

Universitatea „1 Decembrie 1918” din Alba Iulia  
Departamentul de Științe Sociale

## **TENDINȚE ALE CUNOAȘTERII ȘI DEZVOLTĂRII SOCIALE ÎN SECOLUL XXI**

## **TENDENCIES OF KNOWLEDGE AND SOCIAL DEVELOPMENT IN THE 21<sup>ST</sup> CENTURY**

*Coordonatori:*

**Lucian Marina**

**Mihai Pascaru**

**Bogdan-Nicolae Mucea**

Lucrările Conferinței Internaționale:

*„Tendințe ale cunoașterii și dezvoltării sociale în secolul XXI”*

Ediția a 7-a, 9–10 decembrie 2022, Alba Iulia, România



**TRITONIC**

**Tritonic Books**

București – 2023

Copyright © Autorii  
Copyright © TRITONIC 2023 pentru ediția prezentă.  
Toate drepturile rezervate, inclusiv dreptul de a reproduce fragmente din carte.

## TRITONIC

Str. Coacăzilor nr. 5, București  
e-mail: editura@triton.ro  
www.triton.ro

Tritonic București apare la poziția 18 în lista cu Edituri de prestigiu  
recunoscut în domeniul științelor sociale (lista A2) (CNAȚDCU):  
[http://www.cnatdca.ro/wp-content/uploads/2011/11/A2\\_Panel41.xls](http://www.cnatdca.ro/wp-content/uploads/2011/11/A2_Panel41.xls)

Colecția Sociologie este coordonată de prof. univ. dr. Gabriel Jderu.

**Descrierea CIP a Bibliotecii Naționale a României**  
**Tendențe ale cunoașterii și dezvoltării sociale în secolul XXI = Tendencies of knowledge and social development in the XXIst century / ed.: Lucian Marina, Mihai Pascaru, Bogdan-Nicolae Mucea. - București : Tritonic Books, 2023**  
Conține bibliografie  
ISBN 978-606-749-708-3

I. MARINA, LUCIAN (ED.)  
II. PASCARU, MIHAI (ED.)  
III. MUCEA, BOGDAN-NICOLAE (ED.)

316

Coperta: Alexandra Bardan  
DTP: Ioan Dorel Radu  
Editor: Rebeca Cojocaru  
Comanda nr. SOC11/2023  
Bun de tipar: Decembrie 2023  
Tipărit în România

Orice reproducere, totală sau parțială, a acestei lucrări, fără acordul scris al editorului, este strict interzisă și se pedepsește conform Legii dreptului de autor.

## CUPRINS

Lista autorilor - *List of authors* ..... 7

**Mihai PASCARU, Mădălina-Ioana RAȚIU**

Human resources during the COVID-19 pandemic.  
A qualitative research in social work field ..... 9

**Lucian MARINA, Alin TOMUȘ**

Tendențe și perspective socio-demografice în Abrud  
și în zona urbană adiacentă

*Socio-demographic trends and perspectives in Abrud  
and the adjacent urban area* ..... 39

**Mihnea PREOTESI**

Mecanisme ale (sub)dezvoltării locale. Identități  
locale și regionale asumate, ca premise ale dezvoltării.  
Studiu de caz: orașele din zona munților apuseni ..... 53

**İsa YEŞİLDAĞ, Bogdan-Nicolae MUCEA**

Romanian and Turkish modernization: social process ..... 87

**Călina Ana BUȚIU**

The open method of coordination – the path to the  
Europeanization of the national social policies ..... 101

**Gonzague ISIRABAHENDA (GONIS)**

Reconsidering graduate employability: insights  
from entry-level employees in Romania ..... 121

**Sergiu-Lucian RAIU, Anca Mioara BEJENARU,  
Mihai-Bogdan IOVU**

Adopția în România. Evoluția numărului copiilor  
din „profilul public” în funcție de cele 8 regiuni de  
dezvoltare ale româniei ..... 145

**Edi Dragoș BESERMAN**

Sociological research and the sociologist's position  
between objectivity and normativity ..... 185

**Mădălina-Ioana RAȚIU**

Attachment styles, interpersonal relationships, age,  
and job satisfaction ..... 215

**Diana-Valentina MOTOC**

Self-esteem, cosocial behaviours and job satisfaction.  
Theoretical milestones and possible directions for  
research ..... 233

