

Chapter 1 – PERFORMANCE MANAGEMENT IN CRISIS SITUATIONS

Angela TIMUȘ, PhD., Associate professor, National Institute of Economic Research of ASEM, Moldova

Lilia ȘARGU, PhD., Associate professor, National Institute of Economic Research of ASEM, Moldova

This study was developed within the framework of Subprogram 030101 „Strengthening the resilience, competitiveness, and sustainability of the economy of the Republic of Moldova in the context of the accession process to the European Union”, institutional funding.

Crisis performance management reflects a profound dimension of the interplay between economic rationality and human complexity, whereby organizations, teams or communities adjust their strategies and resources to maintain a balance between efficiency and adaptability. In essence, this process transcends immediate operational actions, becoming a strategic act of survival and transformation in the face of uncertainties imposed by the economic environment.

Under this prism, performance management is anchored in the economic doctrines of bounded rationality and resource optimization, while expanding its scope towards a philosophy of resilience. This philosophy implies not only the ability to minimize losses or ensure operational continuity, but also the ability to create value under conditions of discontinuity and systemic disruption.

Effective leadership, rapid decision-making and adaptability thus become pillars of an organic economy, in which organizations find meaning by navigating complexity. Key elements such as strategic planning, the use of performance indicators and continuous adaptation become practical expressions of a broader economic paradigm that balances stability and change.

Thus, performance management in crisis is not just a technical tool, but a manifestation of the economic and organizational capacity to face entropy while maintaining an evolutionary direction. This vision outlines an integrative economic doctrine in which crisis is not just a disruption, but an opportunity to reconfigure fundamental performance structures and values.

In the context of crisis situations, the differences between traditional and modern firms become even more apparent in their approach to performance management (PM). Traditionally run firms focus their efforts predominantly on immediate and operational objectives, prioritizing short-term survival. In contrast, modern organizations simultaneously pursue both short-term and strategic objectives, adopting an integrated perspective that ensures both operational continuity and adaptation to new realities.

Empirical research suggests that although the fundamental objectives of the performance management systems used by domestic and international organizations are similar, their implementation differs significantly, especially in crisis situations. These differences arise because of variations in management practices, available resources and preparedness for risk management. International organizations tend to adopt flexible solutions and advanced technologies, while domestic organizations, especially in emerging economies, rely more frequently on reactive and less systematized procedures.

Thus, in crisis situations, the ability to effectively implement performance management objectives can be a decisive factor in the resilience of organizations, underlining the importance of aligning traditional and modern strategies to face complex challenges.

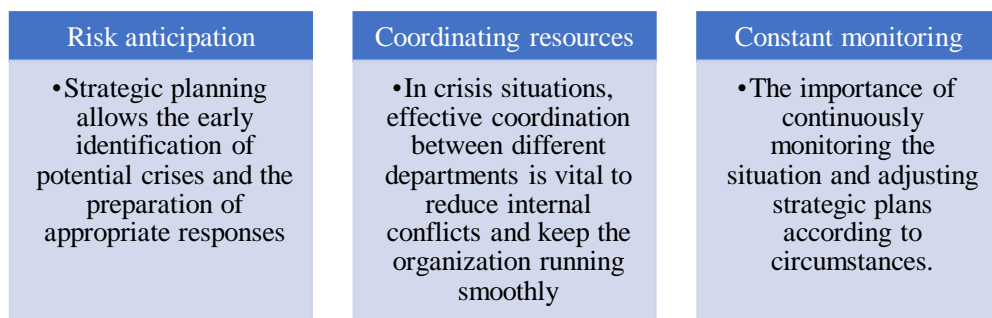
Key elements of performance management in crisis

Strategic planning and crisis response

Strategic planning and crisis response are essential concepts in the field of management and can be scientifically grounded in the theories and visions of the founding scholars of the field such as Henri Fayol, Frederick Taylor and Peter

Drucker. These perspectives provide a solid theoretical framework for understanding the importance of preparedness and coordination in managing crises and ensuring organizational resilience. Although they mainly addressed the functioning of organizations under normal conditions, their ideas provide a sound conceptual framework for understanding how organizations can respond effectively to crisis situations.

Henri Fayol, one of the pioneers of classical management theory, emphasized the importance of planning as a basic management function. Fayol believed that planning is necessary to anticipate changes in the external environment and to define clear objectives to guide the organization's actions (Fayol, 1916). In the context of crises, strategic planning provides organizations with a framework to identify risks, allocate resources and set priorities in a rational way. Fayol introduced the principle of unity of direction, which reveals the need to coordinate efforts within an organization to respond effectively to unpredictable events. This principle becomes crucial in a crisis, where harmonization of actions across departments and hierarchical levels is essential for success. Planning is the cornerstone of any organizational activity and is a crucial tool in crisis management, argues Henri Fayol in formulating a comprehensive theory of management structured around five functions: planning, organizing, commanding, coordinating, and controlling. Scientific arguments based on Fayol's vision include:



Frederick Taylor, known for scientific management, emphasized the importance of efficiency in organizational processes through standardization and optimization of resources (Taylor, 1911). In crisis situations, Taylor's principles can be applied by:

Detailed process analysis to identify critical activities that must be maintained.

Optimal use of limited resources, ensuring that every action contributes to strategic objectives.

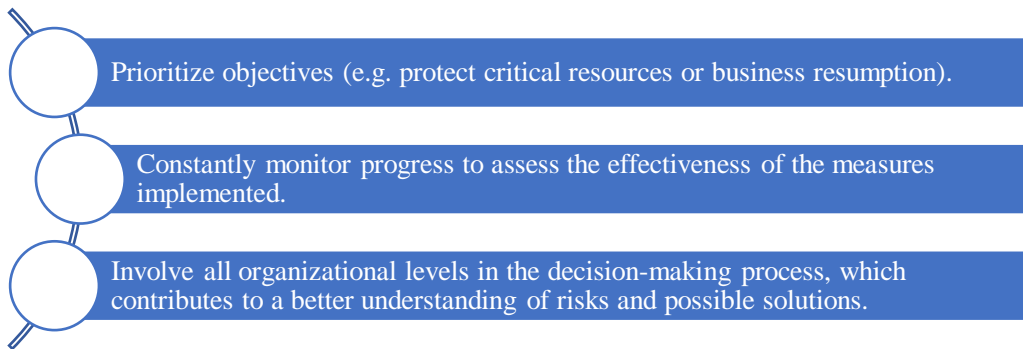
Training employees to respond effectively to crisis by training them in standardized tasks that reduce reaction time and errors.

At the same time, Frederick W. Taylor, considered the father of scientific management, emphasized the rational organization of work, process optimization and efficient use of resources. In a crisis, Taylor's principles emphasize the importance of:

Standardizing processes	Resource efficiency	Role of the leader as expert
<ul style="list-style-type: none">•Crisis requires clear and well-defined procedures to minimize chaos and respond quickly to challenges	<ul style="list-style-type: none">•Limited resources must be used strategically, through precise allocation and constant monitoring	<ul style="list-style-type: none">•Leaders must have advanced technical skills to guide the organization through uncertainty

Although Taylor's approach is sometimes criticized for rigidity, his principles can serve as a basis for developing detailed strategic plans designed to reduce ambiguity and improve response time.

Peter Drucker, considered the father of modern management, emphasized the importance of Management by Objectives (MBO) to guide organizations in uncertain contexts (Drucker, 1954). Drucker argued that strategic planning should be flexible, allowing for rapid adjustments according to changes in the environment. In crisis, this concept translates into:



Drucker also emphasized the need for anticipatory management, arguing that resilient organizations are those that not only react to the crisis, but also learn from it in order to adapt and prevent similar events in the future.

Max Weber promoted the idea of bureaucratic organization based on rules, legal authority and standardized procedures. In the context of crisis response, Weber’s concepts argue the need for:

Clear organizational structures	Rigorous regulations	Rational authority
<ul style="list-style-type: none"> • Well-defined roles and responsibilities facilitate rapid decision-making under stressful conditions. 	<ul style="list-style-type: none"> • Standardized procedures ensure consistency in crisis response and reduce the risk of errors. 	<ul style="list-style-type: none"> • Leaders must make decisions based on logic and expertise rather than emotion or external pressures.

Although bureaucracy is sometimes associated with inefficiency, in crisis situations its formalized structure can provide stability and clarity.

Chester Barnard introduced the concept of the cooperative system and the importance of communication in organizations. In his view, the success of an organization depends on its ability to create effective cooperation among employees. In the context of crises:

Communication is key	Cooperation between stakeholders	Decisions based on shared values
<ul style="list-style-type: none"> • Strategic planning must include a communication system that facilitates the rapid transmission of essential information 	<ul style="list-style-type: none"> • Crisis response requires the active involvement of all levels of the organization to generate innovative solutions 	<ul style="list-style-type: none"> • Leaders must create an ethical framework that inspires trust and solidarity among employees

The founders of management offered principles and theories that can be adapted to address strategic planning and crisis response. From standardizing processes and coordinating resources to promoting cooperation and communication, their ideas remain relevant in managing complex and unpredictable situations. In essence, their views emphasize the importance of a structured approach based on foresight, rationality and collaboration as the foundation for organizational success in crisis contexts.

Organizations must have a crisis management plan that outlines potential risks and responses, as Grosu et al. (2023). Key elements of performance management in a crisis include a response plan, effective communication, and the ability to turn challenges into performance drivers. Proper management can mitigate negative effects and increase a company's resilience in adverse situations.

Effective crisis management can turn challenges into performance drivers, emphasizing the need for proactive planning.

