



ALEXANDRU IOAN CUZA
UNIVERSITY of IAȘI



FACULTY OF ECONOMICS
AND BUSINESS ADMINISTRATION



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2022 EU-PAIR

Annual International Conference

“Challenges and Dynamics of European Administrative Area”

13th – 14th of MAY 2022

IAȘI, ROMÂNIA

Collaborative partners





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Conference Programme

13th of May 2022

10:30 – 11:00	<p style="text-align: center;">Registration of the participants*</p> <p style="text-align: center;">Alexandru Ioan Cuza University of Iasi, Building A, Blvd. Carol nr. 11, Iasi *on-line <i>via</i> Microsoft Teams</p>
11:00 – 13:00	<p style="text-align: center;">Plenary Session (link) 2022 EU-PAIR Annual International Conference “Challenges and Dynamics of European Administrative Area”</p> <p style="text-align: center;">***</p> <p style="text-align: center;">Keynote Speakers:</p> <p style="text-align: center;">Professor, PhD. Mihaela ONOFREI Vice-Rector of the Alexandru Ioan Cuza University of Iasi, Romania <i>Resilience of Public Administration in Current Times</i></p> <p style="text-align: center;">Professor, PhD. Gilles GRIN Director of Jean Monnet Foundation for Europe, in Lausanne, Switzerland <i>The Articulation between Economic and Political Integration in Europe</i></p> <p style="text-align: center;">Associate Professor, PhD. Kosjenka DUMANČIĆ University of Zagreb, Croatia <i>Do we Have the Right to Disconnect?</i></p> <p style="text-align: center;">***</p> <p style="text-align: center;">Chair:</p> <p style="text-align: center;">Professor, PhD. Ana-Maria BERCU Holder of the Jean Monnet Chair EU-PAIR</p>
13:00 – 14:00	<p style="text-align: center;">Coffee Break</p>
14:00 – 18:00	<p style="text-align: center;">Parallel Sessions</p> <p>Track 1: Performance Management in EU Public Administrations Track 2: EU Public Administration Resilience and Cohesion Track 3: Public Policy and Strategy in EU Public Administrations Track 4: Labour Relations in EU. Present Demands and Perspectives</p>



Track 1A: Performance Management in EU Public Administrations ([link](#))

Chairs:

Associate Professor PhD. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania

Associate Professor PhD. Claudia Iuliana STOIAN, Alexandru Ioan Cuza University of Iasi, Romania

Track 1B: Performance Management in EU Public Administrations (on-site, B Building, B7 room)

Chairs:

Associate Professor PhD. Irina BILAN, Alexandru Ioan Cuza University of Iasi, Romania

Lecturer PhD. Constantin-Marius APOSTOAIIE, Alexandru Ioan Cuza University of Iasi, Romania

Track 2: EU Public Administration Resilience and Cohesion ([link](#))

Chairs:

Professor PhD. Elena DĂNESCU, University of Luxembourg, Luxembourg

Associate Professor PhD. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania

Track 3: Public Policy and Strategy in EU Public Administrations ([link](#))

Chairs:

Professor PhD., Dulce LOPES, Coimbra University, Portugal

Associate Professor PhD. Ada Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania

Track 4: Labour Relations in EU. Present Demands and Perspectives ([link](#))

Chairs:

Professor PhD. Jarmila DUHÁČEK ŠEBESTOVA, University of Opava, Czech Republic

Lecturer PhD. Dan LUPU, Alexandru Ioan Cuza University of Iasi, Romania



Rules for 2022 EU-PAIR on-line meetings, via Microsoft Teams:

- The working sessions links will be available for all the participants, at the scheduled time.
- To join the meeting, the participants are required to use the specific link, to provide their name and to wait for the organiser's approval for entering the meeting room.
- During the meeting, all the attendees will be muted, and they should unmute themselves only while speaking.
- The organisers of the meetings have the possibility to mute/unmute the attendees, to grant them presenters' rights in order to show their computer screen and to remove any participant from the ongoing meeting.

Looking forward seeing you in 2022 EU-PAIR working sessions!



Track 1A: Performance Management in EU Public Administrations

Chairs:

Associate Professor PhD. Gabriela BOLDUREANU, Alexandru Ioan Cuza University of Iasi, Romania

Associate Professor PhD. Claudia Iuliana STOIAN, Alexandru Ioan Cuza University of Iasi, Romania

Connection link:

https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZGI4YmU3NWQtYjjiZS00YjBiLWE5ZGZEtYzA3MDc0NzJmMTVj%40thread.v2/0?context=%7b%22id%22%3a%22302e0245-bf49-45fe-b1f8-b645a729a737%22%2c%22oid%22%3a%22743cb06b-a872-4a83-bd4f-760315b6f635%22%7d

Challenges in Teaching English for Public Administration Students – a Business or a Legal-oriented Syllabus?

Elena Ciortescu

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Abstract: With an unquestionable need to acquire legal knowledge throughout their academic studies, Public Administration students' training rightfully relies on the study of law: General Law Theory, Constitutional Law, Administrative Law, Civil Law, European Law, Contract Law, Employment Law, etc. The question which thus rises is whether, in teaching English, or any foreign language for four semesters (LSP), the focus should be on Law (given the curriculum) or on Business-related content and skills (considering the wide range of skills that it provides and which are undoubtedly useful in any professional context, Public Administration included). Based on the author's in-class experience with Public Administration students, the aim of this paper is to discuss the benefits of using a mixt approach with Public Administration students so as to ensure that the educational input meets their professional communication needs.

Teaching English for Public Administration – Needs Analysis

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Abstract: This paper starts from the premise that with the development of English as a global language and its ever-increasing use in all aspects of society, knowledge of English has turned into an absolute prerequisite in (almost) all fields of work. Within this context, the study of specialised language has acquired a key position, synchronised, we could argue, with the overall "functionalist" direction of education and language learning in general. Furthermore, within the current global (economic) environment, the use of English in public institutions has increased worldwide, and Romania is no exception. Candidates applying for jobs in public institutions are



required to prove proficiency in the specific field, but also knowledge of a wide range of 21st century skills, such as creativity, critical thinking, ICT skills, social skills or language skills. As such, a basic level of English is no longer merely optional for civil servants. Therefore, our aim is to conduct a needs analysis with a view to identify the English skills and competencies that students enrolled in Public Administration study programs need to acquire in order to secure their successful insertion in the job market. Moreover, by adopting a more comprehensive approach, we will also tackle the challenges posed by teaching Legal English, with a focus on the students enrolled in the Public Administration program at the Faculty of Economics and Business Administration, within the “Alexandru Ioan Cuza” University of Iași.

A Qualitative Study of the Young Buyers’ Mobile Shopping Behavior. An Exploration of the Adoption Factors, Impulse Buying and Environmental Awareness

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Abstract: The purpose of the study is to investigate the mobile shopping buying behavior. The research follows three objectives: (1) to investigate the factors associated with adoption of mobile commerce among young buyers; (2) to understand the role of impulse buying in mobile commerce; (3) to explore the connection between mobile shopping and customers’ awareness of the need to protect the environment. The sample consisted of 24 young buyers who usually order different products using the mobile phone. As a research methodology, we used the qualitative research, conducting online in-depth interviews, based on an interview guide, with open-ended questions. Some important themes were identified, regarding the factors affecting the mobile commerce preference, such as: trust, social influence, enjoyment seeking and bargain hunting. The impulsive buying is familiar to young buyers, who describe the reasons for this behavior. Regarding the sustainability theme, this is not a major concern for the mobile shoppers but they usually reuse the packages they receive with the order.



Factors that Influence and Strengthen Resilience of Entrepreneurs in Times of Crisis

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Abstract: Resilience is a major factor behind entrepreneurial success, it is an essential quality for entrepreneurs because it helps them get through difficult times or failures. Entrepreneurial resilience is the ability to overcome entrepreneurial challenges, to survive and even succeed in business in times of crisis. In order to investigate the factors that influence and strengthen the resilience capacity as well as the actions taken by entrepreneurs to manage crises, we opted for the inductive and deductive analysis of multidisciplinary studies and research focused on the issue of entrepreneurial resilience. The results of the analysis could provide solutions, ideas for entrepreneurs to be more resilient, more proactive, to learn from their experiences and to collaborate effectively in the economic and social spheres.

