 65% of survey participants indicating a high level of trust (IRES, 2020).

The research findings also highlighted a significant improvement in the image of the Romanian Police, which, according to the data provided, ranks on par with the Romanian Orthodox Church in terms of citizen trust—61% of respondents reported having "a lot" or "very much" trust in these institutions (IRES, 2020). This positive development can be associated with the active role that the ministry's structures played in managing the health crisis caused by the COVID-19 pandemic, as well as with sustained efforts in public communication and rapid intervention in emergency situations.

Another relevant finding of the IRES study is that over 50% of participants reported trusting the Ministry of Health and the Ministry of Internal Affairs (IRES, 2020), thereby confirming the importance of these institutions in effectively managing the health crisis and maintaining public order during periods of uncertainty.

In the same vein**, Transparency International** published in June 2021 the results of the most recent *Global Corruption Barometer 2021 – EU*, a comprehensive study on perceptions of corruption across the member states of the European Union. In Romania, the survey was conducted by the Center for the Study of Opinion and Market Research between October and December 2020, on a representative sample of 4,006 respondents, with a confidence level of 95% and a margin of error of ±1.55% (Transparency International, 2021).

A secondary analysis of the data extracted from the barometer database revealed that the information was collected without making a strict distinction between the institutions and administrative structures specific to each member state. Consequently, references to law enforcement institutions were formulated in a general sense, applicable at the European level. Thus, the term "Police" used in the report refers generically to all operational structures of the Ministry of Internal Affairs, whose personnel interact directly and frequently with citizens in the fulfillment of their official duties (Transparency International, 2021).

The involvement of the Ministry of Internal Affairs and the Romanian Police in corruption scandals has significant effects on public perception, affecting not only institutional credibility but also the operational capacity of these structures. Such events undermine citizens' trust in the impartiality and efficiency of public order institutions, while simultaneously eroding the symbolic capital and moral authority necessary for the exercise of their fundamental functions.

Within the sociological study dedicated to analyzing the credibility of the **Ministry of Internal Affairs** and evaluating the impact of mass media on public trust in the M.A.I., 747 respondents from all historical regions of Romania were surveyed. The distribution of study participants reflects balanced territorial representativeness: 19.8% from the Bucharest–Ilfov region, 15.3% from the Central region, 14.6% from the North-East, 15.1% from the North-West, 15.0% from the South-East, and 20.2% from the South-West. This relatively uniform distribution provides the study with methodological relevance, offering solid grounds for the interpretation of results.

From a demographic perspective, respondents present a balanced diversity in terms of age: 11.1% are under 25 years old, 14.19% are aged 25–30, 35.61% are aged 30–40, 27.18% are aged 40–50, and 11.91% are over 50. Regarding educational level, 0.8% of participants reported having primary education, 11.24% secondary education, and 87.95% higher education, indicating a high proportion of respondents with academic training. In terms of gender, the distribution is nearly balanced: 48.06% are women, and 51.94% are men.

Concerning the credibility of the Ministry of Internal Affairs, the collected data indicate the following distribution of perceptions: 4.6% of respondents consider the institution not credible at all, 13.5% perceive it as slightly credible, 36.8% as moderately credible, 33.9% as fairly credible, and 11.2% as very credible. The results show that the largest share is held by respondents who consider the M.A.I. moderately credible, which can be interpreted as a medium level of public trust, with potential for improvement through institutional communication policies and enhanced transparency.

Regarding the credibility of the **Romanian Police**, the distribution of responses is similar: 6.2% of participants consider the institution not credible at all, 19.0% perceive it as slightly credible, 34.9% as moderately credible, 31.3% as fairly credible, and 8.6% as very credible. In this case as well, there is a dominant tendency toward moderate evaluations, indicating an ambivalent public perception—the institution enjoys a reasonable level of trust, yet it is not sufficiently consolidated to be considered fully credible in the eyes of the population.

