

APPROACHING THE COVID - 19 PANDEMIC FROM THE PERSPECTIVE OF HUMAN CAPITAL MANAGEMENT AND RISK MANAGEMENT IN THE EUROPEAN UNION

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Abstract:

More and more world leaders agree that the COVID-19 pandemic has established, "overnight", a new world order. Thus, this led to the rewriting of European public policies, in the sense of emphasizing risk management, responsible crisis management, emergency management, and even authoritarianism.

However, the course of events demonstrated that both the officials who handled the exceptional situation caused by COVID-19 and the citizens learned important lessons, becoming more cautious and responsible, experiencing solidarity and restoring their priorities. Thus, in this context, human capital is seen as the only inexhaustible resource, the human factor being alone able, not only to adapt to survive, but also to "reinvent".

Taking into account the aforementioned considerations, but also taking into account the examples from European administrations and the opinions expressed by the factors involved (decision makers, institutional implementers or ordinary citizens), in this paper, we intend to highlight how the institutions worked, in the current epidemiological context, focusing on how to make and implement decisions, in conditions of uncertainty, risk factors, uncertain developments, as well as in the context of gloomy forecasts in the European Union, determined by the large number of new cases.

Undoubtedly, the COVID-19 pandemic surprised and affected every organization and every individual, in part, affecting the natural course of their lives, professionally or personally. Certainly this pandemic was and is declared an unforeseen risk and for which, obviously, no solutions could be anticipated.

Key words: Personnel management, Information, Knowledge and Uncertainty, Decision-Making under Risk, Performance, Competitiveness

JEL classification: M12, D80, D81, L25, D91

1. INTRODUCTION

Undoubtedly, in the current activity, managers are struggling, so as to responsibly manage two issues: performance and risk. Certainly both have their complexity and specificity, which is why a pragmatic approach in which special attention is paid to risk identification is urgently needed.

From this perspective, organizational risk management, performance management and talent management are intertwined in a logical way, so they can also guide the mechanisms that drive organizational or business success, as appropriate. Undoubtedly, all managers manage projects and processes every day, which involve making decisions, whether they want to or not, including taking into account risks, smaller or larger. Thus, each manager, sooner or later, uses specific risk management solutions.

However, no matter how well a risk management system has been developed in an organization, unfortunately today, there is certainty that the COVID-19 pandemic has imposed a new order, destabilizing organizations and individuals.

An intelligent manager must know how to use his intuition and use the "talent" and skills of subordinate employees, so as to properly manage all the uncertainties and risks generated by the

COVID-19 crisis. Thus, in the coordination process, it is important to take into account the creativity of employees, their emotional intelligence, leadership ability of managers at the intermediate level, responsibility and commitment to standards, ability to communicate with authority, ability to think critically, ability of dedication in teamwork and last but not least, the "charisma" and mastery of transmitting the bad news.

In the current pandemic context, it was necessary to approach new strategies, focused on specific elements of risk management and talent management. Organizational culture was affected, competitive advantage disrupted, opportunities threatened and legislation printed by "ad-hoc" changes and adjustments. From this perspective, the approach of a new strategy undoubtedly includes supporting talent from within, identifying and recruiting talent from outside the organization, as well as maintaining and providing opportunities to grow within the organization, using appropriate and personalized means of motivation, depending on the character of each. All the aspects mentioned above are part of a specific activity of talent management, respectively: strategic placement of organizational talents.

Many experts believe that, at least at the level of the European Union, talent management is still at the level of "infancy", at present there are few works, studies, research and investigations in this field. Certainly, the shock of the health crisis generated by the COVID-19 pandemic has left deep organizational traces, globally. For the first time in many years, organizations, institutions, governments and countries had the same dominance and faced the same risks. The imposed social distance changed the rules of the game, and the launch of telework imposed certain investments and integrated plans associated with them.

In this context, the benefits and advantages of innovation and technology were emphasized once again, which is why national and European leaders have formulated precise digital transformation strategies. Undoubtedly, without technology, in the context determined by the COVID-19 crisis, if the managers had not taken adequate and viable digital approaches, the system as a whole would have suffered severe blockages.