How has the COVID-19 Pandemic Changed the Recruitment and Selection Game in the IT Industry? A Romanian Perspective

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Abstract: For many years, the IT industry has been quite globalized, as companies started looking for talent outside of their national borders and specialists were willing to relocate in order to get interesting jobs. The restrictions in place during the COVID-19 pandemic took the IT industry to a completely new level of globalization, as it became a full work from home exercise that lasted, depending on the country, from a few months to two years. This brought along both challenges and opportunities for candidates and for companies in the world of IT. From the perspective of developing countries that play an important role in software development, Romania included, there are important effects that generated changes in the preferences of the local workforce and drove salary levels up, close to those in Western Europe. The current exploratory study aims at identifying the perspective of IT recruitment companies in Romania on the changes that occurred on the market since March 2020, when the COVID-19 pandemic started.



Changes and Challenges to Youth Employment in Pandemic Times

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Abstract: Numerous statistics show that young people's employment was considerably affected by the COVID-19 pandemic. All the European member states reported a decrease in young people work in 2020 compared to 2019. The situation is even more critical in those countries where the rate of youth unemployment was high before the pandemics. Using data from several international reports, this paper analyses the evolution of youth employment in times of COVID-19 in the EU member states, pointing out the different evolution in these countries. In some cases, the evolution was a positive one while, in others, youth employment has still not fully recovered, thus threatening the young people's livelihood. We also discuss the importance of adopting targeted and complex policies adapted to the specificity of each country and by taking into consideration the wide range of factors related to youth employment, job security, NEET, etc.

Entrepreneurship versus EU Labour Market. Current Situation and Prospects

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Abstract: In any economic dynamic, starting new businesses is vital because it generates new jobs, increases income and added value through new ideas, technologies and products needed in society. New businesses accelerate change at the structural level and pursue the evolution of resources in order to produce goods and services adapted to the market (GEM, 2022). In this context, the key factors which interconnect entrepreneurship and the labour market are public institutions and the profile of the company. Based on this nexus, the salary and social insurance policies are established, restrictive agreements are applied, aspects regarding work safety are established, all these modelling the attractiveness of the entrepreneurial environment. Consequently, employers' practices regarding salaries, investment in training, opportunities for advancement and others outline the trajectory of employee's careers (Burton, Fairlie and Siegel, 2019). Entrepreneurship and labour market intersect in many ways through the human capital involved and the profile policies which affect entrepreneurial performance. The correlation between political factors and entrepreneurship can lead to increased employment and reduced unemployment (Parker, 2009). In addition, the current crises caused by the COVID-19 pandemic and the war in Ukraine are affecting the economic environment, implicitly entrepreneurship, in the EU Member States. Therefore, through this paper we want to identify the problems underlying the development of entrepreneurship interconnected with the labour market in the EU, and to outline the prospects of entrepreneurship-labour market construct.



European Green Deal challenges. An analysis of students' perceptions

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Abstract: The topics of sustainable development and reducing pollution have been a constant in last decade's studies and policies. The European Green Deal it is in line with this trend and sets courageous goals. However, the positive effects of the measures initiated at EU level by this action plan cannot be decoupled from the compromises they entail. The future challenges of current actions must be appraised in two ways. As current benefits involve future costs, so future benefits involve immediate costs. Moreover, the expected environmental benefits may involve economic and social costs. Our study investigates the perception of students in Economics about the challenges caused by the actions of the European Green Deal, but also about the benefits it brings. As a research methodology, we conducted a quantitative online survey, on a sample of 206 students, young specialist in Economics. The data were analyzed using Exploratory Factor Analysis, with SPSS 22. The research results identified challenges regarding competition, international transactions and financial aspects while the benefits were related to environmental protection. The paper ends by discussing the policy implications of the findings.

Students' Perceptions About the Benefits of Entrepreneurial Education – A Qualitative Approach

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Abstract: The present study wants to address the perceptions of students involved in an intensive entrepreneurship program regarding the benefits of this kind of an education. At a qualitative level, the authors explored what the students considered they gained after following the program, what skills they developed, what knowledge they acquired, but also used form they



knowledge they previously acquired as business students and also what they considered the value of working with mentors from a network of established startup founders. The study looked at the level of involvement the students had, the process of working in teams, of applying feedback and the progress they had during the program. Students were also asked about the impact of the program on a personal level and their willingness to further promote this kind of an educational program. The findings show that the program has had a significant impact on students, who say that they understand now better what it is to be an entrepreneur, but also an employee.

Students' Perception of the Online Teaching Process

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Abstract: The Covid 19 pandemic has decisively influenced the educational process around the world and changed the entire education system. Universities have used some alternative teaching methods that have led to the transfer of classical education to online education. This paper investigates how students perceived this change and how they adapted to the online teaching process. The research approach is based on the descriptive and regression analysis of students' perception of online education in order to understand the ways in which online education has influenced the teaching process and students during this period.

Students' Perception of the Advantages and Disadvantages of Remotely, Online Work

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Abstract: Remote online work has lately become a habit. The global labor market has adapted to the requirements of this way of working, and the labor supply has become hybrid. To support the understanding of this change in the labor market, the current research' aim was to analyze the advantages and disadvantages of working online, remotely. The analysis was performed using an online questionnaire, and the research sample consisted of undergraduate and master students. Data was collected between November 2021 and January 2022. The main results indicate that the most important advantages of the remote work, in the online way are: the availability of employees at work it is increased, the interaction with people from other work environments create new learning opportunities, and work problems are solved without having to relocate employees. The most important disadvantages of working remotely in the online way are: isolation can appear and the lack of physical contact can lead to interaction problems,



communication problems may appear, and interruptions during work can occur. These results are part of a complex research, created specifically for the analysis of the desired organizational rewards for a remote, online job, and the analysis of the research results will continue.

Aligning HR Practices and HR Deliverables. A Case Study Approach

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Abstract: Many studies were conducted in order to unlock the `black box` of HRM. Some were oriented on identifying the bundle of HRM practices suitable for certain organizational goals, others on fit or alignment issues and others focus on characteristics of a powerful HRM system. Most of the literature uses quantitative methods in order to find the proper answers. In the same time, especially within last two years HR professionals were expected to prove their value, by contributing to organizational performance. This paper aims at analysing how organisations work on aligning the HR practices and HR outcome in order to find out if the process is a strategic, deliberate one or if it is conducted by market or other institutional forces. Using a case study approach and a mix-method design this study was conducted on two Romanian organizations from North-East region of the country. Results show that HR practices and HR deliverables alignment could be a real challenge if a strategic approach is not considered by the HR professionals.



Track 1B: Performance Management in EU Public Administrations (on-site, B Building, B7 room)

Chairs:

Associate Professor PhD. Irina BILAN, Alexandru Ioan Cuza University of Iasi, Romania

Lecturer PhD. Constantin Marius APOSTOAIIE, Alexandru Ioan Cuza University of Iasi, Romania

Effects of ESIF Funding on the Economic Performance of SMES

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Abstract: Small and Medium-sized Enterprises (SMEs) play a key role in the European economies through their significant contribution to creating new jobs, added value and innovation. Despite their vital importance for the economic and social development of countries, compared to large firms, SMEs are facing greater difficulties, especially in terms of access to finance. In this context, EU policymakers and national governments have taken a number of measures to support SME financing. Some of these measures, which play a significant role in supporting SMEs, are included in the EU cohesion policy. In this context, our study aims to empirically investigate whether the financial support provided by the European Structural and Investment Funds (ESIF) influences the economic performance of SMEs in EU countries, over the period 2015-2021. To achieve the research objectives, we use multiple linear regression models on panel data. Overall, our empirical investigation indicates mainly positive and significant effects of ESIF funding on SMEs performance in terms of employment growth. In comparison, the effects on the performance of SMEs, expressed by value-added growth, are insignificant or small. Moreover, our empirical analysis shows that the effects of ESIF funding are not uniform across EU countries and regions. Our study offers some recommendations for both researchers and policymakers.