Identifying potential risks and crisis scenarios (risk analysis) is one of the contemporary methods of strategic planning. Risk identification and crisis scenario analysis is an essential practice in the fields of strategic management, risk management and organizational resilience. This approach is based on a number of scientific arguments supported by empirical research and fundamental theories, which emphasize the importance of anticipating and preparing for risks

in complex and dynamic contexts. In support of this approach we present several theories of risk analysis.

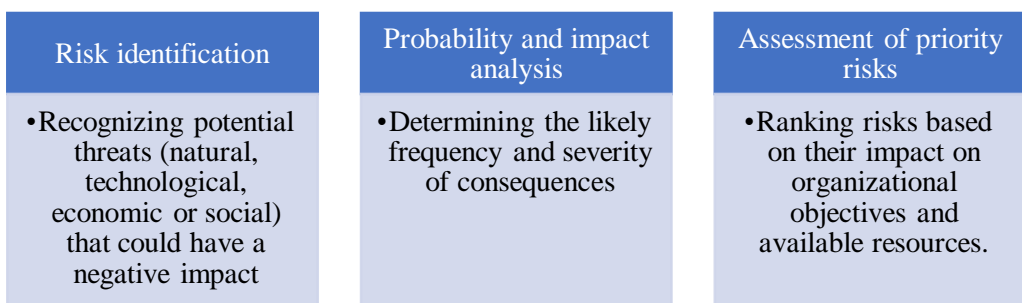
1. Uncertainty and complexity theory

According to the uncertainty theory (Knight, 1921), risks can be classified into two categories: measurable risks (with known probabilities) and unmeasurable uncertainties (with unknown probabilities). Risk analysis reduces uncertainty by identifying vulnerability factors and potential scenarios that could affect an organization or community.

Complexity theory (Mitchell, 2009) also argues that complex systems, such as urban organizations and communities, are exposed to emerging risks that cannot be predicted based on linear-deterministic analysis alone. The use of prospective analysis methods, such as simulations or scenario analysis, allows for a better understanding of the interdependent relationships between factors and preparation for possible systemic crises.

2. Risk management cycle theory

According to the risk management cycle (UNISDR, 2009), risk identification and assessment is the first essential step in the process of reducing organizational vulnerability. This stage involves:



This process provides a logical and systematic basis for decision-making and the development of crisis response plans.

3. Systems theory and organizational resilience

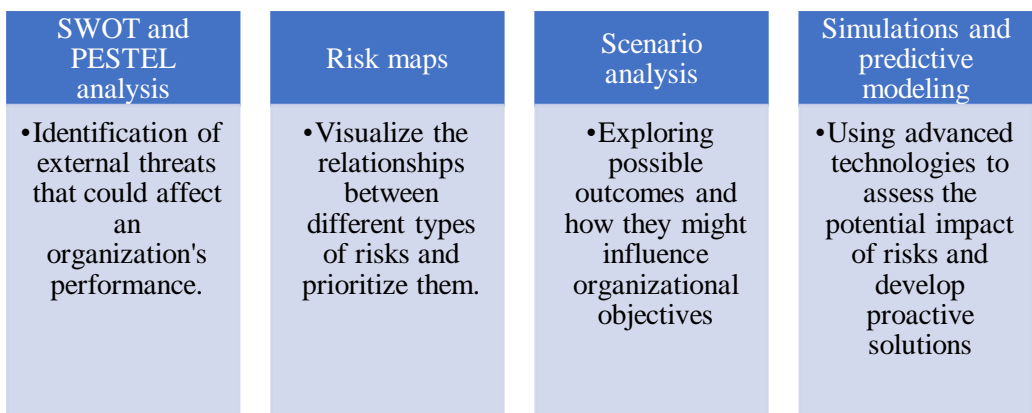
Systems theory (von Bertalanffy, 1968) as applied to management argues that organizations operate as open systems, vulnerable to disruptions from the external environment. Identifying risks enables organizations to develop resilience, defined as the ability to absorb shocks, adapt to change, and return to normal functioning (Holling, 1973).

In this context, risk analysis contributes to:



4. Risk analysis and modeling methods

The scientific methods used for risk analysis provide a sound framework for identifying and preparing crisis scenarios. These include:



Identifying risks also makes economic sense, since the costs associated with prevention are usually much lower than the costs of consequence management.

According to the theory of behavioral economics (Tversky & Kahneman, 1974), decisions in risky situations can be improved by using data-driven approaches, thus reducing errors of judgment caused by cognitive biases.

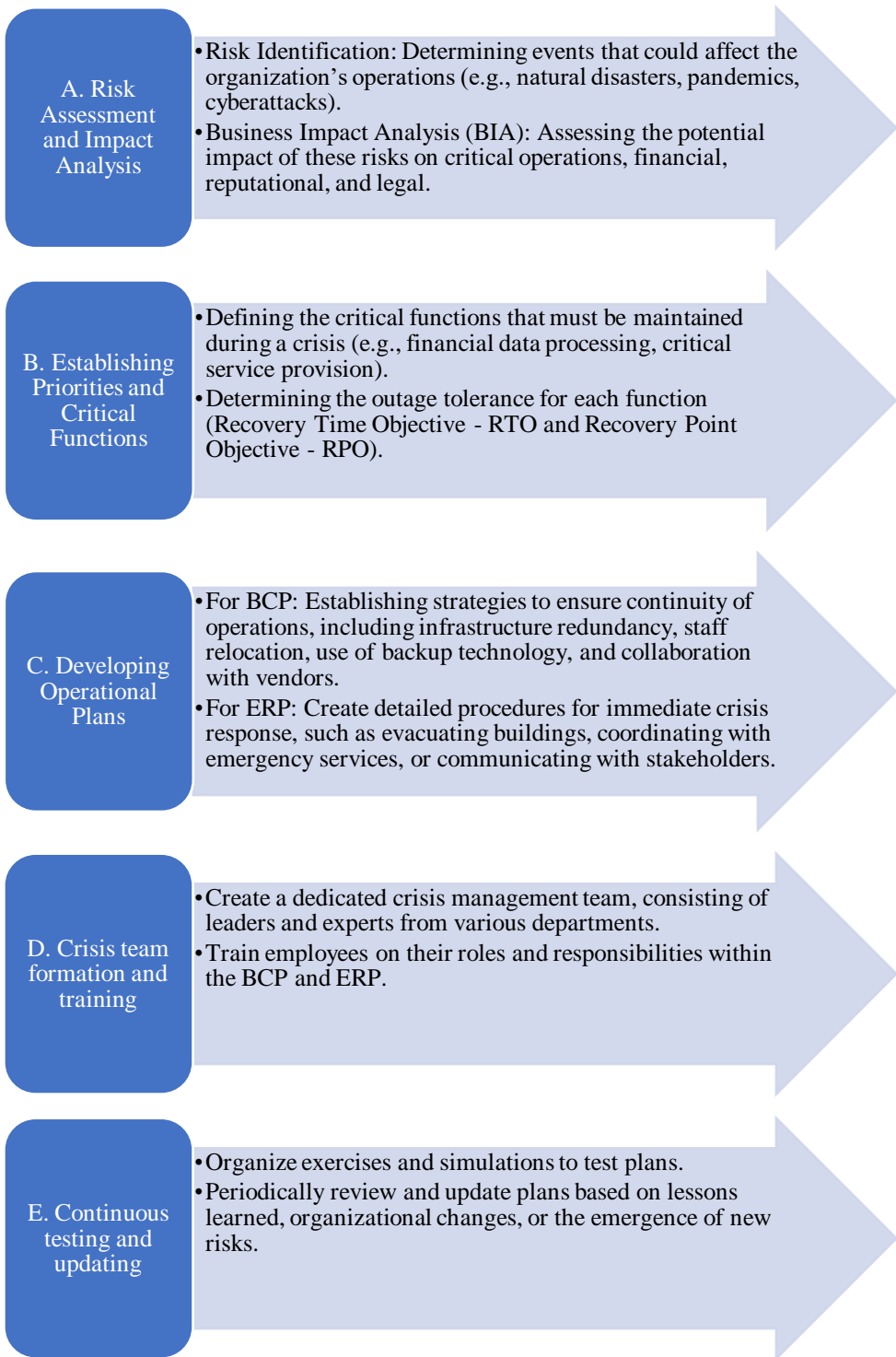
Create a Business Continuity Plan and an emergency response plan. The creation of a Business Continuity Plan (BCP) and an Emergency Response Plan (ERP) are essential methods for ensuring organizational resilience and reducing vulnerabilities to unforeseen events. These two tools are complementary tools used to effectively manage risks and ensure business continuity in critical situations.

BCP (Business Continuity Plan): It is a set of strategies, policies and procedures that ensure the continuation of an organization's essential activities in the event of a crisis or disruption. It aims to minimize the impact on the organization's operations, revenue and reputation.

ERP (Emergency Response Plan): It is a component of the overall crisis management plan, focused on immediate action in the event of critical incidents (natural disasters, fires, cyber attacks, etc.). Its aim is to protect life, limit damage and establish the first steps to restore functionality.

The creation of a BCP and ERP involves several steps, based on scientific principles and international best practices, such as those proposed by ISO 22301 (Business Continuity Management) standards.

The creation of a Business Continuity Plan (BCP) and an Emergency Response Plan (ERP) is supported by empirical research that highlights the positive impact of these plans on organizational resilience. They bring a number of benefits both scientifically and practically. A first benefit is reduced financial losses. Studies in behavioral economics show that prevention is less costly than reaction. Thus, a well-designed BCP minimizes the costs associated with operational disruptions and financial losses. Another advantage is improved speed of response. Advance planning allows a rapid and coordinated response, significantly reducing the time needed to restore operational functionality.