No matter what perspective we look at, we come to the conclusion that human talent, intuition and creativity cannot be replaced by any machine. However, we must not forget that today's society, not coincidentally known as the knowledge society, is in fact an aggregation based on knowledge and networks. In addition to this certainty, we add another: the reform of the health system is urgently needed, and the underfunding of the health system reconfirms unacceptable blockages.

2. LITERATURE REVIEW

As we mentioned before, the managerial approaches must involve both the issue of risks and performance, in all their complexity. The organizational mechanism requires the systematic use of elements specific to risk management, as well as elements characteristic of performance management, in the context in which it is aimed at achieving the goal with the help of employees, who work in a complex and dynamic environment and who must function creatively and adapt to the qualities and defects specific to the modern manager.

The activity of risk analysis and management, in all its complexity, is one of the most important conditions for maintaining a company at high performance parameters, in the long run. In this context, risk identification becomes the first step in conducting a business based on the conscious, responsible, it involves knowing the process by which, systematically and continuously, identify all factors that, through their potential manifest, become harmful elements in the activity of an organization. (Crişan et al., 2018). In this context, no matter how well-developed the system for counteracting risks in an organization, there are unforeseen or predicted external / internal factors, but underestimated in terms of the impact generated by them. It is found that the road to the expected results is not the foreshadowed one and that the GPS requests and imposes, not infrequently, the reconfiguration of the route. Unfortunately, from that point on, leaders need to reposition themselves at point T zero and be re-identified, validated and cumulated risk factors.

Subsequently, it is imperative to understand the possible consequences associated with previous assumptions, including the degree of risk exposure, the degree of disruption of objectives and the degree of deviation from the master plan, because the risk outline outlined above is truly outdated.

Practically speaking, even with all these things put in place, as well as with a risk management outlined and assumed, however, the COVID-19 pandemic surprised and affected every individual organization and every individual. We can certainly say that this was part of the category of unforeseen risks and for which, obviously, no solutions could be anticipated. Certainly, in this situation, there was still no organizational protocol, being all the more difficult as the management had to adapt overnight, being forced, in practice, to use "experimental sera". In any activity, as a rule, you work and dedicate yourself consciously to the harvest you intend to obtain. This time, however, the management found itself in a situation where it had to "invent the seeds", which is why the mission seemed, at times, impossible, which is why the population reached the brink of despair, believing that the situation was really out of control, especially with regard to Romania.

No matter how childish it may sound, "crises must be approached with talent." The necessary talent can be born or acquired, in the end, this is less important. The issue with the greatest relevance is related to the proper management of talents, in order to obtain competitive advantages, to take advantage of opportunities, to eliminate threats / risks and blockages. ., The most recent studies in the field show how, from the components that underlie the development of talent, three elements are born: 1. the power / ability to choose and decide; 2. universal principles; 3. the four fundamental intelligences: a. Logical-mathematical (mental) - IQ; b) physics - PQ; c. emotional - EQ; d. spiritual – SQ" (Manolescu et al., 2020). From our point of view, with the right talents, with consistency and firmness and with an adequate risk management strategy, doubled by state-of-the-art tools, any organization steps towards success, performance and why not, towards excellence.

From this perspective, in our opinion, no manager could lead the organization to success, if he did not treat with maximum responsibility all the aspects stated above. In addition, in the age of globalization, strongly marked by rapid change and unexpected risks, managers must adapt spontaneously, using only the human, material and technological resources at their disposal (resources that are definitely limited). From this perspective, the discussions related to the performances in the field of human resources management and in the field of talent management are outlined and return to the present. "Motivation is important to be in research because the company and human resources are two groups support each other and have a relationship with one another. Therefore, we need a mutually beneficial cooperation". (Astuti et al., 2021). In addition, aspects related to teamwork, which need special attention, should be taken into account, especially in a motivational context. Thus, managers must analyze and propose solutions to the following issues: lack of trust between team members, conflicts, fear of commitment and recognition of mistakes, avoidance of responsibility in specific tasks, and indifference to the results to which the team is expected. These issues are all the more relevant as talented people can be affected by the "organizational viruses" listed above.

