

Language, Culture and Change

No. 3 / 2022

COMMUNICATION
VS
HYBRIDIZATION



Language, Culture and Change

No. 3/2022

COMMUNICATION VS HYBRIDIZATION



Editura Universității „Alexandru Ioan Cuza” din Iași

2022

Editorial Board

Senior editor: Professor Luminița Andrei Cocârță, PhD

Editor: Assoc. Prof. Sorina Chiper, PhD

Editor: Lecturer Ana Sanduloviciu, PhD

Editor: Lecturer Anca-Irina Cecal, PhD

Scientific Board

Prof. Moha Arouch, Ph D, Université Hassan 1er, Settat, Maroc.

Prof. Bice Della Piana, PhD, University of Salerno, Italy.

Prof. Gabriel Mursa, PhD, “Alexandru Ioan Cuza” University of Iasi, Romania.

Prof. Dragoș Cojocaru, PhD, “Alexandru Ioan Cuza” University of Iași, Romania.

Prof. Anca Colibaba, Ph. D, “GR. T. Popa” University of Medicine and Pharmacy, Iași, România.

Prof. Leonte Ivanov, PhD, “Alexandru Ioan Cuza” University of Iași, Romania.

Prof. Vladimir Kairouline, PhD, Bashkir State University, Ufa, Russia.

Prof. Mariana Nicolae, PhD, Bucharest University of Economic Studies, Romania.

Adrian Pilbeam, Director of Language Training Services, Bath, UK.

Prof. Monica Reif-Huesler, PhD, University of Konstanz, Germany.

Prof. Khalid Lahlou, Hassan II University, Casablanca, Morocco.

Assoc. Prof. Paula Rice, PhD, Norwegian University of Science and Technology

The authors are fully responsible for the content of their articles.

Autorii își asumă responsabilitatea pentru conținutul articolelor publicate.

Tehnoredactor: Florentina Crucerescu

Redactor: dr. Marius-Nicușor Grigore

ISBN print: 978-606-714-746-9

ISSN: 2734-4703

ISSN-L: 2734-4703

ISSN online: 2971-9178

Toate drepturile rezervate. Este interzisă reproducerea totală sau parțială a acestei cărți, prin orice procedeu electronic sau mecanic, fără permisiunea scrisă a Editurii Universității „Alexandru Ioan Cuza” din Iași.

© Editura Universității „Alexandru Ioan Cuza” din Iași, 2022

700109 – Iași, str. Pinului, nr. 1A, tel./fax: (0232) 314947

http:// www.editura.uaic.ro e-mail: editura@uaic.ro

Director: prof. univ. dr. Constantin Dram

TABLE OF CONTENTS

FOREWORD (Sorina CHIPER)	5
--------------------------------	---

CHAPTER 1. COMMUNICATION: RESEARCH, THEORY AND PRACTICE

IS THE PURSUIT OF WELL-BEING AND HAPPINESS POSSIBLE IN ORGANIZATIONS UNDER STRESS USING THE HYBRID COMMUNICATION FORMAT? Sever AVRAM, Eric GILDER	9
HYBRIDIZATION IN EDUCATION, OPPORTUNITIES & LIMITATIONS Dr. Khalid LAHLOU	21
ANDRAGOGICAL ISSUES OF DISTANCE LEARNING: MOROCCAN CASE STUDY Saida TAYOUB, Abdelouahed JITTOU, Razane CHROQUI	31
THE <i>TECPC</i> PROJECT: A POSSIBLE SOLUTION TO COUNTER THE RISKS OF DIGITAL COMMUNICATION Irina GHEORGHIU, Ramona CÎRȘMARI, Daniela LUPULEASA, Claudia Elena DINU, Ovidiu URSA, Anais COLIBABA	49
COMUNICACIÓN INTRAPERSONAL, INTERCULTURAL Y PURA HIBRIDACIÓN EN <i>ASUNTOS DE UN HIDALGO DISOLUTO</i> DE HÉCTOR ABAD FACIOLINCE Lavinia IENCEANU	55
DOING BUSINESS WITH NORWEGIANS: INSIGHTS AND TIPS Cristina PLATON	63

CHAPTER 2. CULTURAL STUDIES

DESPRE CENTAURIÎ DIN <i>INFERNUL</i> LUI DANTE Dragoș COJOCARU	79
„ACEST SPAȚIU AL TUTUROR INCERTITUDINILOR”. IMAGINEA SPITALULUI ONCOLOGIC ÎN CONFESIUNILE DE CRIZĂ Emanuela ILIE	97
LIBRI MULTIMEDIALMENTE IBRIDATI Corina-Gabriela BĂDELIȚĂ	115
Hibridizare, asimilare, rescriere: note despre sonet în Spania Secolului de aur Simona LEONTI	127
ASPECTE ALE VIEȚII BISERICEȘTI ÎN TIMPUL SF. ÎMPĂRAT CONSTANTIN CEL MARE, CEL „ÎNTOCMAI CU APOSTOLII” Pr. Daniel NIȚĂ-DANIELESCU	133