Fiscal Decentralization and Local Governance Quality

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Abstract: Officially, Romania has been implementing local autonomy and fiscal decentralization policies since 1991, based on the chapter of Local Public Administration established by the fundamental law, Constitution. Thus, the local public authorities were asked to assume the status of autonomous authorities, which implies the assumption of the democratic principles, among which we invoke the principles of local autonomy, decentralization and subsidiarity. Local public authorities are considered by central authorities as important partners in the management of competences and in the development of public policies. In this context, the paper aim is to show that local governments operate in an increasingly open and receptive manner by developing increasingly robust governance mechanisms that facilitate the development and improvement of living standards.

Non-Bank Financial Intermediation and Monetary Policy. A Focus on the Euro Area

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Abstract: In periods of fast economic growth, traditional banking may not be able to cope with the growing financial needs and preferences of various institutions (due to various reasons, among which inherent rigidity such as legal constraints, high costs etc.), although bank lending remains a very important source of funding in the euro area. Therefore, non-bank financial intermediation, also known as 'shadow banking', comes into play to provide a valuable and viable alternative to the traditional forms of credit-based intermediation and to help to support real economic activity (an evolution more visible since the global financial crisis). Having other sources of financing can be really useful for companies going through difficult times. Being part of the financial system, it is the central bank's duty to keep up with the developments in the shadow banking system, especially because of the interactions with its monetary policy. Managing a reliable and workable monetary policy is of keen importance for every central bank, since it reaches people, businesses and governments. In this context, our paper explores the connections between this continuously evolving segment of the financial system (created by non-bank financial intermediaries) and a central bank's monetary policy; the focus is on the euro area.



The Efficiency of Protecting Intellectual Property Using Institutional Mechanisms in the Digital Age

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Abstract: Current EU law on Intellectual Property Rights (IPR) seeks to create a general and flexible institutional framework at EU level, to foster the development of the information society and to adapt the public administration action on copyright and related rights protection, in response to technological development. In digital age, the piracy and counterfeiting, unauthorized data sharing, integration, utilization and public disclosure are favored and on top of “classic” counterfeiting and product piracy practices, there are the development of technologies and the global expansion of the internet, which have made it easier to obtain/access protected information about products, including high-tech goods (i.e. pharmaceuticals, computer chips, software etc.). The national and European institutional structure should help companies compete on innovation, creativity, and quality in the global economy, offering protection of IPR, in particular for SMEs which do not have the resource to manage large IP portfolios or engage in litigation. Legislative challenges for IP enforcement have to respond to specific obstacles to effective enforcement (i.e. identification of the infringer, liability of service providers, enforcement of IP rights, the treatment of online rights protected abroad, and the question of court jurisdiction), proposing the tools to strengthen the IPR protection. The need for global agreements/multilateral regulation has led on-going intensive negotiation for EU IP protection using institutional tools and mechanisms, generated tools for the better functioning of the public administration mechanism.

Impact of Performance Measurement Indicators in Local Public Administration

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Abstract: Measuring performance in local public administration requires a different approach compared to the business environment. The need to measure performance, seen as a particular result, both in terms of efficiency and effectiveness, appeared more from the perspective of identifying directions, ways in which from a managerial point of view we can say that people management officials (county council president, mayors, directors of institutions) have achieved their mission and proposed objectives. According to the definitions, the local public administration must carry out its activity for the benefit of the citizen, but very often the results presented to him are of a propagandistic nature, easy to understand by the mass of voters, not specific to management specialists. The article aims to analyze the reports of mayors in the main cities of Romania and to identify their indicators and values in order to get an idea of how performance is presented at the level of such a public entity.



The Role of the Voluntary Tax Compliance during Covid19 Pandemic in Enforcing Resilience for Public Institutions

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Abstract: The COVID19 pandemic demonstrates the necessity of public voluntary adherence to governmental rules. In this context, voluntary compliance is needed at different social and economic levels, regarding private and public financial institutions, that requires physical presence of individuals (such banks or tax counters to name only a few). The pandemic was also weakened the resilience of the public institutions, so new methods to enforce them are required, re-configuring the existence procedures or implementing new ones. The objective of the paper is to advocate the necessity of voluntary tax compliance role in enforcing resilience, among the development of digitalization in public institutions. In subsidiary, how the guide-lines are communicated from public to people can significantly affect the sense of volition and self-initiation, so the role of good communicating channels of public institutions is also debated.

Acknowledgements: *The authors acknowledge financial support from the European Commission-Erasmus Plus Program, Jean Monnet Module Project no. 101048262- EUFACT-ERASMUS-JMO-2021-HEI-TCH-RSCH Implementation of Financial Fraudulent Reporting Courses in EU Universities – EUFACT*

Talent Management - A Literature Review

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Abstract: The complexity of human beings and their latest evolution generated a rich body of literature and numerous controversies on the way human resources should be managed to get best results. Up to now, just a few research articles have been published in Romania on talent management. This study aims to provide theoretical clarifications on this subject by reviewing 30 research articles published in specialized academic journals during 2015-2022. The articles included in the study reviewed the literature in the field on talent management focusing on state of knowledge, talent management practices used in private businesses and public institutions, as well as proposals for future lines of research. In order to formulate a generally accepted definition of talent management and define common practices in different industries, what is needed are high-scale empirical studies comprising recruiting agencies, small and medium-sized companies, public sector, as well as comparative studies by continent and country of organizations operating in the same field. Also, empirical research should be extended to prove the need and usefulness of implementing worldwide talent management practices.



Analysis of the Evolution of Public Expenditures on Education and the Impact of the Pandemic

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Abstract: This article proposes an analysis of the last ten years regarding the evolution of public spending on education and tracking the effect created by the Covid-19 pandemic. Preliminary results show, surprisingly, an extremely good understanding by all states of the complex role of public spending on education and the role of the engine of long-term growth, and even in the 2020 pandemic year, some of them have managed to increase their share in GDP.

Short Considerations Regarding the Use of the Function in Favor of Certain Persons

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Abstract: The offense of conflict of interest has been amended to include the use of the function in favor of certain persons, and it is necessary to maintain the conflict of interest in the sphere of public services. This paper aims to highlight the particular elements of this incrimination that essentially distinguish it from the crime of abuse in office. Even if this regulation replaced the crime of conflict of interest, the preservation, in part, of the content of the old regulation demonstrates the seriousness of the situations in which the civil servant uses his function to obtain a patrimonial benefit, gravity that justifies the distinct incrimination of these situations. A brief analysis of the judicial practice in this area is edifying in support of these arguments.

The benefits of inclusive education for disadvantaged children

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Abstract: Children with special needs, as well as those belonging to some disadvantaged categories, need quality education to develop their skills and reach their full potential. In this context, inclusive education is the most effective way to give all children a fair chance to go to school, to learn and to develop the skills they need. The aim of this article is to define inclusive education and emphasize its benefits. With appropriate support services, students with special needs have the opportunity to reach functional, physical, mental and social levels that can change their lives and give them a greater degree of independence.



Resilience of the Administrative Systems in the EU – New Challenges and Boundaries

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Abstract: The resilience become a more focus approach for the administrative systems that faces uncertain and dynamic conditions during the periods of crises. The main aim of the article is to determine the practices that can increase the administrative capacity of the EU public administration to become resilient. From methodological point of view, the research will be focused on developing an extensive literature review, identify the theoretical concepts and models for defining the administrative resilience, to identify the main indicators that can sustain the resilience and to determine the best practices for increasing its efficiency. The results will be used in future studies for revealing how the administrative systems can be prepared for facing the shocks and to strengthen the resilience capacities.