Even if the issue of talent management seems simple, still, the way to identify the talents, to attract and convince, to maintain and develop them is a complex approach. "It's not about judging people, it's about taking a picture of the current situation and assessing the strengths of these people. After this identification, comes the part where the dialogue with each of the players allows us to lead his level of performance in a direction where we can align personal needs to those of the organization. The approach refers to: 1. taking care and strategically placing the best talents (top 20); 2. to challenge mid-level talents to grow; 3. to decide on the role that the least talented can have in the organization" (Petrescu, 2010).

The crisis caused by the current epidemiological context has demonstrated, in practice, the theory that talent management is a fundamental issue for both the public and private sectors. So, we can consider that, perhaps for the first time, the public management was forced to implement measures from the private sector, suddenly and without being able to adapt a response, from real

lips and perfectly justified by time. At the same time, the public management had to, perhaps, for the first time, eliminate as many possibilities of political influence, motivated and assumed.

From this perspective, the literature has revealed that, in the last year, finding talented and dedicated people has become the main managerial concern in the complex effort of leaders to achieve performance in the near future, even in the current epidemiological context. „, Talent management is positively and significantly related to service performance: $TM \rightarrow SP$. Emotional commitment is an emotional link to the organization because the employee wants the organization to be successful and wishes to feel proud of being a part of the project. [...] Talent management is positively and significantly related to affective organizational commitment: $TM \rightarrow AOC$. Organizational commitment has been defined as the “psychological relationship between the employee and his organization that makes it less likely that the employee voluntarily abandons it”. (Arocas and Lara, 2020)

The Covid-19 pandemic has been categorized as a global social shock characterized by uniqueness throughout our existence. The pressure under which the organizations actually struggled to cope was incomparable to the competitive pressure and the usual risks. The damage was done in all areas, although in some there were even crisis plans and strategies. “Today, organizations operate in a more volatile risk environment than ever before. Preventing all threats from materializing is not only implausible, it is simply impossible. As such, organizations need to be prepared for unexpected events, ranging from cyber security incidents, data breaches, mismanagement and financial misconduct to natural disasters” (Deloitte, 2020).

However, we must definitely keep in mind that not only organizations need to be prepared in crisis situations, especially if crises concern the health of the population, going even further and endangering its life. That is why the approach to the crisis must be done vertically, including all the components of the system, respectively: at individual, household or family level, at organizational level and last but not least, at community level. What is particularly important to note is that organizations, in addition to managing current activities, have also been responsible for limiting the spread of the disease, which is why they have a very complex mission.

“The hierarchy of disease prevention and control highlights the level of prevention that must be satisfied in order to contain the spread of disease. Each layer represents a level of control and any weakness in the preventive measures of a particular layer immediately put the layer below at risk” (Dineros and Dipasupil, 2020). Thus, both public organizations and private companies had to realize that they must integrate all the concepts and phenomena previously discussed in their managerial chain, because in the last year, they had to survive before anything else. “Therefore, research was more interested in the creation of new strategies able to avoid any risks for companies rather than considering the measurement of sustainability dimensions”. (Taghipour and Beneteau-Piet, 2020).

Given all the aspects mentioned above, we can talk about “quality leadership”, in the context in which the current managers have accepted and assumed the top management responsibilities, even in the most uncertain conditions of evolution. Thus, lately, the decisions taken were mainly tactical in nature and concerned the current activity. At the same time, they left strategic decisions in the hands of the supersystem - central authorities, ministries and governments. Organizational autonomy was absolutely limited, and decision-making mechanisms were also limited to small acts (even these requiring risk-taking, experience, intuition and flair). “Organizational culture, with values, behaviors etc. less rigorously was defined and totally neglected as a factor of progress”. (Vezeteu and Verboncu, 2020).