It also increases stakeholder trust. Organizations that have well-defined plans demonstrate greater accountability to employees, customers and investors, which helps to build reputation and maintain trust. Another important aspect is regulatory compliance. In many regulated industries, such as financial services, healthcare or critical infrastructure, having a BCP in place is a legal requirement, which ensures organizations comply with the rules and standards imposed.

The creation of a Business Continuity Plan and an Emergency Response Plan is an essential method for organizations seeking to ensure their resilience in an increasingly complex and unpredictable environment. While the BCP focuses on medium and long-term continuity, the ERP targets immediate reaction, together providing a holistic approach to crisis management.

However, effective implementation may be limited by available resources, the organization's level of readiness, or the complexity of emerging risks. Continued investment in testing, training and updating is crucial to maintain the effectiveness of these plans.

Clearly define priority objectives to be achieved during a crisis (e.g. protecting lives, maintaining reputation, reducing financial losses).

Effective leadership – adaptive leadership

In crisis situations, leaders must inspire trust, communicate clearly and make quick, evidence-based decisions. Adaptive leadership is an essential approach to managing organizations, especially in the context of crises. This form of leadership is characterized by flexibility, resilience and the ability to make quick decisions in the face of uncertainty. Adaptive leadership is based on anticipating problems and taking preventive action. Leaders who adopt this approach are able to quickly identify the root causes of difficulties and implement effective solutions, which reduces the negative impact of the crisis. Adaptive leadership proves to be much more effective than traditional styles because of its ability to respond quickly to change, involve employees in the decision-making process and promote a healthy organizational culture. These characteristics are

essential for the long-term success of any organization in a dynamic environment. Unlike traditional styles, which rely on top-down orders and directives, adaptive leadership encourages the active participation of employees in the decision-making process. This not only improves team morale, but also stimulates innovation, as employees feel valued and have the opportunity to contribute ideas.

Delegation of responsibilities to well-trained teams is an essential practice in adaptive leadership, having a direct impact on organizational effectiveness and adaptability to complex and dynamic contexts. In the literature, delegation is defined as the process by which leaders transfer authority and responsibility for accomplishing specific tasks to team members while retaining ultimate accountability for results (Yukl, 2013).

Delegation of responsibilities to well-trained teams is a fundamental element of adaptive leadership, playing a central role in increasing organizational effectiveness and developing a resilient organizational culture, especially in contexts characterized by complexity and dynamism. This practice is not only a form of task-sharing, but also a strategic mechanism through which leaders facilitate the active involvement of teams in decision-making processes, contributing to improving overall organizational performance. In situations of crisis or rapid change, delegation of responsibilities becomes a strategic tool through which leaders can effectively mobilize organizational resources. It allows tasks to be managed faster and more efficiently by leveraging distributed expertise within teams. Empirical studies show that delegation reduces the decision-making burden on leaders, making it easier for them to focus on strategic issues (Burke et al., 2006).

Delegation of responsibilities also stimulates employee involvement in decision-making processes, which contributes to improved organizational morale. This phenomenon is supported by self-determination theory, which asserts that individuals engage more intensely in tasks when given autonomy and trust (Deci & Ryan, 1985). Thus, delegation not only optimizes operational efficiency, but also develops individual and collective skills, which enhances long-term

organizational performance.

Management research indicates that delegation of responsibilities has multiple benefits, including:

- Increased operational efficiency: well-trained teams that take over responsibilities help manage tasks faster and more efficiently, reducing reaction times to challenges.
- Improved decision-making: By involving teams directly in the decision-making process, a diversity of perspectives is ensured, leading to more innovative and informed solutions.
- Organizational capacity building: Delegation supports the growth of individual and collective competencies, contributing to the development of a broader knowledge base and a more autonomous organizational structure.

A central aspect of delegation is its contribution to the development of a resilient organizational culture. In crisis contexts, organizations with well-trained and autonomous teams demonstrate a greater capacity to respond quickly and effectively to challenges (Lengnick-Hall et al., 2011). By devolving responsibilities, leaders enable teams to take the initiative and innovate in the face of uncertainty, leading to increased resilience.

Delegation of responsibilities also strengthens team cohesion, creating an environment of mutual trust and support, which are essential factors for organizational performance under volatile conditions. This approach contributes to the establishment of a distributed leadership model in which decision-making roles are shared among several levels of the organization, thereby reducing the risks associated with excessive centralization of decision-making (Pearce & Conger, 2003).

Adaptive leadership, which focuses on managing change and uncertainty, relies on delegation of responsibilities as a key strategy. Providing moral support and direction to teams affected by stress and uncertainty. This approach enables leaders to:

Strengthen teams actively involved in decision-making become more resilient in the face of crises and better able to navigate complex situations.

Cultivate a culture of innovation, by taking ownership, teams are encouraged to explore new solutions and go beyond the traditional boundaries of organizational processes.

Optimize the distribution of resources by sharing responsibilities that allow leaders to focus on overall strategies while teams manage tactical issues.

Delegating responsibilities to well-trained teams is an essential adaptive leadership practice with profound implications for organizational performance in complex and dynamic environments. By strengthening employee engagement, building organizational capabilities and creating a culture of resilience and innovation, delegating responsibilities facilitates effective navigation through contemporary challenges. This approach not only optimizes operational efficiency but also prepares organizations to cope with constant change.

Delegating responsibilities to well-prepared teams is a fundamental element of adaptive leadership, with significant implications for operational efficiency, employee morale and organizational resilience. This practice not only enables organizations to respond more effectively to change and crises, but also facilitates the development of an organizational culture that is oriented towards innovation and adaptation.

In conclusion, leaders who implement well-defined delegation strategies help transform organizations into dynamic entities capable of thriving in complex and unpredictable environments. In order to maximize the benefits of delegation, it is essential to ensure that teams are adequately prepared and have a clearly defined decision-making framework that promotes responsible autonomy and innovation.

Performance indicators

Deverell and Ganic (2023) developed eleven crisis performance indicators that help assess organizational responses during crises, advocating for a

contingency approach to performance measurement(Deverell & Ganic, 2024) . The key elements of crisis performance management include developing crisis performance indicators, recognizing the limits of human agency, and integrating contingency thinking to adapt to unexpected events by going beyond rigid rules and standard procedures. Michael Saint-Guillain believes that the key elements of performance management in crisis response include systematic evaluation methods, empirical baselines, interrater reliability, and understanding the link between effectiveness and evaluation methods. These elements support learning and ensure quality crisis response management Saint-Guillain, M. (2023).

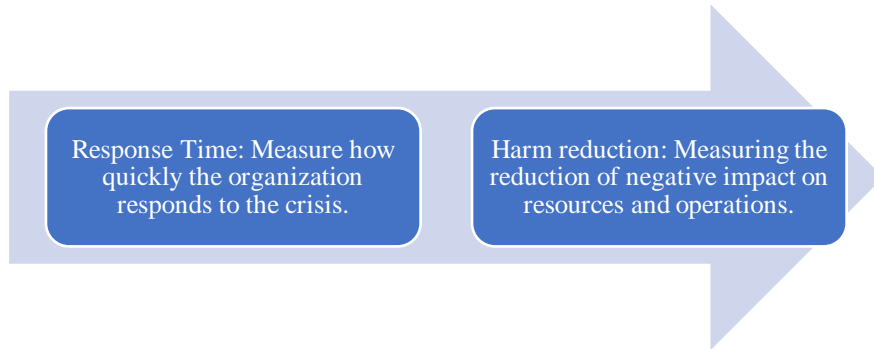
Key Performance Indicators (KPIs) are quantifiable metrics used by organizations to measure success in achieving specific objectives. They provide a clear picture of performance in areas such as finance, marketing, operations and human resources. These indicators allow organizations to assess their performance dynamically, rather than relying on.

Establish crisis-specific key performance indicators (KPIs) to measure the effectiveness of the response. Establishing key performance indicators (KPIs) in the context of crisis management is an essential scientific method for measuring the effectiveness and impact of actions taken during a crisis. KPIs help organizations to monitor progress and optimize response strategies to ensure a rapid and effective recovery. The following scientific arguments support the importance of KPIs in crisis management:

1. Performance management theory

Scientific performance management theory is based on the idea that organizational efficiency and productivity can be improved through rigorous methods of analyzing, planning and optimizing work activities. This theory has its origins in the scientific management developed by Frederick Winslow Taylor in the early twentieth century and is applied in various fields to maximize individual and organizational performance. According to performance management theory (Kaplan & Norton, 1992), KPIs are essential for evaluating

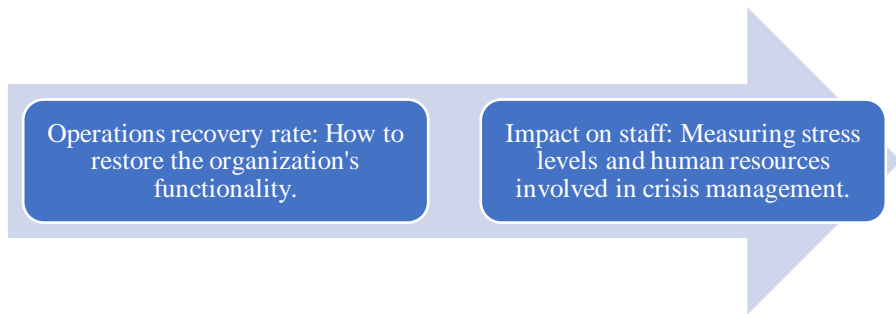
and improving organizational performance. In the context of a crisis, KPIs allow objective measurement of the effectiveness of response measures, ensuring that resources are being used efficiently and that the objectives set out in the crisis plan are being achieved. KPIs may include:



In crisis contexts, such as natural disasters, cyber-attacks, economic crises or pandemics, scientific performance management theory provides a structured framework for optimizing organizational response and maintaining operational continuity. It works by analyzing, standardizing and improving real-time decisions based on data, performance metrics and proactive solutions. Scientific performance management theory works in crisis by optimizing processes, digitalization, data-driven decision making and increasing efficiency. By applying these principles, organizations can respond quickly, minimize losses and ensure business continuity, strengthening their resilience and competitiveness.