A Bibliometric Analysis of the Scientific Literature on Sustainable Finance: Europe's Contribution

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Abstract: To achieve prosperity through a more sustainable, equitable and robust economic growth, we must not neglect the role of the most important drivers of all economies, financial capital. The overall financial system needs to adapt by embracing sustainability principles and practices and integrate them within all its processes. As the paper will reveal, the topics related to 'sustainable finance' continue to grow in number and importance, clearly becoming an ardent subject in the agenda of numerous governments, regulators, private entities and, not least, financial institutions. The aim of this paper is to provide an overview on the scientific literature that conceptually and/or empirically addresses topics related to sustainable finance (highlighting, in the process, Europe's contribution). Using a bibliometric approach and a dataset of 1724 research materials extracted from Scopus (covering 1991-2019), we identify key emerging research trends in sustainable finance and provide a platform for academics upon which they build their own research on the topic.



Public Debt, Corruption and Economic Growth in Central and Eastern Europe

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Abstract: Compared to the more developed EU Member States, many Central and Eastern European countries (CEEs) are still dealing with corruption and great efforts are made to limit its effects. Meanwhile, the literature still lacks a thorough examination of the economic effects of corruption, especially of the channels through which such effects are transmitted on growth. This paper seeks to fill this gap and empirically assesses the moderating effect of corruption on the nexus between public debt and economic growth for a group of 11 Central and Eastern European countries and over the period 2000-2019. We find that, in agreement with the results of other studies, although public debt may fuel economic growth, once it breaches a certain threshold the effects are reversed and public debt negatively affects GDP growth rates. Moreover, under a more corrupt environment, the positive impact of government debt is diminished, while the negative impact of high debt levels becomes stronger.

The Impact of Money Laundering Regulation on the Evolution of the Business Environment

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Abstract: Legislative changes to money laundering have had a significant impact, including on the rules governing business law. One of these changes, the waiver of bearer securities, either bonds or shares, had a visible effect on the territory of the European Union. The COVID-19 pandemic imposed on the national legislator the natural obligation to adapt the regulatory framework to the needs of the business environment, which was facing a real crisis. Thus, the tightening of the rules that govern companies in particular, to prevent and combat the crime of money laundering creates real difficulties for entrepreneurs, who are already facing a number of economic and social problems. The compensatory measures inherent in any major crisis must be compatible with the policy of transparency imposed, including at European level, by the rules adopted by the institutions of the European Union, in order to prevent and punish this criminal phenomenon. It is therefore necessary to identify balanced solutions to ensure the security of the business environment.



Track 2: EU Public Administration Resilience and Cohesion

Chairs:

Professor PhD. Elena DĂNESCU, University of Luxembourg, Luxembourg

Associate Professor PhD. Adina DORNEAN, Alexandru Ioan Cuza University of Iasi, Romania

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The National Institutional Framework for Implementing the European Funds in Romania. A Comparative Analysis between the Last Two Programming Periods: 2007-2013 and 2014-2020

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Abstract: Starting with 2007, Romania has benefitted from the European funding system, covering the 2007-2013 and 2014-2020 budgetary periods. Although it is among the EU Member States with the highest financial need for accelerating the economic and social development process, in the 2007-2013 programming period, Romania failed to maximize the impact of the European funds, having, practically, the lowest absorption rate among all the beneficiaries. Between the reasons that led to the achievement of this result, we can include some institutional and administrative factors, that hindered both the access to European funds, as well as their effective use during the projects' implementation period.

Considering that the experience of the first budgetary cycle can be considered a relevant and useful lesson for creating the conditions for a more efficient use of the European funds in the 2014-2020 multiannual financial framework, the purpose of this paper is to emphasize the institutional measures and changes that took place in order to ensure a smooth process for attracting and effectively using these financial instruments during the current programming period. Thus, we compared the two programming periods from the institutional point of view, to determine what measures have been taken so far and whether they were successful, taking into account all the stages of this process, from the project preparation to implementation and reporting phases.



Interconnections Between Good Governance Indicators and Wellbeing in European Context

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Abstract: Life satisfaction may be influenced or depends by a lot of factors, alike education level, health, income level, interpersonal relationships, personal and professional success, religion and the list may continue. It is imperative to emphasize that beyond internal factors, wellbeing can be observed, measured and improved in a national context, as a result of public governance. Broadly speaking, the state governs the directions of development and welfare by setting legislative framework, enacting policies, by its institutions, offering society certain economic, social, political, cultural characteristics, etc., context in which people's lives take place.

By this study, we analyse the correlation between good governance indicators and some relevant indicators, from our view, describing and measuring wellbeing of citizens, with the purpose of emphasizing and prioritizing the role of good governance principles over welfare. Correlation analyses generally cover the period 2000-2020, based on available data, collected from World Bank, Eurostat, Human Development Reports and World Happiness Reports databases. Being useful for public decision makers and other specialist in the field, our results show strong positive and statistically significant intercorrelations between almost all world governance indicators and GDP, Human Development Index and Happiness Index, validating simple and general principles of governance for conditioning the happiness for dynamic and permanent changing civilizations.

Resilience in Administrative Reforms in Romania

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Abstract: Academics, decision-makers, and practitioners are increasingly preoccupied with the fact that the world's degree of volatility, uncertainty, complexity, and ambiguity has reached unprecedented levels. In this context, our capacity to design effective policies that manage specific risks has decreased. This challenge generated a change regarding the way we approach public problems, and especially high-risk situations. Largely stated, the focus of our actions switched from specific objectives to a more inclusive optic – resilience.

This theoretical concept has been given a variety of understandings, but practical efforts that target resilience are even more diverse, depending on the type of risk that is considered. But, apart from these approaches that are concerned with specific risks, there is an increasingly consistent body of literature that accepts the fact that human knowledge is limited and we lack the capacity to anticipate some of the biggest threats that lie ahead. Because of this epistemological problem, the question is not how we can become resilient to a specific risk that is anticipated to some extent, but what do we need to be resilient in general, given the fact that our prediction capacity is limited. The answer is that we should look at the institutional



arrangements, governance structures, and functioning rules that we use so as to identify and implement solutions to our problems. Scholars (Ostrom, Perrow, Holling, Carlson and Doyle, etc.) have identified characteristics that systems should have in order to be resilient, and we have several theoretical concepts that we can use to analyse whether some specific governance system has the potential to be resilient. One such concept is polycentricity, but other developments can also be employed. From this theoretical stance, I will analyse Romania's National Recovery and Resilience Plan. The focus of the analysis will be on the administrative reforms that are stated in this plan. The purpose of the research is to explore the potential of these reforms to generate resilience. The argumentation will be based on the analysis of these reforms against the theoretical concepts I mentioned above. The limits of the analysis is that it only gives a partial picture of the Romania's administrative system potential for resilience because it does not include a holistic analysis and other elements of the system are left out.

Acknowledgement: *This work was supported by a grant of the Romanian Ministry of Education and Research, CNCS - UEFISCDI, project number PN-III-P4-ID-PCE-2020-1076, within PNCDI III.*

Challenges for EU Public Administration on the Road to the Digital Society

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Abstract: This paper analyses basically the major challenges for the public administration from the actual EU27 countries on the background of the transition towards a digital society to be implemented in the entire EU as a declared goal of the European Commission. We analyse both the current status of the development of the digital economy and society in EU27 countries and the its previous evolution and also the challenges still to be overcome in the next period, focusing especially on the digitalisation process of public administration. The paper provides an in-depth overview regarding the necessity of adapting the public administration to the changes brought by the new ICT technologies in our contemporary lives, stressing also both the advantages and some of the disadvantages of the transition towards an electronic administration, explaining the challenges of this process and finally concluding on the solutions to be applied for achieving a better public administration.

Digitalization in the Construction Sector. Main Strategies and Policies in the European Union

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Abstract. The construction industry is one of the most important economic sectors in the European Union, having a significant strategic role as it offers solutions in the areas of infrastructure, construction, and water or energy supply. Since more than a decade, this type of activities experiences major transformations, while digitalization along with the implementation of digital



technologies started to play a central role. In this industry, the path has already been set, and concepts such as sustainable building, energy performance, and circularity have become essential. Toward achieving these dimensions, digitalization represents a valuable asset that can lead to efficiency, process improvement, and better management of business functions. The purpose of this paper lays in identifying the main strategies and policies which exist within the European Union regarding digitalization and the use of digital technologies, and the results being achieved in this field. Basing on the systematic literature review, identifying and grouping the main strategies and policies that exist within the construction sector reveal the EU's commitment to digitization, this trend being at the same time an opportunity for investors and innovation companies.