Last but not least, we want to emphasize the importance of the evolution of IoT Technologies (Internet of things), which has had, especially in this context, a spectacular evolution. Social networks and teleworking brought people closer, although they were forced to maintain social distance. Undoubtedly, our society is defined as a knowledge society, which implies a connection between knowledge, individuals and networks. At the human level, in order to progress, it is necessary to make the transition from the accumulated knowledge, to the development of skills and subsequently to the entire scientific approach of the knowledge process. IT is the one that

supports the managerial act, knowledge management, risk management, talent management and performance management, being an important link in this chain of elements. However, beyond these benefits, we cannot ignore the threats that come with new technologies. "One of the main problems is that knowledge does not provide skills, and the rupture between skills and knowledge allows free attacks, fraudulent practices, astronomical losses caused by cybercrime." (Rangu, 2019)

AMCHAM (American Chamber of Commerce in Romania) issued a series of recommendations and measures meant to reposition Romania, as a result of the shock of the health crisis that is still ongoing, the pandemic wave generating numerous distortions, both in our country and in the rest countries. Thus, it is recommended to accelerate the digital transformation, to make labor relations more flexible / to transform the labor market, to prioritize and stimulate research-development-innovation and especially to reform the health system. "The COVID-19 pandemic highlighted once again the structural deficiencies of the Romanian health system. Health spending, both per capita and as a proportion of GDP, is the lowest in the EU, according to the EU Health Report, which concludes that the health system is significantly underfunded. In the alternative, life expectancy in Romania is among the lowest, while mortality rates preventable by prevention or as a result of treatable causes are among the highest in the EU". (AMCHAM, 2021)

3. COLLECTION OF DATA

The questionnaire applied in our research also included an introductory part, through which, the role of this research was explained, but also its objectives. Thus, we emphasize that, as a result of data collection, analysis and interpretation, we want to identify:

- The extent to which respondents consider that the epidemiological situation generated by COVID 19 should be classified as a major public health emergency;
- The extent to which Romanian citizens trust national decision-makers and the way they have handled the crisis;
- Ranking of countries that have managed better than Romania the current epidemiological situation, in the opinion of respondents;
- The degree to which the top management has managed the current issue so that the optimal functioning of the current activity is not affected;
- The extent to which risk and crisis management is implemented in Romanian public institutions;
- The extent to which employees felt protected by the institutional framework at this time of crisis.

In order to carry out the case study, a questionnaire was applied to a number of 70 people from the public area, respectively representatives of the decentralized public institutions of the ministries, as well as of the administrative-territorial units from the urban and rural environment (town halls). Given the current epidemiological situation, the questionnaire could not be completed in the form of an interview, being sent by e-mail to the official addresses of the above institutions. Thus, they were either completed directly by the managers, or were distributed by resolution to the subordinate staff, this way also denoting the importance that the management attaches to the topics discussed. The questionnaire contained 10 questions and was applied between March and May 2021. Regarding the respondents, we mention that out of the total of 70, 11 are part of rural town halls, 21 are part of urban town halls, and the difference of 38 are part of the decentralized structures of the mysteries at county level. Regarding the staff structure, it is divided into two categories, as follows: 22 respondents hold management positions at the time of the competition of the questionnaire, and 48 executive positions. Regarding the age of the respondents, we mention the fact that the youngest respondent stated that he is 22 years old, and the oldest one stated that he is 70 years old. More or less surprising is the fact that the youngest holds an executive position, and the oldest holds a leadership position. In the same order of ideas we mention the fact that the distribution of respondents by age groups of 10 years, looks like this: 7 respondents belong to the range [20 years-30 years], 20 respondents belong to the range [31 years-40 years], 22 respondents

belong to the range [41 years-50 years], 20 respondents belong to the range [51 years-60 years], 1 respondent in the range [61 years-70 years].