2. Crisis Lifecycle Theory

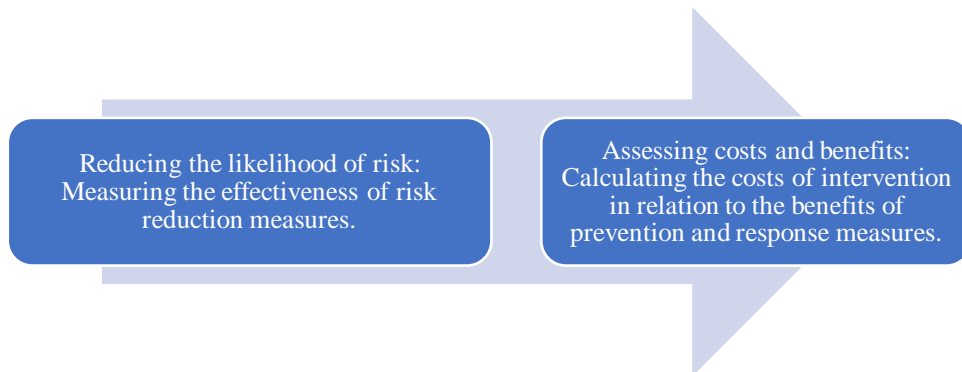
Crisis Lifecycle Theory (Coombs, 2007) suggests that every crisis passes through several phases (prevention, preparedness, response and recovery) and KPIs are needed to assess the effectiveness at each of these stages. In the response phase, specific KPIs are used to monitor the effectiveness of actions taken, such as:



These indicators allow the organization to observe progress and adjust strategy as the crisis evolves.

3. Risk Management Theory

According to risk management theory, assessing and managing risk in a crisis is essential to minimize harm and maximize the effectiveness of the response. Risk management theory refers to a set of principles and practices used to identify, assess and manage the risks that may affect an organization. This is essential to ensure the smooth functioning and long-term success of an entity. Risk-specific KPIs may include:

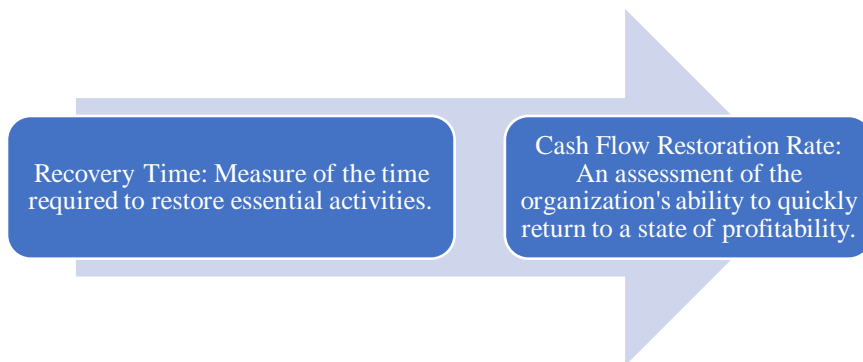


These KPIs help optimize allocated resources and reduce exposure to future risks.

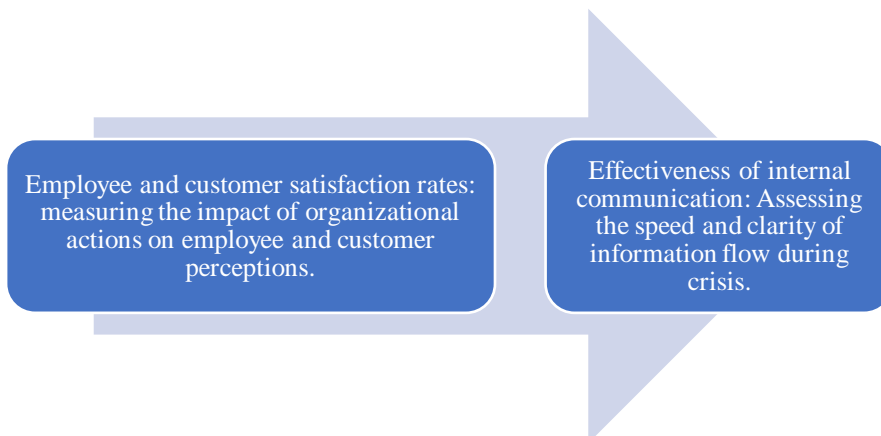
4. Organizations' performance model in crisis situations

The establishment of KPIs for crisis response is also informed by models of organizational performance under extreme conditions, such as the resilience-

based performance model (Mallak, 1998). This model emphasizes the importance of flexibility, adaptability and resilience, and KPIs should reflect these aspects through indicators such as:



From a scientific point of view, KPIs in crisis are often underpinned by data analysis and continuous feedback, a process found in the theory of learning organizations (Senge, 1990). In this framework, KPIs can be adjusted in real time based on the data collected, allowing organizations to learn from the evolution of the crisis and improve response measures. Indicators such as:

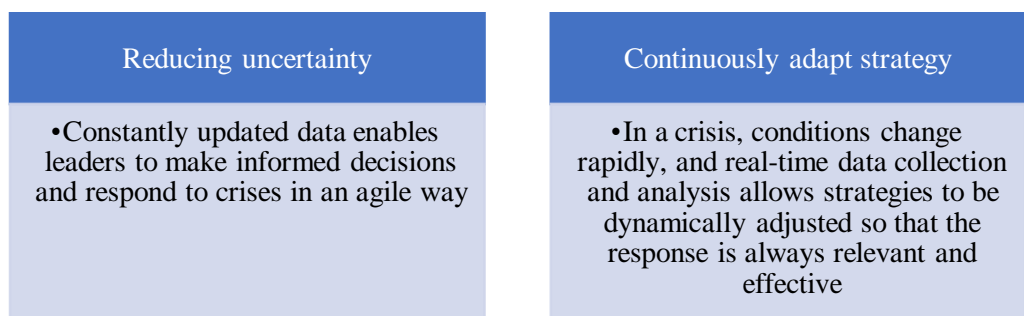


Behavioral economics (Tversky & Kahneman, 1974) argues that decisions during crisis can be influenced by cognitive and emotional factors. KPIs help to standardize and objectify decisions, thus avoiding errors caused by these biases. By establishing clear and measurable indicators, organizations can make

informed decisions that maximize effectiveness in crisis management. Establishing crisis-specific key performance indicators (KPIs) is a scientific process grounded in the theories of performance management, risk management and organizational resilience. KPIs allow an objective measurement of the effectiveness of the response and provide a necessary framework for optimizing resources and adapting quickly to evolving crises. By applying them, organizations can reduce the negative impact of crises and improve their long-term resilience and adaptability.

Real-time data collection and analysis is a fundamental pillar of modern crisis management, essential for the continuous adjustment of organizational strategies and response to unpredictable situations. The integration of this method into a scientific approach has solid foundations in the fields of information management, behavioral economics, decision theory and emerging technologies.

According to decision theory (Simon, 1957), decision making is not just an act of choosing between options, but a continuous adaptation to changes in the environment. During a crisis, real-time data allow for rapid adaptation of decisions, adjusting strategies according to changing events and feedback from the field. These data are essential for:



Behavioral economics (Tversky & Kahneman, 1974) emphasizes that decisions made under pressure or uncertainty are often influenced by cognitive biases, such as overestimating some risks or ignoring others. Real-time data collection helps to:

Balancing decisions

- Continuous analysis of objective data reduces the impact of cognitive-emotional biases, providing accurate and up-to-date information that supports rational decisions

Increased transparency

- Enables teams to better understand the situation in real time and take action based on facts, not misperceptions or hunches

These cognitive biases can lead to sub-optimal decisions based on intuition rather than an objective assessment of the available information. For example, loss aversion causes leaders to avoid taking risks even when the data show that an action could have a positive long-term impact. In addition, anchoring - the tendency to rely too heavily on initial information - can cause decision-makers to ignore new and relevant data, which affects their ability to adapt to rapid changes in the economic and organizational environment.

Systems theory (Bertalanffy, 1968) suggests that organizations are complex entities operating in interconnected and changing environments. In the context of crises, managing such a system requires continuous data collection and rapid adjustment of strategies. Real-time data enables:

Continuous feedback

- Real-time data analysis allows for rapid feedback on how the implemented strategy is responding to the crisis, allowing for immediate adjustments

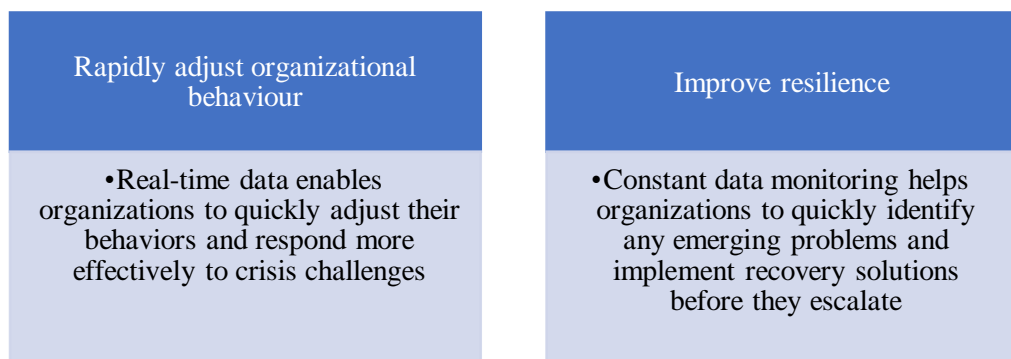
Identifying interdependencies

- Collecting data from various sources helps to identify interactions between different parts of the organization and optimize resources

A systems approach requires a holistic view, in which each component of the organization is considered in relation to the whole, so that changes in one part of the system do not adversely affect other critical functions. Constant feedback

plays an essential role in maintaining organizational balance, allowing strategies to be adapted based on updated information from the internal and external environment. In addition, systemic resilience depends on the organization's ability to quickly identify disruptions, reconfigure resources and ensure the continuity of essential processes through a combination of structural flexibility and automated processes.