The Influence of the Covid-19 Pandemic on the Resilience of Companies Listed on the BSE

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Abstract: The ability of companies to adapt to unfavorable situations in a relatively short time refers to organizational resilience. A resilient organization must withstand shocks, adapt, and have transformative capacity. This study focuses on the response of companies listed on the Bucharest Stock Exchange (BSE) to the risk factor - the Covid-19 pandemic - a response given through the financial market. In other words, the study aims to identify a profile of the resilient company, listed on BSE, resilience explained in terms of stock market quotation, by comparison with the evolution of the market, in the period traversed by the Covid-19 pandemic, but also by comparisons in time. The market model that describes the profitability and risk of securities is applied to a number of 1,848 observations (month-firm). The model takes into account the profitability and risk of the listed companies and the profitability and risk of the financial market, which is measured by the use of the portfolio of the general index of BSE, respectively the BET index. The regression model applied shows that the entities listed on BSE can be structured in three categories, depending on the variations in the return of individual securities to market profitability, in the period traversed by the Covid-19 pandemic: resistant, offensive and defensive. The study has practical implications in terms of guiding investors to invest funds in a diversified way, as external risk factors have proven to be completely unpredictable, which demonstrates, once again, that no predictions can be made in the economy, but only forecasts.



Adaptability and Resilience for Robust Governance of the Public Sector Organizations

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Abstract: The economic and social context of recent years has led to major changes throughout society, both individually and organizationally. The companies have decided to radically change their business model, NGOs have stepped up their efforts to support their causes and tried to influence public authorities to change social policies, and families and individuals have changed their consumer behavior. The public institutions are forced to adapt to the new context, given the inertia and lack of flexibility that characterize the system. Starting from the main orientations of the European public system - resilience and cohesion - the organizational changes have affected all facets of the new paradigm - the processes of recovery, renewal, resilience, reorientation, adaptation, transformation - both internally and in relations with external stakeholders.

The paper highlights, in a comparative manner, the most important changes operated at the organizational management level, in the different categories of Romanian local and regional public institutions. From a methodological point of view, the research was based on a quantitative approach, through the questionnaire survey, followed by a qualitative one, supported by in-depth interviews at the level of the analyzed public institutions. The results aimed to highlight the adaptations made in specific areas - human resources, investments, structural changes, the relationship with beneficiaries and partners- but also of the areas where the expectations of the beneficiaries and of the employed staff have a lower level of coverage.

Understanding EU Sustainable Finance in the Context of EU Policy Approaches to tackle Global Deforestation: Challenges and Opportunities

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Abstract: Agricultural expansion for commodities production and livestock grazing are currently among the major global deforestation drivers. Production of soy, palm oil, beef, wood, wood products, cocoa, coffee, leather, and rubbish are considered forest-risk commodities. In the last years, as the second-largest importer of forest-risk commodities, the European Union started to rethink and define new approaches to tackle global deforestation. Further developments are expected to reform EU Trade Agreements and the adoption of new regional norms on deforestation-free products with extraterritorial impact. However, sustainable finance should also play a key role as financial institutions provide finance to companies exposed to the risk of deforestation and forest degradation. As there are no specific EU norms yet on sustainable finance related to forests, this presentation explores what sustainable finance means for forests and how EU sustainable finance can contribute to reducing global deforestation.



The presentation is divided into three parts. First, it starts by contextualizing the EU's role in the global deforestation problem. It also discusses some EU responses to tackle deforestation overseas, particularly the switch approach in Trade and Sustainable Development Chapters in EU Trade Agreements and the recent Commission legislative proposal on deforestation-free products. Second, it explains sustainable finance in the EU context and discusses the main narratives about sustainable finance and forests. And third, it focuses on the challenges and opportunities that EU sustainable finance offers to contribute to reducing global deforestation.

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Taxes and Economic Growth. An Empirical Assessment for European Union

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Abstract: The paper investigates the effect of direct and indirect taxes on GDP growth for EU member states over 2008-2019 period. While direct taxes have been found as having a negative effect, indirect taxes have a positive effect. Statistically and economically, the effect is more pronounced for indirect taxes than for direct taxes. As control variables we used labour productivity, investment rate, private sector loans, inflation rate, unemployment rate, interest rate, which retain their effect irrespective of the types of taxes investigated.

Foreign Exchange Markets Efficiency during Macroeconomic Instability and World Uncertainty: Romanian and Ukrainian Cases

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Abstract: The study is aimed at a comparative analysis of foreign exchange markets of Romania and Ukraine and investigating their efficiency during macroeconomic instability and world uncertainty from January 2015 to February 2021. This paper is structured as follows: the first Section provides the theoretical motivation to form the general scientific view regarding the problem of world uncertainty and how to deal with macroeconomic instability in such conditions. Based on theoretical and empirical evidence in Section 2 it is outlined the econometric framework and groups of variables used for testing the three hypotheses: H1 – monetary policy instruments mitigate the national currency depreciation; H2 – monetary policy instruments correct the country's output; H3 – the FX market is efficient during macro-instability and world uncertainty. Section 3 provides an initial specification of the behaviour of the USD/RON and USD/UAH exchange rates and main countries' monetary indicators; structural analysis for time series stationarity (ADF-test); analysis of external



shocks' effect on the USD/RON exchange rate and Romanian economic output, as well as on the USD/UAH exchange rate and Ukrainian economic output (VAR-model and Granger causality test). In Section 4, the models' quality is checked by summing up key findings (R², RMSPE, roots of companion matrix, Lagrange-multiplier test). Nine parameters are used in the VAR(1) model for Romania and 8 in the VAR(3) model for Ukraine. All parameters are grouped into three groups: macroeconomic, monetary and unconventional monetary indicators. The exchange rate and GDP are the primary dependent variables.

Luxembourg – Navigating the Transition to the Knowledge Economy. A Historical Perspective

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Abstract: Situated in the centre of Europe and bordered by two major powers, France and Germany, the Grand Duchy of Luxembourg (with a total area of just 2,586 km² and, in January 2022, a population of 645,397 inhabitants of whom 47.2% were foreigners) is a multicultural, multilingual and cross-border area par excellence that has always sought to maintain an openness to its neighbours, both for reasons of security and to give itself access to larger markets. Although it was involved in customs union projects (the *Zollverein*) and economic initiatives (the BLEU and Benelux) in the 19th and early 20th centuries, it was really after the Second World War that the country resolutely set out on the road to international multilateralism and European economic integration, being in 1951 one of the six founding members of the European Coal and Steel Community (ECSC), and in 1952 - the workplace and one of the permanent seats of the European Community institutions. Despite its small geographical area, limited workforce and lack of natural resources, Luxembourg is currently first out of 198 countries worldwide in terms of GDP/capita (with 114 370 €/capita, representing 260% of the EU average). Thanks to a long-term strategic vision, political and institutional innovation and structural changes implemented in economy throughout the 20th century, the once bipolar agricultural/industrial society has become a competitive society based largely on knowledge-intensive services and centred on the financial sector, characterised by high-performing human capital, political stability, prosperity and a strong welfare system. Nowadays, Luxembourg continues to prioritise innovation as the main driver of smart, sustainable and inclusive growth, and it has embarked on its third major transition – from a financial economy to a knowledge-driven economy – boosted by digital transformation in an increasingly globalised environment. This new transition is also indicative of a paradigm shift in terms of institutional design, especially in the public sector and governance of society and particularly seen in the government's relations with business and citizens. Taking this observation as a starting point, adopting a comparative and interdisciplinary perspective and drawing on a wide range of European and international archive and institutional sources, the paper sets out to address the following research questions: what are the factors of change and the major challenges facing Luxembourg in the digital transition? What institutions and governance is it using to tackle these challenges? What are the risks, benefits and opportunities of this transformation over the long term? What are the country's strengths in terms of competitiveness, and what are the weaknesses that might jeopardise its comparative advantages? What is the impact of digitalisation on the public sector and on the government's links with business and the public at large? The changing nature of Luxembourg and the paradigm shift outlined above will be analysed from a historical perspective as a means of shedding light on the continuities and discontinuities in the country's long-term historical development.