## LISTA AUTORILOR

### LIST OF AUTHORS

**Mihai PASCARU**, Ph.D., “1 Decembrie 1918” University of Alba  
Iulia, Romania; mihaipascarupag@gmail.com

**Lucian MARINA**, Ph.D., “1 Decembrie 1918” University of Alba  
Iulia, Romania; marinabarabant@gmail.com

**Călina Ana BUȚIU**, Ph.D., “1 Decembrie 1918” University of Alba  
Iulia, Romania; calina.butiu@uab.ro

**Mihnea PREOTESI**, Ph.D., Research Institute for Quality of Life,  
Romanian Academy; mihneapre1@yahoo.com

**Anca Mioara BEJENARU**, Ph.D., „Lucian Blaga” University of  
Sibiu, Romania; anca.bejenaru@ulbsibiu.ro

**Mihai-Bogdan IOVU**, Ph.D., „Babeș-Bolyai” University of  
Cluj-Napoca, Romania and affiliated to „Lucian Blaga” University  
of Sibiu, Romania; iovu\_mbogdan@yahoo.com

**Bogdan-Nicolae MUCEA**, Ph.D., “1 Decembrie 1918” University  
of Alba Iulia, Romania; bogdan.mucea@uab.ro

**Sergiu Lucian RAIU**, Ph.D., “Ștefan cel Mare” University of  
Suceava, Romania and affiliated to „Lucian Blaga” University of  
Sibiu, Romania; sergiu.raiu@atlas.usv.ro

**Alin TOMUȘ**, PhD candidate, „Babeș-Bolyai” University of  
Cluj-Napoca, Romania and affiliated to “1 Decembrie 1918”  
University of Alba Iulia, Romania; alintomus@gmail.com

**Mădălina-Ioana RAȚIU**, PhD candidate, „Babeș-Bolyai” University of Cluj-Napoca, Romania; madalina.ratiu@ubbcluj.ro

**Gonzague ISIRABAHENDA (GONIS)**, PhD candidate, “Babeș-Bolyai” University of Cluj-Napoca, Romania; gonzague.isirabahenda@ubbcluj.ro

**Edi Dragoș BESERMAN**, PhD candidate, Research Institute for Quality of Life, Romanian Academy; edibeserman@gmail.com

**İsa YEŞİLDAĞ**, Master’s Degree in Social Change and Social Structure at Istanbul University, Turkey; isayesildag02@gmail.com

**Diana-Valentina MOTOC**, Master’s Degree “1 Decembrie 1918” University of Alba Iulia, Romania; motoc.diana.dmru21@uab.ro

## HUMAN RESOURCES DURING THE COVID-19 PANDEMIC. A QUALITATIVE RESEARCH IN SOCIAL WORK FIELD

Mihai PASCARU, Mădălina-Ioana RAȚIU

**Abstract:** *In our paper we will present part of the results of a didactic-scientific project carried out together with our students from the master programs between November 2020 and January 2021. In the first section of this paper, we will make a brief foray into the literature dedicated to the issue of human resources in the Covid-19 pandemic, especially in the sphere of literature dedicated to the organizational environment impacted by the pandemic. The second section is dedicated to the review of some concepts involved in the foundation of the aforementioned qualitative research: esteem and self-image, interpersonal relationships, job satisfaction, co-social behaviours, social capital, group decision and human resource development. The methodology section lists the main themes of the research and, accordingly, the main research questions. In the section dedicated to the research results we grouped them in relation to the themes fixed by the methodology: organizational aspects; new standards and job satisfaction; the impact of the pandemic on the work climate; self-image and confidence; cooperation, competition and conflict; work groups and relations with management; employee trust and tolerance; decision making; development of human resources; the organizational and personal future in representations. The results reveal that although there were not many cases of staff layoffs in the field of social assistance, employees were placed in completely new organizational contexts, a fact that strongly affected the work*

*climate, self-image, job satisfaction, relations with beneficiaries or their development as a human resource of great importance in the pandemic and beyond.*

**Keywords:** *pandemic, human resources, self-esteem and image, interpersonal relationships, job satisfaction, co-social behaviours, social capital, group decision, and human resource development.*

## INTRODUCTION

The pandemic was seen from the beginning as a special opportunity for research in the field of human resource development and management. In the foreword of a thematic volume of *Human Resource Development International*, Li, Ghosh and Nachmias (2020, 332) stated that the volume is meant to position the authors' thinking "not only to survive but also to thrive in the pandemic-induced crisis". Carnevale and Hatak (2020, 183) insisted on the opportunity and necessity of interdisciplinary approaches, on a coordinated and integrated research in response to a global problem. Azizi and his colleagues saw the need for additional studies on the short- and long-term effects of COVID-19 on human resources, studies based on interviews and questionnaires (Azizi et al, 2021, 7).