Resilience theory (Mallak, 1998) emphasizes the importance of adaptability in an organization to cope with rapid change and external challenges. Real-time data collection is essential for creating a resilient organizational culture because:



Resilient organizations develop proactive capabilities that enable them to anticipate and mitigate the impact of disruptions before they become critical. A key driver of resilience is learning from failure, whereby organizations analyze past mistakes and implement continuous improvements to increase adaptability. Operational and decision-making flexibility is also crucial, allowing leaders to quickly adjust strategies and resource allocation to new conditions in the external environment.

In the digital age, emerging technologies such as artificial intelligence and predictive analytics play a crucial role in collecting and analyzing real-time data. According to studies in the field of emerging technologies, using these technologies to analyze data instantaneously can bring significant benefits, such as:

Anticipating risks

- Predictive analytics, based on real-time data, can help identify emerging risks before they become critical

Response optimization

- Use machine learning algorithms to automatically adjust strategy based on incoming data, enabling the organization to respond quickly and effectively.

These technologies enable the rapid identification of trends and anomalies, empowering organizations to make more accurate and informed data-driven decisions. Automated decision-making reduces reaction time and minimizes human error, which is essential in dynamic and competitive environments. In addition, integrating artificial intelligence into organizational strategies helps to optimize resources, personalize the customer experience, and increase operational efficiency through the use of advanced machine learning algorithms.

According to performance management research (Kaplan & Norton, 1992), continuous monitoring and analysis of relevant data is crucial for improving organizational performance. In a crisis, this data can:

Adjust operational strategies

- Enables rapid adjustment of operational actions, minimizing risks and maximizing efficiency

Measure results

- Real-time data allows the effectiveness of response measures to be assessed and recalibrated as the crisis evolves

Using tools such as the Balanced Scorecard enables organizations to align strategic goals with performance indicators, providing a clear picture of progress and areas for improvement. Real-time data analysis facilitates informed decision-making, allowing leaders to quickly identify deviations from goals and implement proactive adjustments. In addition, linking individual and organizational

performance helps create a results-driven culture, motivating employees to actively contribute to the company's strategic goals.

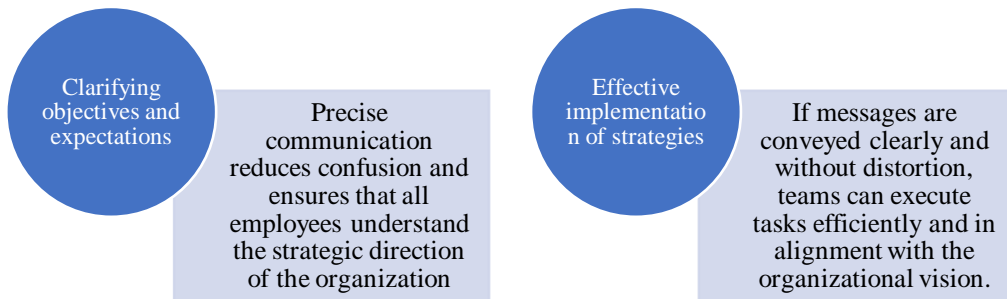
Collecting and analyzing real-time data is essential for quickly adjusting response strategies in a crisis. These methods allow organizations to adopt a flexible and agile approach that is essential for successful crisis management. Scientific arguments support that the continuous process of data collection not only reduces uncertainty, but also supports the organization's ability to adapt effectively and quickly, minimizing the impact of crises and improving the overall performance of the organization in the long term. Post-crisis assessment to identify lessons learned and improve future plans.

Effective communication

Effective communication is one of the most important factors influencing organizational success and performance. In the context of performance management, communication plays a key role in aligning objectives, motivating teams, managing change and creating an effective organizational environment. The scientific arguments in favour of this perspective are supported by several fundamental theories in the fields of management, organizational psychology and leadership.

1. Communication Theory and its Impact on Performance (Shannon & Weaver, 1949)

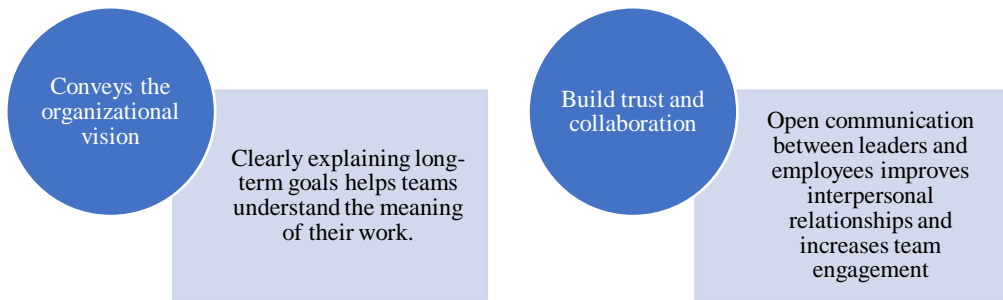
One of the best known theories of communication is the Shannon and Weaver model, which defines communication as a process consisting of a sender, a channel, a receiver and a clearly transmitted message. This theory emphasizes the importance of minimizing "noise" in communication to ensure message clarity. In performance management, this principle is essential for:



Shannon & Weaver's (1949) model revolutionized our understanding of the communication process, providing a logical framework for the effective transmission of information in diverse domains, from business to technology to education. This theory also emphasizes the importance of minimizing "noise" in communication, which helps society to improve the clarity of messages and avoid misinterpretation in everyday and professional interactions. In the digital age, the Shannon-Weaver model underpins the development of telecommunications systems, influencing internet networks, mobile telephony and the rapid exchange of information globally. We recognize that the theory has direct applications in management and leadership, as it enables organizations to improve internal information flows, reduce ambiguity and increase operational efficiency. By applying the principles of this theory, society can optimize education, media and interpersonal relations, thus contributing to more effective communication and improved cooperation between individuals and institutions.

2. Transformational Leadership Theory (Bass, 1985)

According to transformational leadership theory, effective communication is essential for inspiring and motivating employees. Transformational leaders use communication to:



Transformational leadership theory (Bass, 1985) emphasizes the importance of leaders who inspire, motivate and stimulate employees or communities to exceed expectations and achieve high performance. This theory contributes to the development of society by promoting leadership based on vision, innovation and positive change, essential in government, education and business. Transformational leaders create an organizational climate based on trust, respect and collaboration, which helps improve social and economic relations. The application of transformational leadership in institutions and organizations leads to greater adaptability and resilience in the face of change and crisis, supporting the sustainable progress of communities. By stimulating the creativity and personal development of individuals, this theory helps to shape more inclusive, innovative and excellence-oriented societies.

3. Information Flow Theory and Organizational Performance (Drucker, 1954)

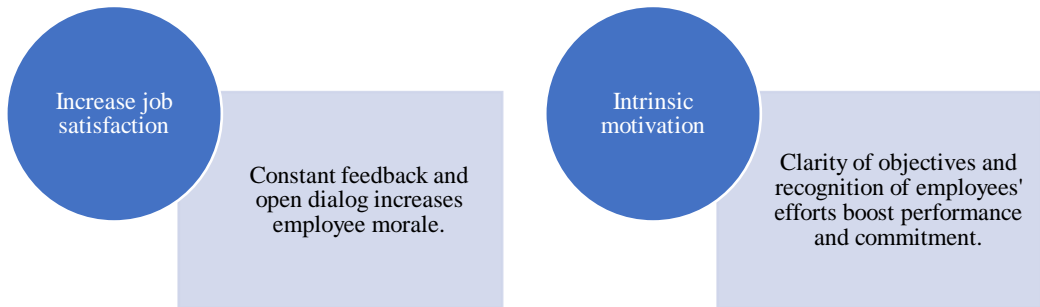
Peter Drucker, one of the pioneers of modern management, argued that organizational performance depends on an organization's ability to manage information effectively. Effective communication supports this process by:



Information Flow Theory and Organizational Performance emphasizes that an organization's success depends on its ability to effectively collect, process, and use information for decision-making. This theory is essential for society as it promotes effective knowledge management and informed strategic decision-making, thus contributing to economic growth and innovation. Drucker pointed out that the right information, delivered at the right time, can improve the productivity and competitiveness of organizations, positively influencing the development of communities and global markets. In a knowledge-based society, the efficient flow of information between institutions, governments and citizens is crucial for transparency, accountability and social progress. Applying this theory to public organizations and institutions helps to reduce uncertainty, improve coordination and adaptability, thus supporting the sustainability and resilience of modern society.