Track 3: Public Policy and Strategy in EU Public Administrations

Chairs:

Professor PhD., Dulce LOPES, Coimbra University, Portugal

Associate Professor PhD. Ada Iuliana POPESCU, Alexandru Ioan Cuza University of Iasi, Romania

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Comments on the Establishment of the Ratio of Causality in Criminal Law

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Abstract: In the present communication, we feel the need to summarise our point of view on the issues of causation in criminal law. Moreover, we stress that the essential problem of the causal relationship is not, however, to know the degree of contribution of each factor of the isolated antecedence to the production of the result - this being a subsequent problem of the dosage of liability - but, first of all, which of the factors can be considered as a phenomenon causing the result, entailing criminal liability, and which remains beyond the causal consideration. The assessment of antecedent factors, not in terms of the intensity of their contribution, but in terms of their status as causal phenomena, is the key issue of causation. Moreover, among other things, we have shown that the legal sciences study human conduct, as an object of legal regulation and as an object of control when it deviates from the conduct that is due and necessary according to what is regulated. Conduct always generates consequences and therefore has a causal value, regardless of whether it takes the form of action or inaction.

Aspects Regarding the Liability Prescription of a Public Servant Investigated by National Integrity Agency

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Abstract: Law no. 115/1996 for the declaration and control of the wealth of dignitaries, magistrates, persons with management and control positions and civil servants does not provide a statute of limitation for integrity inspectors to carry out investigations on the assessment of the assets of a public servant. The purpose of the research carried out by the inspectors of the National Integrity Agency is to ascertain whether the public official has acquired sums of money



that he cannot justify, thus ordering the confiscation of unjustified wealth. In case of finding the acquisition of property unjustified, the presumption of its acquisition arises as a result of the commission of an illegal act. The commission of an illegal act will entail the legal liability of the public servant. Legal liability (regardless of its nature, administrative, criminal, etc.) presupposes a violation of a legal provision, which gives rise to a legal report of constraint that has the state, on the one hand, and the person who violates the legal provisions, on the other hand. The content of the legal relationship consists of the State's right to hold the person who violated the legal provisions by applying the appropriate sanction and the obligation of the person concerned to execute the sanction imposed. Regardless of the nature of the legal liability, the legislator provides a statute of limitation, which, following its fulfillment, the legal liability is removed. The fulfillment of the limitation statute for the commission of an unlawful act also implies the impossibility of establishing the guilt of the public servant, thus determining the impossibility of drawing the consequences of finding this act. However, in the current regulation, Law no. 115/1996 provides with priority the confiscation of wealth found to be unjustified and only later the problem of the public servant's liability is raised. In case the liability of the public servant cannot be attracted, by the fact that the term of prescription of liability is fulfilled, we find that the sanction of confiscating a private property that cannot be proved as being acquired illegally is contrary to the provisions of article 44 paragraph 8 of the Constitution.

Participatory Strategies in EU Public Administration

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Abstract: Promotion of participatory democracy is a feature of the European Union and therefore also of the EU public administration. It is essential to reach high standards of good governance and to promote innovative forms of co-creation of processes and rules that are more adjusted both to public demands and to private needs. The proposed intervention aims to analyse the participatory framework so far within the European Union and to explore new routes for participation of citizens, stakeholders and end-users within the European Union Institutions and other bodies responsible for decision-making. A focus will be put on the need for a participatory strategy within the European Union, that clearly defines the tools to be used, its main addresses and effects, so that no participation is lost in process. Also, the interconnection of participation at the European Union Level and at the level of Member States will be reviewed, in order to ascertain if mixed participation within composite procedures is the way forward.

An Overview on the Treatment of Ukrainian Refugees and the Romanian Example of Good Practices

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Abstract: Since the aggression of Russian Federation in Ukraine, Europe experiences an influx of refugees coming from the neighbouring State. The response of private persons, non-governmental organizations, civil society and the Romanian government were prompt and oriented towards giving effect to the idea of international protection that vulnerable persons such



as those applying for the status of refugee should benefit from. In order to put in place an effective framework of protection, the Government of Romania not only permitted access into the Romanian territory, but also adopted special legislation on temporary protection, in accordance with the measures undertaken by the European Union. The aim of this paper, on the one side, is to analyse the specific rules of International Law applicable to refugees, implications for the States and on the other, to emphasise the reasons for which the response coming from the Romanian authorities and society is an example of good practices.

Temporary Seizure of Property in Israel. Good Practices and Recent Challenges in Fighting against White-Collar Criminality

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Abstract: The term “*Hilut*” in Hebrew means a temporary seizure of property by a law-enforcement agency, at the beginning of a lawsuit process. It includes cash, deposits in bank accounts, securities, real estate, business inventory, vehicles, aircraft and boats, checks, businesses, jewelry, artefacts and animals, all of them being held by the state until the end of the legal process, which can take many years. This seizure is intended to prevent the vanishing of the property and/or its smuggling in a way that will deprive the foreclosure of property at the end of the legal proceedings. In the last two decades, the perception has intensified among law enforcement agencies in Israel and around the world that the criminal law and the prison sentences and fines imposed are not enough to fight white-collar crime or deter such criminals, who become highly sophisticated. In this context, a framework for economic enforcement was designed, which sought temporary seizure of property in order to deny criminals the benefit of using a property that they gained illegally. This paper analyzes the challenges for law enforcement agencies in applying *Hilut* and its advantages in fighting against white collar crimes and deterring such criminals.

About Administrative-Contraventional Liability in a Pandemic Context. Critical Issues

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Abstract: The dynamics of the recent doctrine and jurisprudence in the field of contraventions bring more and more into question, in the immediate reality, the profiling of the contravention law as a true sub-branch of the administrative law. As a result, an analysis of this field, by taking over and combining, appropriate to its specificity, the theoretical models specific to administrative law and criminal law is a priority, especially in the context of globalization of law, materialization of European integration and harmonization of national legislation with correlative provisions at European level, in order to guarantee the functionality of the legislative



and logistical framework necessary to facilitate the interstate transfer of procedures for accountability in the matter of contravention, especially for clarifying the contravention liability in the case of transnational juridical persons or natural persons of different nationalities domiciled in the in the area of some states with different and irreconcilable contravention laws. The need of this analysis has become evident especially in the last two years of the health crisis with global impact, known as the "Covid 19 pandemic", which is why the study will focus on specific events related to the topic during this period. In the case of Romania, the pandemic context caused a real effervescence at the legislative and jurisprudential level (n.n.: caused) especially by the incoherence and abuse of regulation by the Government, by the disregard of the Constitution and the hierarchy of normative acts by the state authorities, by the flagrant ignorance of legislative norms. the non-observance of the requirements for the issuance, drafting and implementation of administrative acts at the level of institutions and administrative authorities, the non-uniform practice of the courts and the inconsistencies in the evolution of constitutional jurisprudence. In this paper we propose to debate a critical study of these slippages, causing particularly harmful effects on the economy and society as a whole, in order to prevent the recurrence of abusive conduct and contempt of law by state authorities, but also by those responsible for contravention.

About the Normative Reiteration of the Imprisonment for Sanctioning the Intentional Non-Payment of the Contravention Fines and of the Refusal to Perform the Activity for the Benefit of the Community, in the Situation of Non-Payment

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Abstract: With the adoption of GEO no. 108/2003 and with the revision of the Constitution, operated in the same year - context in which it was stated that "the custodial sanction can only be of a criminal nature" -, the misdemeanor imprisonment, identifiable in the incipient form of regulation, as a specific sanction in the field contravention, was abandoned, under the pretext of complying of the positive law, of infraconstitutional level to the requirements of the Fundamental Law.