Concerning the credibility of the **Inspectorate for Emergency Situations (Firefighters),** the distribution of responses reflects a high level of public trust. Specifically, 1.5% of respondents consider the institution not credible at all, 4.8% perceive it as slightly credible, 17.3% as moderately credible, 49.5% as fairly credible, and 26.9% as very credible. The results indicate that the largest share is held by respondents who consider ISU to enjoy a consistently high level of credibility, confirming the positive perception associated with the institution's intervention and humanitarian support activities.

Regarding the **Romanian Gendarmerie**, the obtained data reflect a slightly different distribution. 11.5% of participants consider the institution not credible at all, 13.1% as slightly credible, 29.5% as moderately credible, 31.3% as fairly credible, and 14.6% as very credible. The results show that the highest proportions correspond to the categories "fairly credible" and "moderately credible," confirming a predominantly favorable evaluation, though not without reservations.

By comparison, it can be stated that, from the respondents' perspective, the **Ministry of Internal Affairs** and the **Romanian Police** are perceived as moderately credible institutions, whereas the **Inspectorate for Emergency Situations** and the **Romanian Gendarmerie** enjoy a higher level of public trust, being considered fairly credible. These differences can be explained by the nature of the activities carried out, the degree of direct contact with the population, and the manner in which media coverage reflects the specific interventions of each structure.

The study results suggest that ISU and the Romanian Gendarmerie enjoy the highest credibility among the population, a factor that can be correlated with the general perception of these institutions as dedicated to citizen protection and the maintenance of public order. In contrast, the M.A.I. and the Romanian Police are perceived more as administrative and coercive entities, which may generate a symbolic distance between the institution and the citizen, partially reducing the trust capital.

The full consolidation of public trust in the Ministry of Internal Affairs requires increasing decision-making transparency, improving public communication, and promoting a citizen-oriented organizational culture. Once citizens demonstrate a high level of total trust in the ministry, a significant strengthening of institutional reputation will occur, with direct effects on the capacity for inter-institutional collaboration, both nationally and internationally.

Recent studies reveal that, in public perception, the military and the Church consistently remain at the top of institutions enjoying the highest level of trust among Romanian citizens, a trend that demonstrates longitudinal stability over time.

Regarding the influence of mass media on the credibility of the **Ministry of Internal Affairs**, the analyzed data indicate that the involvement of the institution and the **Romanian Police** in corruption scandals has direct consequences on public perception, generating institutional vulnerability and discreditation. These phenomena inevitably lead to legitimacy crises within the organization, felt particularly by operational personnel, who frequently face a lack of respect from citizens and the pressure of public opinion fueled by negative media narratives.

Although field police officers often carry out their professional duties beyond their own comfort and assume significant risks, public perception remains frequently distorted, as they are often portrayed unfavorably in the media. This dissonance between the reality of operational activities and media representation contributes to the deterioration of the Romanian Police's image and, by extension, that of the entire Ministry of Internal Affairs.

In the Romanian context, mass media plays a decisive role in shaping public opinion. In the absence of solid media literacy that allows for critical filtering of information, the public becomes vulnerable to emotionally charged or persuasive messages disseminated through information channels. Thus, the press constitutes the primary vector of influence on the overall image of the M.A.I., shaping citizens' perceptions and their level of trust in the institution.

The credibility of a public institution can also be affected by the absence of communication. Evasive responses from institutional representatives—such as "no comment" or "I cannot provide additional details"—are interpreted by the public as forms of institutional opacity, which fosters suspicion and distrust. In contrast, transparent, consistent, and prompt communication between the M.A.I. and the mass media could contribute significantly to the restoration of institutional credibility and the strengthening of the relationship with citizens.

It can be concluded that the mass media exerts a substantial influence on public perception regarding the credibility of the **Ministry of Internal Affairs**, which is directly proportional to the nature and tone of the information disseminated. The research identified multiple communication vulnerabilities affecting the institution's image, highlighting the need for a strategic reform of public discourse and the optimization of interactions with the press.

The results also underscore the necessity of modernizing the professional training system for spokespersons and communication personnel, through programs tailored to the current demands of the media environment. Emphasis should be placed on clarity, promptness, and transparency in communication, in order to avoid ambiguities and misinterpretations.

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