4. Employee Communication and Motivation (Maslow, 1943; Herzberg, 1959)

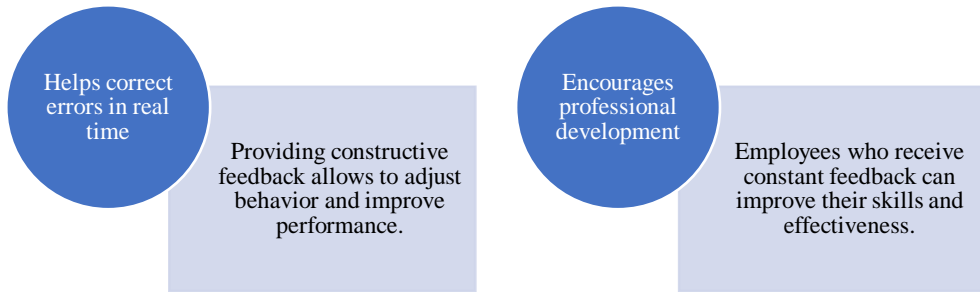
The hierarchy of needs theory (Maslow) and motivation theory (Herzberg) show that employees perform better when they feel engaged and recognized. Effective communication contributes to this by:



The theories of Maslow and Herzberg emphasize that the psychological and motivational needs of employees directly influence their performance and satisfaction at work, having a significant impact on the productivity of organizations and, by extension, on the economy. According to Maslow, employees need to have basic needs (security, financial stability) secured before they can achieve higher levels of motivation, such as personal and professional development, making a balanced work environment essential for the progress of society. While Herzberg pointed out that motivational factors such as recognition, responsibility and opportunities for growth lead employees to be more engaged and innovative, thus contributing to more dynamic and competitive organizations. Effective communication between employers and employees is essential to ensure clarity of purpose, reduce organizational stress and increase commitment, all of which have a positive impact on both the business environment and social well-being. Applying these theories to management policies and organizational culture contributes to a more satisfied and productive workforce, thus supporting the sustainability and economic progress of society as a whole.

5. The Importance of Feedback in Performance Management (Locke & Latham, 1990)

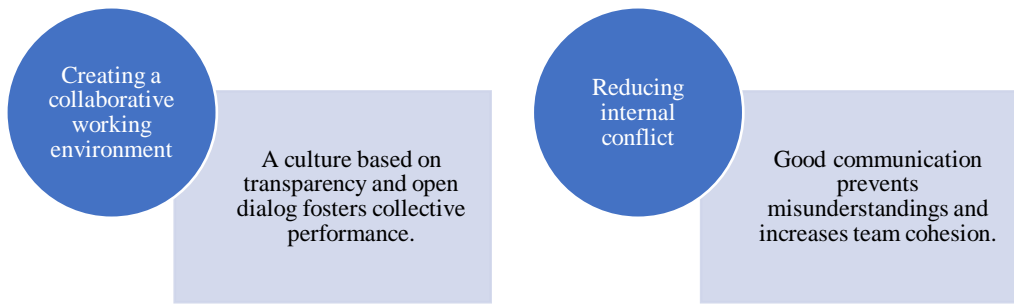
According to the Goal-Setting Theory, developed by Locke and Latham, regular feedback is essential for achieving optimal performance. Effective communication in the feedback process:



Locke & Latham's theory highlights the essential role of feedback in achieving goals and improving performance, demonstrating that clear and consistent feedback helps individuals and organizations adapt and progress. Properly targeted feedback improves employee motivation and productivity, helping to create a work environment based on continuous learning and operational efficiency. In a wider social context, feedback plays a crucial role in education, public administration and interpersonal relations, promoting the development of a culture based on continuous improvement and accountability. Lack of an effective feedback system can lead to stagnation, declining performance and loss of strategic direction, affecting organizational success as well as economic and social progress. Applying the principles of this theory in society helps to create more transparent, adaptive and innovative institutions and organizations, thus contributing to increased global competitiveness and sustainability.

6. Communication and Organizational Culture (Schein, 1985)

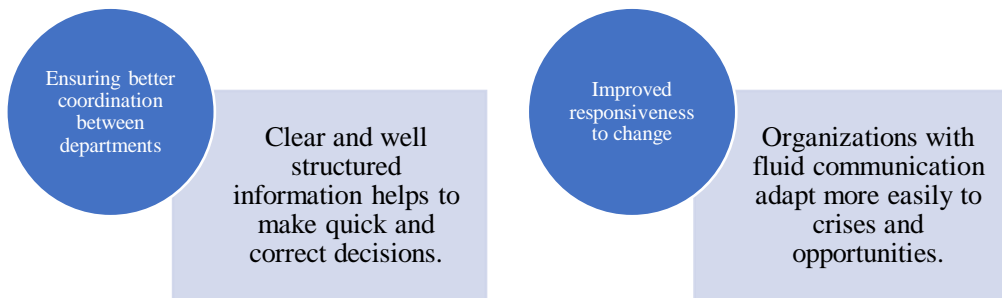
According to Edgar Schein, organizational culture directly influences the performance of a company. Effective communication contributes to:



Edgar Schein's theory emphasizes that organizational culture profoundly influences the behaviors, values and norms in an organization, having a direct impact on how employees communicate and collaborate. A strong organizational culture, based on openness and effective communication, contributes to a productive and innovative work environment, thereby supporting economic development and the sustainability of institutions. In a wider social context, Schein's principles can be applied in governance, education and communities, promoting transparency, trust and adaptability to change. Organizational culture determines an organization's ability to cope with crises and to implement effective leadership and decision-making strategies, which influence the progress and stability of society. By understanding and managing organizational culture, society can build more resilient, collaborative and innovation-oriented institutions, thus contributing to a more sustainable and balanced socio-economic climate.

7. Communication and Strategic Decision Making (Mintzberg, 1973)

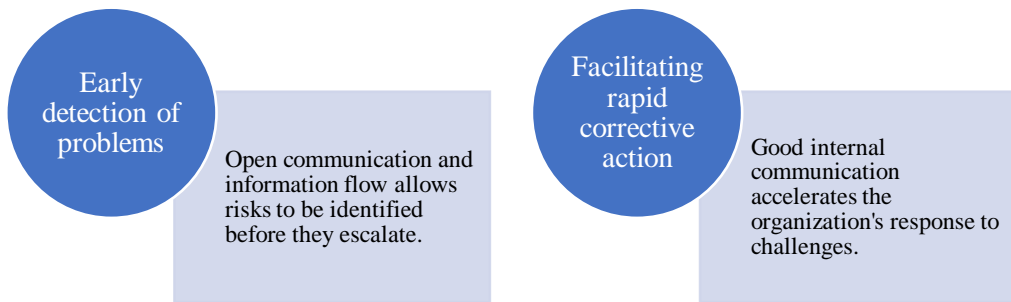
Henry Mintzberg pointed out that managers spend most of their time communicating, and this directly influences organizational performance. Effective communication supports decision making by:



Henry Mintzberg’s theory emphasizes that strategic decision making is a complex process influenced by effective communication and the way leaders collect, interpret and distribute information. Clear and structured communication between leadership levels and operational teams contributes to better informed strategy formulation, reducing risk and uncertainty in organizations and society. In a broader context, Mintzberg’s principles help to improve decision-making in public administration, business and educational institutions, supporting the development of effective and sustainable policies. Inadequate or distorted communication can lead to wrong decisions, affecting the stability of organizations and causing economic or social crises, which highlights the importance of transparency and access to relevant information. The application of Mintzberg’s theory in society contributes to the creation of more flexible organizational structures capable of responding quickly to change and promoting innovation, thus strengthening competitiveness and socio-economic resilience.

8. Communication and Organizational Resilience (Weick & Sutcliffe, 2001)

In their studies of High Reliability Organizations, researchers Weick and Sutcliffe have demonstrated that effective communication is essential for organizational resilience. In this context, communication plays a key role in:



Weick and Sutcliffe's theory emphasizes that organizational resilience depends on an organization's ability to quickly detect, interpret, and respond to change and disruption, and effective communication plays a central role in this process. Clear and open communication enables organizations to identify risks in real time, learn from past experiences and develop coping mechanisms, thus contributing to their stability and continuity. In a broader societal context, the principles of organizational resilience can be applied in public institutions, the private sector and communities, enhancing their capacity to manage crises and recover faster. Lack of effective communication in crisis situations can lead to poor decisions, operational chaos and loss of trust, which negatively affects both organizations and society as a whole. Applying Weick & Sutcliffe's theory to society helps to build more flexible organizational structures capable of adapting and thriving in volatile environments, thereby enhancing safety, innovation and sustainability.

Effective communication is a key determinant of organizational performance, with major implications for employee motivation, decision-making processes, organizational culture and adaptability to change. The scientific arguments presented demonstrate that without a clear, timely and effective communication system, any performance management strategy risks being ineffective. Therefore, leaders must pay particular attention to developing communication skills and implementing effective feedback and transparency mechanisms in their organizations.

Establish a clear and centralized communication channel to provide accurate and up-to-date information to all stakeholders (employees, customers, partners). Constructive feedback helps to keep employees focused, identify problems and recognize efforts. It needs to be specific, balanced and delivered through multiple channels (video, email, online platforms). Establishing clear channels of communication is essential for effective crisis management. This not only facilitates the rapid transmission of information, but also helps to maintain trust and transparency among employees and the public.

Transparency in communication to reduce uncertainty and rumors. Establishing clear communication channels is essential to align the team and avoid confusion. These should include protocols for quickly relaying information to all levels of the organization.

Flexibility and adaptability

The literature emphasizes that flexibility and adaptability are fundamental elements of crisis performance management, facilitating organizations' ability to react effectively, minimize risks and turn challenges into strategic opportunities. The ability to respond quickly to changes in the environment and adjust priorities as the situation evolves. Adopt innovative solutions and use technologies to address challenges. As scientific arguments for flexibility and adaptability as key elements of performance management in crisis situations, we put forward the following theories.

Contingency Theory (Fiedler, 1964; Lawrence & Lorsch, 1967)

This theory argues that there is no single optimal way of managing, and that an organization's success depends on adapting its strategies to external conditions. In crisis situations, managerial flexibility is essential to respond quickly and effectively to unpredictable changes in the environment.