Apparently, this idea was not irrevocably abandoned, in the legislative process of the legislature or in the materialization of the legislative delegation of the Government, returning to the public attention periodically drafts of normative acts which try to make additions to Government Ordinance 2/2001, in the sense of reintroducing the misdemeanor imprisonment as a last resort as a sanction for unpaid misdemeanor fines and for refusing to perform an activity for the benefit of the community. Thus, on March 23, 2022, the Romanian Parliament adopted Bill no. 530/2021, amending Government Ordinance 2/2001 on the legal regime of contraventions and Law number 286/2009 on the Criminal Code, despite the numerous negative opinions that marked its legislative path, the draft legislation being sent for promulgation, at 2 April 2022, but also for constitutional review, at the request of the People's Advocate, on April 5, 2022, an application registered on the role of the Constitutional Court of Romania under no. 892A / 2022, with the first deadline for debates on May 5, 2022.

The mentioned project is to bring substantial changes to the legislation on contraventions, but also to the constitutive content of the crime of non-compliance with court decisions, provided by Article 287 of the Criminal Code, in the sense of criminalizing a new way of committing the crime, simultaneously with decriminalization of another. Specifically, it is intended to adopt in GO



2/2001 new procedures for the responsibility of the offender who refuses to pay the fine established in his charge and to perform work for the benefit of the community, in the situation of inability to pay, by projecting the perspective of possible criminal liability, as well as the replacement in the text of article 287 of the Criminal Code of the manner of execution of the crime of non-compliance with court decisions, consisting in non-compliance with a protection measure ordered in the execution of a European protection order, with a new modality: the non-execution - within 90 days from the communication of the warrant - of the court decision by which the offender was obliged to perform an activity for the benefit of the community, pursuant to art. 39 index 1 of GO 2/2001, the initial form of art. 287 section 1 letter "h" of the Criminal Code will be implicitly decriminalized.

This legislative initiative has severe lack of constitutionality, due to the lack of clarity, precision and predictability of the text, which could conflict with the provisions of Article 1 of the Criminal Code and Article 7 of the Convention for the Protection of Human Rights and Fundamental Freedoms, with undesirable consequences on the freedom of the person, but not only. The present study aims at a critical analysis of the previously individualized legislative project (not yet enacted, although the term stipulated by art. 77 of the Constitution has been exceeded), but also of the opportunity to reintroduce the misdemeanor imprisonment in the space reserved for administrative-contravention sanctions.

Gender Equality in European Public Administration. Current Challenges

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Abstract: The present paper analyses current challenges of gender equality in public administration at the European level, being structured in two parts. The first faction is focusing on an interdisciplinary approach concerning women participation in public administration at central and subnational level, gender parity by level of decision-making, and women concentration in part-time work. The second part of the article is highlighting the new frontiers of main intersectionalities of gender with disabilities, race, ethnicities and age in the light of the EU and Council of Europe legal framework in general, and the Charter of Fundamental Rights and the European Convention of Human Rights, in particular. At the same time, the paper insists on the analysis of the common standard imposed by the main European intergovernmental organizations, which is accepted and implemented by Member States, but with different results generated by economic and social disparities and cultural differences and concludes with adequate solutions in order to address these concerns.



The Digitalization of the Construction Sector in the European Union. An Overview of the Main Strategies and Policies

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Abstract: The construction industry is one of the most important economic sectors in the European Union, having a significant strategic role as it offers solutions in the areas of infrastructure, construction, and water or energy supply. Since more than a decade, this type of activities experiences major transformations, while digitalization along with the implementation of digital technologies started to play a central role. In this industry, the path has already been set, and concepts such as sustainable building, energy performance, and circularity have become essential. Toward achieving these dimensions, digitalization represents a valuable asset that can lead to efficiency, process improvement, and better management of business functions. The purpose of this paper lays in identifying the main strategies and policies which exist within the European Union regarding digitalization and the use of digital technologies, and the results being achieved in this field. Basing on the systematic literature review, identifying and grouping the main strategies and policies that exist within the construction sector reveal the EU's commitment to digitization, this trend being at the same time an opportunity for investors and innovation companies.



Track 4: Labour Relations in EU. Present Demands and Perspectives

Chairs:

Professor PhD. Jarmila DUHÁČEK ŠEBESTOVA, University of Opava, Czech Republic

Lecturer PhD. Dan LUPU, Alexandru Ioan Cuza University of Iasi, Romania

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The Influence of ERP Implementation on the Business Model of Companies - The Case of Romanian Companies

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Abstract: Romanian companies are going through an increasingly competitive and full of opportunities period and tools such as ERP information systems can offer a competitive advantage and an opportunity to grow the business model. The purpose of this study is to evaluate the impact that the implementation of an ERP has on the business model of Romanian companies. Studies show that the implementation of ERP solutions in companies leads to improved performance, viewed from the perspective of the business model in the sense of reducing costs or increasing revenues. Therefore, there is an influence of ERP implementation on the financial performance of companies, seen from this point of view. The conclusions of this study, conducted on the data of 397 companies from Romania, of which 267 companies have implemented an ERP system, show that there is a strong correlation between ERP implementation and the turnover of these companies, meaning that ERP implementation positively influences turnover. We did not find positive influences of ERP implementation like those found in other studies on indicators such as: expenses, revenues, rates of return, profit, productivity, rate of net commercial profitability or current assets. The impact of ERP implementation on Romanian companies' performance was estimated using the least squares method (OLS) and the impact of implementing an ERP system on companies' performance taking into account the adoption time of the ERP was quantified using the Difference in Difference model.



Influence of Digital Agenda for Europe on the Development of Digital Services in Romania. Evolution and Objectives

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Abstract: The European Union attaches great importance for digitization, in the complex sense, from ensuring digital infrastructure, the digitization of public services and the private environment and the assurance of ICT specialists needed for this process. At European level, the Digital Agenda for 2020 and for 2030 were created, Romania needs to rally with the objectives set at European level and to develop projects and strategies in order to digitize Romania. The European Digital Agenda provides the common vision for the member countries of the European Union and the financial support through financial instruments in the exercises scheduled by the European Commission to develop the necessary infrastructure for the digitization and improvement of specialists. This study will focus highlighting the evolution of digitization in Romania taking into account the two European digital agendas and the objectives assumed at European level. The state of digitization in Romania can be seen by analyzing specific European indicators such as the index of the economy and digital society, but also by analyzing the fields of action such as e-government, eCommerce, digital infrastructure and ICT in education, health, culture and enclosure. Digitization in Romania is stimulated for the digitization process due to membership of the European Union and because society faces new challenges, to which public authorities have to respond with ample and complex reforms. Thus, the paper will highlight the objectives assumed by the National Strategy for the Digital Agenda and the state of their fulfillment.

Integrating Content-Based Language Learning in the ESP Classes: A Public Administration Model

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Abstract: Content and Language Integrated Learning (CLIL) is nowadays an umbrella term; it encompasses learning a subject such as Economics for Public Administration in our case, by the help of a foreign language and by studying a content-based subject. By the help of this paper, we will emphasize the importance of CLIL for public administration students, the advantages of using it in the ESP (English for Specific Purposes) classes, as well as the future of CLIL and some challenges a teacher may encounter. Furthermore, in the context of globalization, more competences have been added to the process of teaching, which has become more and more complex. Thus, teacher's role has broadened and adapted to the requirements of an ESP class by adding CLIL competences as well.