Details on the structure of the sample by sex are given in the figure below:

Table no.1 Sample structure by sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid B	22	31.5	31.5	31.5
F	48	68.5	68.5	100.0
Total	70	100.0	100.0	

Source: Own research of the authors

4. DATA ANALYSIS AND RESULTS

Considering the previous considerations mentioned in the first part of the paper in which we mainly addressed the theoretical aspects regarding the managerial challenge regarding the mitigation of the impact of the COVID-19 pandemic in the Romanian and European public institutions, below we present the results from the analysis of the answers of respondents. In this regard, we designed a series of hypotheses and drew a series of conclusions. The first question addressed to the respondents (considered by the authors as an introductory one) was interpreted using the QCA method - qualitative-comparative analysis (because these answers were asked for their opinion on their opinion on the COVID-19 pandemic), correlated with the Boolean minimization method (interpretation was somewhat difficult because 32 of the total of 70 interviewees preferred not to comment on the subject.

Table no.2 The truth benchmark table on the logic of the respondents related to the COVID-19

The cause	A	B	C	D	E	F	Phenomenon
Number of respondents	3	9	7	17	2	32	Disorientation Common virus Exaggerated media coverage/ Manipulation
Research hypothesis	A	B	C	D	E	F	Phenomenon
Number of respondents	3	9	7	17	2	32	Impossibility of adaptation Fabricated crisis Ignorance

Source: Own research of the authors

Table no.3 The approach to hypotheses

The approach of the hypotheses	Keywords	The causes of the phenomena
Hypothesis A	exaggeration	faith and religion
Hypothesis B	fabricated crisis	common virus
Hypothesis C	impossibility of adaptation	disorientation/ disorder
Hypothesis D	ignorance	exaggerated media coverage/ manipulation
Hypothesis E	panic	chronic fear

Source: Own research of the authors

Thus, 3 people who declare themselves very faithful believe that this pandemic is a test from God, which must be treated faith, prayer and wisdom and without resorting to exaggerations (in the way they have done so far, the authorities, 7 other people say they are upset by the situation and have failed to form a well-founded opinion. In contrast, 9 people say that COVID -19 is definitely a

fabricated crisis, this virus is a common flu virus that should not have been allowed to affect our personal and professional lives, and 17 other respondents point out that the subject has been so debated and publicized that they have simply ignored the subject.

Table no.4. Respondents' attitude regarding implementation of crisis / risk management measures and emergency management

Totally agree	Agree	Somewhat agree Partial agreement	Partial disagreement	Totally disagree
1	2	3	4	5

Source: Own research of the authors

In the analysis of the authors' hypothesis according to which the COVID-19 pandemic requires the implementation of measures and programs specific to risk / crisis management and emergency management, the respondents' responses are studied and it is found that the stated hypothesis is confirmed. In this regard, we specify that the structure of the answers confirming the hyphenation is as follows: [variant 5: zero respondents], [variant 4: zero respondents], [intermediate variant 3: 10 respondents], [variant 2: 8 respondents] and [variant 1 : 52 respondents]. Another research method was used to define risk management in accordance with the respondents' opinions, because we consider that knowledge of the phenomenon is very important in the epidemiological context in question. Therefore, adapting the classic Jean Claude Abric method, which uses as a basis the cognitive analysis, on the one hand and the socio-linguistic one, on the other hand, we present in the following figure the constructions extracted from the respondents' answers regarding the central node and the associated peripheral elements, on the set benchmark, namely risk management (although 24% of respondents say they do not know enough about the field yet, which is why they refuse to define the concept):