Situational Leadership Theory (Hersey & Blanchard, 1969)

This theory argues that effective leaders must adjust their leadership style according to circumstances. In crisis situations, leaders' flexibility and their

ability to adapt management strategies are critical factors in maintaining organizational performance.

Organizational Resilience Theory (Weick & Sutcliffe, 2001)

According to this theory, resilient organizations are those that can anticipate, react and learn from crises. Operational adaptability, underpinned by a flexible organizational culture, makes it possible to maintain performance and business continuity even in the face of major disruptions.

Crisis Management (Mitroff, 2005)

Mitroff's studies show that organizations that adopt a proactive model of crisis management, based on flexibility and rapid responsiveness, are more effective in mitigating the negative impact of crises.

Organizational Agility and Performance (Doz & Kosonen, 2008)

Research on organizational agility demonstrates that firms that adopt flexible structures, rapid decision-making and continuous innovation are better able to manage uncertainty and thrive in crisis contexts.

Key elements of crisis performance management include formal practices for structured responses and informal practices that enhance resilience. Specific practices identified are anticipation, transactional and relational interactions, and ad hoc collaborations that collectively support effective crisis management as established by Atkinson, M. et al. (Atkinson, M. Et al., 2023) .

Crisis performance management is the process by which organizations, teams, or communities adapt their strategies and resources to maintain effectiveness, minimize negative impacts, and ensure operational continuity in difficult and unpredictable contexts. It involves a combination of effective leadership, rapid decision-making and adaptability in the face of change. Managing performance during a crisis is important for organizations to effectively navigate challenges and increase resilience. Key elements include strategic planning, performance indicators, leadership practices and adaptability. These components enable organizations to respond to crises while maintaining or improving performance. Delegate responsibilities to well-trained teams with a

clearly defined role. Delegation of responsibilities to well-prepared teams is an essential aspect of adaptive leadership that contributes to organizational effectiveness, especially in complex and dynamic contexts. By delegating responsibilities, leaders enable teams to take the initiative, leading to faster and more effective task management. Delegation encourages employees to take active roles in decision-making. This not only improves morale, but also develops the team's individual and collective skills, contributing to higher overall performance. delegating responsibilities to well-trained teams is a fundamental element of adaptive leadership, facilitating not only operational efficiency, but also the development of a resilient and innovative organizational culture. This approach enables organizations to successfully navigate contemporary challenges.

Performance management challenges in crisis

Uncertainty – Lack of accurate information or contradictions can make decision-making difficult. Kaplan & Norton (1992) introduced the Balanced Scorecard model, which suggests that performance should be measured not only by financial indicators, but also by operational, learning and innovation metrics. But in a crisis, organizational priorities and objectives change rapidly, making traditional performance indicators irrelevant. Often some standard indicators such as productivity and profitability can become inaccurate in times of uncertainty. When setting targets, some managers lose the balance between short-term and long-term objectives. Very often performance is affected by factors in the external environment, which are beyond the organization's control.

Time pressure – Decisions have to be made quickly, which can lead to errors or underestimation of risks. According to studies by Tversky & Kahneman (1974) on behavioral economics, in situations of stress and uncertainty, leaders and management teams tend to make decisions based on heuristics and cognitive biases, which can lead to errors in judgment. The anchoring effect causes managers to rely on previous information, even if it is no longer relevant. Loss

aversion often makes decision-makers more cautious, which can slow down adaptation and innovation processes. Managers' overconfidence in their own important decisions can prevent them from recognizing real risks.

Emotional impact – Stress and anxiety can affect the productivity and morale of teams. Organizational resilience theory (Mallak, 1998) shows that organizations that perform well in crisis are those that develop a psychologically supportive and motivational environment for employees. Stress, uncertainty and increased workload can reduce the motivation and effectiveness of teams. An economic crisis can generate fear of redundancies, which affects performance and innovation. And poor communication and lack of clarity of objectives from managers can lead to low employee engagement.

Limited resources – In a crisis, resources may be insufficient to meet increased needs. One of the biggest challenges of performance management in times of crisis is managing scarce resources, whether financial, human, technological or material. In a context of economic instability, operational uncertainty or external disruptions (e.g. pandemics, economic crises, geopolitical conflicts), organizations are forced to optimize the use of existing resources to ensure business continuity and achieve performance objectives. According to studies in strategic financial management (Porter, 1985), cutting budgets in a crisis can affect strategic investments, innovativeness and employee morale. Lack of capital limits the ability to maintain operations, invest in new technologies and attract valuable talent. Limited resources pose a major challenge for performance management in a crisis, affecting financial decisions, operational efficiency, employee motivation and long-term sustainability. Organizations that adopt strategies based on cost optimization, digitalization, organizational flexibility and smart resource management are the ones that manage to remain competitive and overcome downturns with minimal impact on their performance.

Analyzing the scientific theories that argue the key elements of performance management, we can identify seven theories relevant to the economic and organizational context of the Republic of Moldova. These theories offer practical

solutions to current challenges such as economic resilience, digitalization, resource optimization and strategic adaptability.

1. Performance Management Theory. Public institutions and private companies can implement the Balanced Scorecard to measure performance not only based on financial indicators, but also through strategic objectives related to operational efficiency, innovation and customer satisfaction. In the government sector, the application of BSC can help ministries to link administrative efficiency with impact on citizens, creating public policies that are better targeted to the needs of the population.

2. Organizational Resilience Theory. In the context of post-pandemic economic and geopolitical crises, organizations in the Republic of Moldova need to develop their capacity to adapt quickly to economic and social changes. Companies in the Republic of Moldova can apply this theory to diversify sources of supply, develop risk management strategies and increase the flexibility of internal processes.

3. Behavioral Economics Theory. In business and government, cognitive biases influence economic decisions. The application of behavioral analysis can help improve public policies and marketing strategies. For example in the financial-banking field, the use of nudging (small changes in decision-making processes) can stimulate saving, investment and the adoption of responsible financial behaviors by the population.

4. Systems Theory- Managing organizations as interconnected systems. The Moldovan economy functions as a complex system of interdependencies, and a systems approach can improve resource management and institutional efficiency. In the agricultural sector, the use of a systems view can help optimize supply chains by connecting local producers with external markets and increasing logistical efficiency.

5. Emerging Technologies Theory. Digitalization is a critical factor for increasing the competitiveness of the Moldovan economy. The implementation of artificial intelligence and process automation can help reduce bureaucracy,

increase productivity and improve public services. State institutions can use blockchain and artificial intelligence to optimize administrative processes, eliminating corruption and reducing the time it takes to process documents.

6. Transformational Leadership Theory- Developing adaptive leadership. The Republic of Moldova needs innovative leaders who can guide companies and institutions through periods of change. The application of transformational leadership can contribute to the creation of organizational cultures oriented towards progress, innovation and active employee engagement. In the IT sector, transformational leaders can motivate teams to adopt new technologies and develop digital products that are competitive in the global marketplace.

7. Crisis Management Theory- Crisis prevention and management. In a vulnerable economic environment, effective crisis management is essential to maintain the stability of organizations and public institutions. Planning proactively and reacting quickly to crises can reduce the negative impact of unforeseen economic or political events. For example, in the energy sector, applying this theory can help Moldova diversify its energy sources and create contingency plans for energy crises.

These seven theories represent clear scientific foundations that can support Moldova in developing a performance management adapted to current challenges. Implementing these principles in the public and private sectors will contribute to increasing economic competitiveness, streamlining institutions, digitizing processes and strengthening the country's economic resilience.

Useful tools and practices in crisis performance management include: the application of early warning systems with constant monitoring of potential threats, or the simulation of crisis exercises, with regular testing of response plans to identify possible gaps, or the formation of cross-functional teams to create working groups including representatives from different departments or areas of expertise.

Crisis performance management is an essential strategic element for ensuring business continuity, optimizing resources and maintaining competitive

advantage in the face of unforeseen events. Studies in the fields of strategic management, behavioural economics and organizational resilience theory underline the importance of data-driven decision-making, adaptive leadership and proactive risk management mechanisms.

By applying validated scientific methodologies, such as the Balanced Scorecard, systemic analysis, crisis management and digitization of decision-making processes, organizations can minimize the impact of disruptions and turn challenges into opportunities for innovation and growth. Adaptability, organizational learning capacity and the integration of emerging technologies are key determinants for building economic and institutional resilience.

Thus, in the context of a global economy characterized by uncertainty and dynamism, the implementation of flexible and sustainable performance management strategies not only facilitates recovery from the crisis, but also contributes to building a solid foundation for long-term development.

References:

1. American Bar.org (American Bar Association). 2011. Available at: https://www.americanbar.org/content/dam/aba/events/disaster/surviving_a_disaster_a_lawyers_guide_to_disaster_planning.authcheckdam.pdf
2. Atkinson, M., Biddinger, P. D., Chughtai, M.-A., Hayirli, T. C., Hick, J. L., Cagliuso, N., & Singer, S. J. (2023). Assessing health care leadership and management for resilience and performance during crisis: The HERO-36. *Health Care Management Review*, 49, 14–22.
3. Bass, B. M. (1985). *Leadership and Performance beyond Expectations*. Free Press; Collier Macmillan.
4. Britchenko I. (2020). *Economic Theory / I. Dmytriiev, I. Britchenko, Ya. Levchenko, O. Shershnyuk, M. Bezpartochnyi*. Sofia : Professor Marin Drinov Publishing House of BAS, 218 p.