COVID19 Pandemic and Public Procurement in Romania

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Abstract: The public procurement system has suffered major challenges caused by the Corona crisis caused by Covid19, which has exacerbated existing problems. All state institutions, from town halls to hospitals and schools have been caught unawares by the current pandemic unprepared with the necessary equipment. Faced with an unforeseen and extreme emergency, the European Commission and national governments have suspended the provisions of national legislation in the field, trying to make it much easier to purchase equipment. Pandemic Covid 19 has created an exceptional situation regarding the procurement of products, services and works, provided by both the Directive 2014/24 / EU on public procurement and public procurement laws (Law 98/2016 on public procurement and Law 99/2016 on sectoral procurement). In other words, in case of unforeseen events or when the goods, services or works can be provided only by a certain operator, the “classic” public procurement procedures, procedures that involve both the publication in SEAP of a participation notice and different deadlines and documentations does not apply. This article analyzes the changes from the public procurement sector in the period 2020 from Romania. Following the analysis, a series of practices used by public institutions during the pandemic period are identified: in order to reduce the risk of spreading the virus, public institutions have issued their own regulations on how to carry out telecommuting activities, as well as the necessary hygiene measures and restrictions; for public institutions that did not have additional responsibilities during the state of emergency, the provision of funds for procurement for staff protection was provided within the approved budget; as a rule, additional budgetary funds were made, mainly from savings made on other categories of non-essential expenditures.

The Digital Age: Opportunities and Challenges for Work and Employment

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Abstract: The human capacity to store, transmit and manipulate information has expanded enormously in recent years as a result of innovations in computer and telecommunications technologies. Thus, information and communication technologies (ICT) have significant effects in almost all areas of the economy, leading to the general acceleration of the pace of technical changes. At the same time, work, content, organization and design, its regulation and protection are all going through major changes in the digital age. These changes often cause blurring of boundaries between different dimensions of work and between work, employment and non-professional activities. Currently, the main technologies that are transforming the work approach are artificial intelligence, Machine Learning, robotics, 5G technology, BigData and the Cloud. However, investments in



technology and digitization will be useless without consistent investments in developing employees' digital skills so that they feel comfortable in the digital environment and contribute directly to the digital transformation of their organizations. Taking into account the digital transformations taking place in all economic and non-economic areas, the purpose of this article is to explain the impact of the digital age on work and employment. As the results of the research show, for many organizations in Central and Eastern Europe (CEE), the digital transformation generates interesting changes, and the advent of Artificial Intelligence (AI) promises an intensification of them. But the rapid pace of digital change also brings a major challenge: ensuring that Europe's workforce is ready for the new AI-powered world.

The Evaluation of Public Aids on Business Entities during Covid-19 Pandemic: A SOAR Analysis

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Abstract: The aim of the article is to evaluate, on the basis of primary research, the effectiveness of the public aid of the researched entities during Covid-19 pandemic within their activity to be supported or, on the contrary, stopped the operation. At the same time, a proposal is made to evaluate the effectiveness of these supports from the point of view of business entities and public administration using SOAR analysis.

The Importance of Promoting the ERASMUS + Programme in Universities. Pilot Study Among Students from the Faculty of Public Administration and Management, Bucharest Academy of Economic Studies

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Abstract: In a society where education is increasingly based on experimenting rather than retaining information as such, the study of good practices implemented in other universities, the exchange of experiences and the application of theoretical aspects have an extremely important impact on students, but especially on their personal and professional development. This research paper aims to study the extent to which students of the Faculty of Public Administration and Public Management are familiar with Erasmus+ study mobilities, but also to identify a set of recommendations by which the Erasmus+ programme will become known to a higher number of students. Therefore, in order to achieve the purpose and objectives of the paper, we combined two types of research methods, a qualitative method - document analysis and a quantitative method - opinion poll, and a questionnaire was conducted and distributed to students. At the same time, the results collected and interpreted indicated that Erasmus + study opportunities are visible to some extent among students of the Faculty of Public Administration and Management from Bucharest



University of Economic Studies, but reluctance to go abroad and the difficulties related to language, to culture and to people have left their mark on students' decisions to study abroad.

Work Performance Analysis from the Perspective of Genuine Involvement

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Abstract Purpose – If in previous studies the relationships between job characteristics and results were studied, in the current article we propose to set the focus on the authenticity of involvement in work. The pandemic has generated a rearrangement of personal values, another type of motivation and involvement in work. We aim to investigate the relationship between the authenticity of the status at work and the results obtained (performance, commitment and job satisfaction). We used in this quantitative research the answers of 50 Romanian employees to the survey. The data processing was done with IBM-Amos software. Results showed that authenticity has a relevant influence on the work performance. The main limitation of this study is the relatively small number of respondents. Employers can use the results of the study to understand the importance of hiring/stimulating the workforce that has a high level of genuine involvement in the workplace as it leads to visible performance.

The Relationship Between Job Satisfaction and Job Characteristics of Older Workers in European Organizations

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Abstract: This study aimed to analyse the job satisfaction of older employees in Europe. The relationship between job satisfaction and various factors such as job characteristics, work environment, employees' characteristics etc. is of interest for human resource management in successful organizations. The effects of several determinant factors on job satisfaction are estimated using logistic regression model applied on data from the Survey of Health, Ageing and Retirement in Europe (SHARE). The findings of this study are discussed both from a theoretical and a practical perspective.



The Nexus Between Corruption and Health Population Among the European Union Countries – An Institutionalist Viewpoint

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Abstract: Corruption reflects an institutional anomaly with dissimilar impact on health population across the EU countries. When interpreting such nexus from the perspective provided by the Institutionalist theory, the analysis is fully benefiting of additional added value. Consequently, the purpose of this paper is to analyze the impact of corruption on population health, from a broader perspective that also includes demographic and socio-economic determinants. We employ panel date models in order to check for the ongoing effect of perceived corruption on health population. Our results are on the same wavelength with the institutionalist viewpoint, according to which countries with good regulations have better results in controlling corruption while supporting the life expectancy and reducing infant mortality rates. Our paper emphasizes that by improving the quality of the rules of the game, all the EU countries can benefit of positive outcomes in terms of population health.

Decision-Making Models in Healthcare Services – A Theoretical Overview and a Case Study on a Romanian Hospital

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Abstract: Decision-making is a demanding and ongoing responsibility for all hospital managers. To make the right decisions, hospital managers must consider several factors related to the specificity of the unit they manage, the features of healthcare services, and the economic, socio-cultural, political, and international regulations in the field and trends. Our paper presents a comprehensive theoretical overview of the specific decision-making models applied in the healthcare sector, particularly in



hospitals. A practical case study that illustrates the steps of a decision-making model used in a hospital in the North-East Region of Romania is exposed to support our analysis and approach.

The Use of Structural Equations Models in Order to Test the Accounting Quality in the Case of M&As Target Companies

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Abstract: Considering the past performance of target companies involved in M&As, there is a circular causality relationship between financial performance (return on equity) and the market value (price-to-book ratio) based on the influence of the return on assets and of the financial leverage. Starting from the value relevance and accounting conservatism models, this paper aims to analyse if the financial market influences the accounting practices of a target company (conservatism model) or that the accounting figures influence the market (value relevance model). The analysed sample is represented by the target companies involved in 5.387 M&As which took place in the European Union Enlarged in 2017-2018 period of time. The financial and market data were considered for eight years (2011-2018). To test and validate our hypotheses, we use VAR and SEM. The results show that the market influences the performance of the target companies. In order to assess the market-return relation in the case of the target companies, we consider a conservatism model, where targets' earnings are significantly influenced by their financial leverage, which leads us to conclude that their decision to participate in M&As is based on their financial structure. Using the value relevance model, the market reaction is dictated by the prices and the return on equity from the previous year and by the return on assets and the financial leverage from the current year. The paper identifies which of the two endogenous variables represent the *causa causarum* in the proposed circular causality relationship.



The Sustainability of Sales: Financial Decisions on Human Resource

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Abstract: In general, finances are constantly exposed to many risks, shocks or pressure factors, demographic changes, political turmoil including economic and financial crises depending on the stages of an economic cycle. Based on this context, we propose to analyze the impact of the decision to finance human capital regarding the sustainability of sales. Our analysis is based on the financial data of the top European companies, covering the range of years between 2017 and 2020 ending with the pandemic crisis caused by Covid-19. The main findings in the comparison of 2019 vs 2020 suggest that the composition of human capital financing decisions generated by the top management of the companies on the sustainability of sales may have success and this translates into a greater profit per employee income compared to the company's annual profit indicator. Based on our findings, we identify some successful recipes that could be useful for decision makers in the context of other economic turbulences.