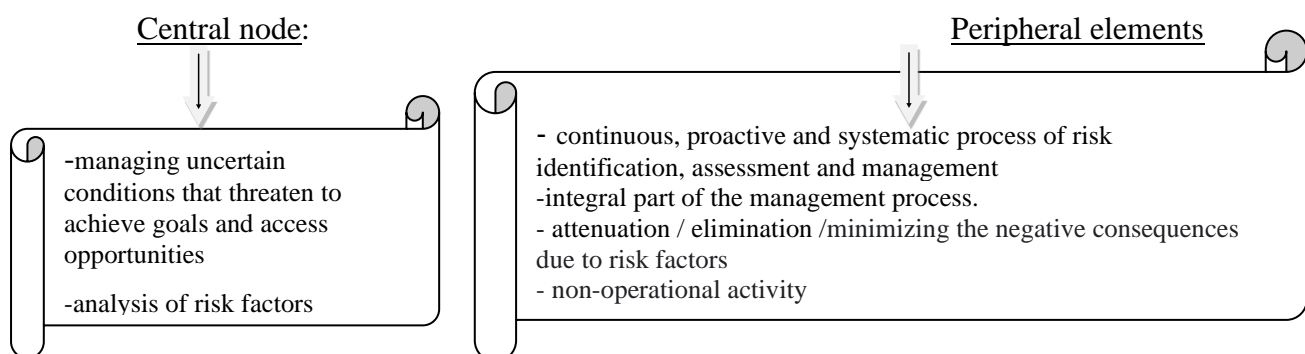


Figure no.1. The Distinction of the elements of the central node and of the peripheral elements taking into consideration the concept of risk management in the opinion of the respondents

Source: Own research of the authors

Another hypothesis studied was the following: The epidemiological situation generated in the context of the existence of COVID-19 is considered a major public health emergency for our citizens, institutions and societies and with an impact in all European states. The analysis of the answers was performed using the method indicated in the figure below, and the hypothesis was refuted as a result of the analysis of the respondents' answers.

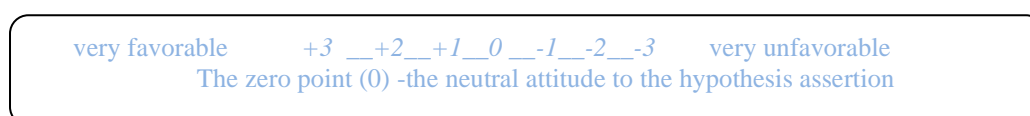



Figure no.2. Perception of COVID-19 as a major public health emergency

Source: Own research of the authors

Another issue addressed by the questionnaire, in the idea of identifying the countries that, in the opinion of the respondents, managed much better than Romania, the Covid-19 crisis, generated the following results:

Table no.5. Ranking of countries that have best managed the epidemiological situation

Country														All
	X I	SE	IT	DE	FR	BE	LU	NL	ES	AT	HU	RO	PT	
Answers assigned	5	15	0	16	0	0	3	0	0	0	0	1	0	30

Source: Own research of the authors

Thus, 43% of the respondents consider that all the mentioned countries managed better than Romania the COVID-19 pandemic. Another two relevant percentages are: 23% of respondents consider that Germany has managed the situation best, and 21% of those surveyed said that Sweden has had very good results in managing the crisis. Only one respondent considered that Romania managed to cope with the situation with flying colors.

Respondents were then asked to describe what they relied on in choosing the answer to the previous question. Thus, based on Rubin's causal model, the answers of the 70 respondents were interpreted. The fundamental objective of the Rubin method was to propose a statistical model by which the magnitude of the causal effect could be estimated. Rubin defines the causal effect by the difference between two performance values, namely:

$Y_t(u) - Y_c(u)$, where:

- Y symbolizes the value of the dependent variable ("criterion" in the equation of regression)
- t refers to the condition of the treatment
- c refers to the comparison condition (usually the control group)
- u refers to the unit undergoing treatment

Figure no.3. Rubin's causal model applied to respondents' opinions

Source: Own translation of the authors on http://www.apio.ro/upload/mc06_inferenta_cauzala.pdf, (Popa, 2015)

Therefore, in our opinion, Rubin's method can be applied only in close connection with the elements in figure no.7, which represents the distribution of answers by countries. Y represents the previous answers, except for the fields marked with zero, t represents the treatment condition - the subject must have information from precise sources, c refers to the condition of comparison / control (given in the case of our questionnaire, or official statistics of the World Health Organization - response variant A, either from another indisputable source - the nature of the job-response variant B), and b - refers to the units subjected to treatment. In our case, b gives the two ambiguous answers (in the sense that it does not clarify the source of the information, indicating the subjectivity of the respondents), respectively: "From the knowledge I have, I consider that this country has taken the best measures fear and exaggerated measures / restrictions for long periods" (response option B) or "It is the country that has adopted coherent measures and has not changed its strategy "from day to day", contradicting itself in statements, as happened in our country" (answer option C). Therefore, the calculations show that only 57% of the respondents ticked the answers to the previous question, based on objective scoring criteria.