5. Britchenko I. (2020). Optimization of commodity stocks the enterprise by means of HML-FMR clustering / I. Britchenko, M. Bezpartochnyi // Financial and credit activities : problems of theory and practice. Iss. 3 (34), pp. 259–269. DOI: 10.18371/fcaptp.v3i34. 215521
6. Britchenko I. (2020). Pandemic economic crisis: essence, reasons, comparative characteristics, opportunities / Britchenko I., Bezpartochnyi M. // New trends in the economic systems management in the context of modern global challenges: collective monograph / scientific edited by M. Bezpartochnyi // VUZF University of Finance, Business and Entrepreneurship. – Sofia: VUZF Publishing House “St. Grigorii Bogoslov”, pp. 8-19.
7. Burke, C. S., Stagl, K. C., Klein, C., Goodwin, G. F., Salas, E., & Halpin, S. M. (2006). What Type of Leadership Behaviors Are Functional in Teams? A Meta-Analysis. *The Leadership Quarterly*, 17, 288-307.
8. C. S. Holling, RESILIENCE AND STABILITY OF ECOLOGICAL SYSTEMS, Institute of Resource Ecology. University of British Columbia. Vancouver. Canada, 1973, page 1-26
9. Coombs, W.T. (2007). Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory. *Corporate Reputation Review*, 10(3), 163-177.
10. Deci, E. L., & Ryan, R. M. (1985). *Intrinsic Motivation and Self-Determination in Human Behavior*. Berlin: Springer Science & Business Media.
11. Deverell, E., & Ganic, A. (2024). Crisis and performance: A contingency approach to performance indicators. *International Journal of Disaster Risk Reduction*.
12. Doz, Y., & Kosonen, M. (2008). The Dynamics of Strategic Agility: Nokia’s Rollercoaster Experience. 50, 95-118.
13. Drucker, P.F. (1954) *The Practice of Management*. Harper & Row, New York

14. Fayol, H. (1916) General and Industrial Management. Institute of Electrical and Electronics Engineering, Paris.
15. Fiedler, F. (1964). A Contingency Model of Leadership Effectiveness. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 1, pp. 149-190). New York: Academic Press.
16. Grosu, I.-P., Dinicu, A.-E., Lupédia, G. D. C., & State, C. (2024). Managing crisis situations for performance enhancement: a scientific inquiry. <https://doi.org/10.24818/imc/2023/01.05>
17. Halina Kalandyk, Jolanta Dyndur. Stres w pracy i sposoby radzenia sobie z nim wśród pielęgniarek zatrudnionych w oddziałach szpitalnych w dobie pandemii Covid-19 [W:] *Pielęgniarki i pielęgniarstwo dla zdrowia nas wszystkich*. Red. Kędra E, Milecka D., Garwacka-Czachor E., Gurowiec P. Głogów 2023, Państwowa Akademia Nauk Stosowanych w Głogowie, s. 77.
18. Hersey, P., & Blanchard, K. (1969). Life cycle theory of leadership. *Training and Development Journal*, 23, 26-35.
19. Herzberg, F. (1959) *The Motivation to Work*. John Wiley & Sons, New York.
20. ISO 22301 Mandatory Documentation
21. Janusz Kilar, Mateusz Kaczmarek, Wojciech Pac, Piotr Frączek, Magdalena Kilar, Michał Bryndza. Analysis of the results of management of productive and economic resources on organic farms specializing in beef cattle production. *Ad Alta: Journal of Interdisciplinary Research*, (2024), 14.2. doi.org/10.21852/sem.2006.23.15
22. Jolanta Dyndur. Covid-19 – problem współczesnego świata [W:] *Wymiar współczesnych zagrożeń człowieka w teorii i zagadnieniach praktycznych – ujęcie interdyscyplinarne*. Tom I. Red. Stradomska M., Łódź 2021, Wydawnictwo Naukowe Archaograph, s. 11-30.
23. Kalandyk Halina, Dyndur Jolanta. Assessment of the Quality of Life in Patients with Multiple Sclerosis. Ocena jakości życia pacjentów chorych na stwardnienie rozsiane. [W:] *Pielęgniarstwo Neurologiczne i*

- Neurochirurgiczne. *The Journal of Neurological and Neurosurgical Nursing* 2021; 10(2): 58-64.
24. Kaplan, R. and Norton, D. (1992) The Balanced Scorecard—Measures That Drive Performance. *Harvard Business Review*, 79.
 25. Knight, F.H. (1921) *Risk, Uncertainty and Profit*. Houghton Mifflin Company, Boston, 682-690
 26. Lawrence, P. and Lorsch, J. (1967) Differentiation and Integration in Complex Organizations. *Administrative Science Quarterly*, 12, 1-30.
 27. Locke, E. A., & Latham, G. P. (1990). *A theory of goal setting and task performance*. Englewood Cliffs, NJ: Prentice Hall.
 28. Magdalena Młynarska, Grzegorz Nowicki, Barbara Ślusarska, Renata Korecka, Jolanta Dyndur, Jacek Jagnicki. Determinanty społeczno – demograficzne, a aktywność zawodowa osób z niepełnosprawnością fizyczną z województwa lubelskiego.(Socio-demographic determinants, and professional activity of people with physical disabilities from the Lublin province.). [W:] IV Ogólnopolska Konferencja Naukowo-Szkoleniowa Medycyna Personalizowana: Genom-niepełnosprawność-edukacja-pacjent-technologie. Lublin, 27-28.11.2018. Streszcz. Red. Marcin Czop, Janusz Kocki, Anna Bogucka-Kocka, Wojciech Kocki, Bartłomiej Kwiatkowski, Natalia Przesmycka s. 128. Lublin 2018, Wydawnictwo Polihymia, 978-83-7847-569-9.
 29. Mallak, L.A. (1998) Measuring Resilience in Healthcare Provider Organizations. *Health Manpower Management*, 24, 148-152.
 30. Maria Fernanda Ciavaldini , Crisis management in the workplace: 4 key strategies for leaders. Available at: <https://ifeelonline.com/en/occupational-health/crisis-management-in-the-workplace/>
 31. Maria Obara, Jolanta Dyndur, Marianna Charzyńska-Gula. Wpływ pandemii COVID-19 na pracę zawodową i życie prywatne pracowników służby zdrowia [W:] *Pandemia od środka. Badania naukowe i doświadczenia członków społeczności akademickiej Państwowej Uczelni Zawodowej im.*

- prof. Stanisława Tarnowskiego w Tarnobrzegu w okresie pandemii COVID-19 w latach 2020 – 2022. Red. Charzyńska-Gula M., Szylar A., Maciaszczyk P., Rożek G. Tarnobrzeg 2023, Wydawnictwo Państwowej Uczelni Zawodowej im. prof. Stanisława Tarnowskiego w Tarnobrzegu, s. 30-45.
32. Maslow A. H. (1943), A Theory of Human Motivation, Originally Published in Psychological Review, 50, 370-396.
 33. Max Weber, The Protestant Ethic and the Spirit of Capitalism, 1905
 34. Mintzberg, H. (1973). The Nature of Managerial Work. New York: Harper and Row Publishers, Inc.
 35. Mitchell, M. (2009). Complexity: A Guided Tour. Oxford University Press Inc.
 36. Mitroff, I.I. (2005) Why Some Companies Emerge Stronger and Better from a Crisis: Seven Essential Lessons for Surviving Disaster. AMACOM, New York.
 37. Pearce, C.L. and Conger, J.A. (2003) Shared Leadership: Reframing the Hows and Whys of Leadership. Sage, Thousand Oaks
 38. Porter, M.E. (1985) Competitive Advantage. Creating and Sustaining Superior Performance. Free Press, New York, 557 p.
 39. Saint-Guillain, M. (2023). Quantitative performance evaluations for crisis response management: a scoping study. International Journal of Emergency Management, 18(2), 107–143.
 40. Schein, E. H. (1985). Organizational Culture and Leadership. San Francisco: Jossey-Bass.
 41. Senge, P. (1990). The Fifth Discipline: The Art and Practice of the Learning Organization. New York: Doubleday/Currency.
 42. Shannon, C. E., & Weaver, W. (1949). The Mathematical Theory of Communication. Urbana, IL: The University of Illinois Press, 1-117
 43. Simon, H. A. (1957). Models of Man, Social and Rational: Mathematical Essays on Rational Human Behavior in Society Setting. New York, NY: Wiley.

44. Stradomska Marlena, Dyndur Jolanta. The threats of the 21st century – selected aspects – addictions, modern didactic methods [W:] Humanistic Corpus. Issue 44. Collection of scientific articles on contemporary problems of philosophy, cultural studies, psychology, pedagogy and history, National Pedagogical Drahomanov University. Faculty of History and Philosophy, s. 67-72.
45. Taylor, Frederick Winslow (1911), *The Principles of Scientific Management*, New York, NY, USA
46. The Importance of Clear Communication in Remote Performance Management. Available at: <https://psico-smart.com/en/blogs/blog-navigating-remote-performance-management-during-crisis-situations-best-practices-and-tool-recommendations-182342>
47. Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185(4157), 1124–1131.
48. Versky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. *Science*, 185(4157), 1124–1131.
49. Von Bertalanffy, L. (1968). *General System Theory: Foundations, Development*. New York: George Braziller.
50. Weick, K. E., & Sutcliffe, K. M. (2001). *Managing the unexpected: Assuring high performance in an age of complexity*. Jossey-Bass.
51. Wojciech Pac. Prawne i instytucjonalne uwarunkowania ścigania przestępstw przerzutu imigrantów przez wschodnią granicę Rzeczypospolitej Polskiej jako zewnętrzną granicę Unii Europejskiej. *Przegląd Policyjny* (2022), 147(3), 33-48 doi: 10.5604/01.3001.0016.1482
52. Yukl, G.A. (2013) *Leadership in Organizations*. 8th Edition, Prentice-Hall, Upper Saddle River.