In somewhat agreement with the above, our paper will present part of the results of a didactic-scientific project carried out together with our students from the master's programs between November 2020 and January 2021, a project based on a series of socio-psychological foundations of human resources development, on the one hand, and on the semi-structured interview method, on the other. More than eighty employees from different fields of activity were interviewed, with priority from social assistance, health, education and commerce, fields strongly affected by the pandemic.

In the first section of the paper, we will make a brief foray into the literature devoted to the issue of human resources in the Covid-19 pandemic, especially in the sphere of the literature devoted to the organizational environment impacted by the pandemic. The second section is dedicated to the review of some concepts involved in the foundation of the aforementioned qualitative research: esteem and self-image, interpersonal relationships, job satisfaction, co-social behaviours, social capital, group decision and human resource development.

The methodology section lists the main themes of our qualitative research and, accordingly, the main research questions.

In this paper we will present only the research results for the field of social work, grouping them in relation to the themes fixed by the methodology: organizational aspects; new standards and job satisfaction; the impact of the pandemic on the work climate; self-image and confidence; cooperation, competition and conflict; labour groups and relations with management; employee trust and tolerance; decision making; development of human resources; the organizational and personal future in representations.

The main conclusions and openings are presented in the final section of the paper. The most important conclusion is that, although there were not many cases of staff layoffs in the field of social assistance, employees were placed in completely new organizational contexts, a fact that strongly affected the work climate, self-image, job satisfaction, relations with beneficiaries or personal development as a human resource of great importance in the pandemic but not only these. The mentioned openings are mainly towards the development and management of human resources.

## THE COVID-19 PANDEMIC AND THE ISSUE OF HUMAN RESOURCES

The major perspectives for addressing the issue of human resources during the COVID-19 pandemic were the comparative-zonal perspective, in which the vulnerabilities of the rural compared to the urban were highlighted (Peters, 2020, 446) and the organizational one. From this second perspective, most studies seem to have initially focused on the complex issue of human resources in health, addressing among others aspects of resilience and burnout (Restauri and Sheridan, 2020). Other studies focused on human resources in education and human resource training in the online space at the beginning of the pandemic (Schwartzman, 2020). Gradually, in this perspective, a series of important challenges and paradoxes for the theory and practice of human resource development and management were highlighted. Two new phenomena seemed to impose themselves strongly in such a context: *the accelerated digitalisation* (Gigauri, 2020, 15) and *the accentuated interference between work and family or personal life* (Carnevale and Hatak, 2020, 183).

The pandemic, Bierema observed, was leading to an overnight change in attitudes and practices, regarding remote work, although the change does not necessarily mean more autonomy and satisfaction for workers because there were disheartening examples of employer surveillance of workers remotely using tracking software. The author advocated for waiving such practices because people, in times of crisis, need trust, stability, compassion and hope (Bierema, 2020, 349–350).

There were also authors who highlighted the positive and negative aspects of working from home (Azizi et al, 2021, 7), many of which can also be found in the list of pandemic challenges made by Vnoučková in 2020, a list from which we note the most important ones: 1) new working conditions, with

remote work, and tasks control problems; 2) working in small teams and losing communication skills; 3) possible inequities between those who worked from home and those who remained in the organization; 4) remote management and the need for new skills for managers; 5) the need for management and a crisis team; 6) the emergence of new practices in the management of human resources such as online recruitment and evaluation or the retention of human resources about to leave the organization; 7) training and education of employees using new technologies or micro-teams; 8) the different approach of the generations, according to their digital skills; 9) information security in the conditions of large-scale digitization; 10) decrease in wages; 11) communication with employees under strict preventive measures; 12) employees' mental health (Vnoučková, 2020, 19–20).

The pandemic, noted McGuire, Germain and Reynolds, exposed existing inequalities and injustice in the workplace, hence the need for future human resource development to also target caring for others (who) by addressing the employees' needs in a way that recognizes the complexity of individual situations and that can bring employees into a more participatory, inclusive and democratic relationship with employers (2021, 26). We could also bring to attention here the issue of emotional intelligence that some specialists invoked in the context of the pandemic (Ayedee et al., 2021, 2). It should also be noted here that some Chinese researchers have studied the connections between socially responsible management of human resources and employees' fears, and they come to the conclusion that the promotion of this type of management had a negative influence on employees' fear of external threats by increasing trust in their organizations, the effect being the greater the stronger the pandemic manifested itself (He et al., 2020, 346). In the same context, the references to the role of self-esteem in protecting the individual against