Another question in the questionnaire that generated surprising answers was the one referring to the indication of the institutions / forums or international organizations, in which the respondents have the greatest confidence, regarding the COVID-19 pandemic. At the same time, they indicated to national institutions / forums or organizations. The structure of the answers is shown in the figure below.

Table no.6. Level of trust in institutions in the context of the COVID-19 pandemic

International level	Level of trust	National level	Level of trust
World Health Organization	50%	President of Romania	1%
USA Disease Control Center	2%	The Government of Romania Ministry of Health	17%
Profile institutions in the United Arab Emirates	9%	Department for Emergency Situations of the Ministry of Internal Affairs	33%
Trusting nobody	39%	Trusting nobody	49%

Source: Own research of the authors

Unfortunately, responses to trust in institutions are worrying (more internally than externally), which is why we believe that urgent action is needed to alleviate the “boom” of population mistrust in the ability of institutions to manage crisis situations. However, we can interpret, however, in this context of mistrust, that the favorable and very favorable answers to the next question indicate either a paradox or a fear of respondents to present reality, in the context in which the questionnaires officially leave the institutions. from which they come. From this perspective, we emphasize that our hypothesis that "top management in the institutions from which the respondents came have taken sufficient measures to protect their own staff, so as not to affect the optimal functioning of current activity" was confirmed by the check mark with answers of only 8.9 and 10 (given that the value range was from 1-10, 1 - meaning to a very small extent, and 10 - meaning to a very large extent). Thus, 37% ticked 10, 31% marked with 9, and the difference of 2% marked with 8 the answer.

The last hypothesis discussed concerns the way in which the respondents adapt to the way of life generated by the current epidemiological context. As the way of interpreting the answers I chose an adaptation according to the Van Vlock model:

Table no.7. Configuration of responses. Adaptation after Van Vlock

According to the hypothesis	49 persons	70%
Unsure, reported to the hypothesis	13 persons	18,5%
Disagree with the assumption	8 persons	11,5%

Source: Own research of the authors

Detailing the answers we emphasize that 70% of respondents said that they initially faced a feeling of fear, but later balanced themselves emotionally, accepting the challenge and adapting their professional and private lives to the new world order (some of them mentioning their characteristic feature-spontaneity). 13% said that it was and is an extremely difficult period, which is why, even at the moment, they do not consider that they have fully adapted. The difference of 8% underlines the fact that they were most affected by the restrictions imposed on their personal level.

5. CONCLUSIONS

Concluding, considering the relevant elements highlighted in the study of the specialized literature and taking into account the aspects revealed by the management practice of Romanian organizations, in order to align companies with European standards, it is necessary to adopt specific management strategies to increase citizens' confidence in institutions. Unfortunately, however, the

epidemiological situation generated by the COVID-19 crisis has led to an accentuation of the crisis of lack of trust in Romanian institutions and policy makers. Even more worrying is the deterioration of trust in the European Union and the European institutions, the EU being until recently interpreted as the "lifeline" of Romanian institutions. It is amazing how, from the lips of Romanians, examples from the United Arab Emirates and the United States of America have already begun to creep in, to the detriment of the remarkable institutions at European level.

In addition to this general issue, policy makers must take into account the fact that underfunding the health care system is no longer a joke, and that no matter how involved the human factor would be, without financial and technological means, its mission becomes practically impossible. Investments in certain sectors and the human factor must be a priority for any government.

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