ROMANUL CRIMINAL ÎN LITERATURA ROMÂNĂ A SECOLULUI AL XIX-LEA. PANAIT MACRI ȘI ILIE IGHEL-DELEANU - O IMIXTIUNE DE ELEMENTE LITERARE ȘI PARALITERARE Manuela-Gabriela TICAN (URSU)	143
---	-----

CHAPTER 3. TEACHING, APPLIED LINGUISTICS AND TRANSLATION STUDIES

REFORMA SISTEMULUI DE EDUCAȚIE ÎN AFGANISTAN. HIBRIDIZARE IDEOLOGICĂ ȘI IMPACT INSTITUȚIONAL Mircea PLATON	157
SUBTITRAREA – ÎNCRUCIȘAREA DINTRE TRADUCERE ȘI INTERPRETARE. STUDIU DE CAZ: <i>DE CE EU?</i> ÎN LIMBA SPANIOLĂ Alin Titi CĂLIN	199
Elemente de discurs religios în traduceri românești ale <i>Infernului</i> dantesc Cristian UNGUREANU	207
Calderón de la Barca: Iluzia și deziluzia redată în traducerea lui Sorin Mărculescu Sorina-Crina GHIAȚĂ	213
CURRENT APPROACHES AND METHODS OF TEACHING ENGLISH Laura-Rebeca STIEIGELBAUER, Monica ȘERBAN	221
ROMANIAN VOCABULARY LEVELS TEST: THEORETICAL PREMISES AND NEW PROSPECTS Arina CHIRILĂ	235
HUMANIZING THE FOREIGN LANGUAGE COURSE: NEW TEACHING METHODS FOR MEDICAL STUDENTS Laura Ioana LEON	243
TRENDS IN THE LANGUAGE INDUSTRIES IN THE 21 ST CENTURY Sorina CHIPER	249

FOREWORD

As we are readjusting to the “new normal” of the post-COVID times, it is worth pondering on the new experiences, modes of engagement, manner of work and study, and cultural changes that we have been exposed to. Prominent among them is the multiplication of hybrid forms of communication. Hybridization seems to become an all-comprizing phenomenon, from means of transportation to types of paints and materials used in constructions, from modes of teaching and learning to ways of working in companies, from plants and animals to cameras, or human-animal hybrids, and so on.

The current issue of the *Language, Culture and Change* journal provides an interdisciplinary approach to hybridization in education, on the labour market, in literature, applied linguistics or in the broader field of translation as a social practice. The first section, *Communication: Research, Theory and Practice*, provides insights into the Moroccan experience in education over the period of the pandemic. Dr. Khalid Lahlou’s article discusses the (re)thinking and arguably (re)invention of new teaching methods, approaches and strategies designed to meet the urgent needs of learners in the context of the pandemic. In a similar vein but relying on quantitative methods, Drs Tayub, Jittou and Chroqui tackle andragogical issues of distance learning for future Moroccan engineers, analyzing the impact of online teaching on student motivation, commitment, and interaction, and concluding that students do not progress in distance learning situations due to their deprivation of social interaction in the learning process. Another important aspect of online education is offensive behaviour online, and the EuroEd team of experts present their new project (TECPC - Together Everyone Can Prevent Cyberbullying) that aims to prevent, identify and intervene in case of cyberbullying among children and teens. The issue of communication takes new valences when the site of investigation is literature (as in the case of Lavinia Ienceanu’s article) or business (as in the case of Cristina Platon’s recommendations of how to do business with Norwegians).

The second chapter, *Cultural Studies*, plunges the reader into Dante’s *Inferno*, via a contrastive analysis of Romanian translations (from 1883 to 2021) of some passages in which protagonists are the centaurs. Emanuela Ilie’s article draws on cancer confessions and analyzes the image of the oncological hospital – “the space of all uncertainties”. Corina-Gabriela Bădeliță then takes us to another new “space” – that of hybrid books (texts combined with multimedia insertions), while with the articles by Rev. Daniel Niță Danielescu, Simona Leonti and Manuela Gabriela Tican, we travel back in time to the age of the

holy emperor Constantine the Great, to 16th and 17th century Spain and to 19th century Romania.

Finally, the chapter dedicated to *Teaching, Applied Linguistics and Translation Studies* covers a wide range of topics, from the ideological hybridization and institutional impact of educational reforms in Afghanistan (Mircea Platon) and challenges posed by subtitling (Alin Titi Călin) to elements of religious discourse in Dante's *Inferno* translations into Romanian (Cristian Ungureanu), illusion and disillusionment in Sorin Mărculescu's translation of Calderon de la Barca (Sorina Crina Ghiață), current approaches and methods of teaching English (Laura Rebeca Stiegelbauer and Monica Șerban), including to medical students (Laura Leon), vocabulary level tests for learners of Romanian and the current landscape of the language industries (Sorina Chiper).

We can only hope that the collection of articles published in the current issue of our journal will be thought-provoking and inspiring for its readers.

Sorina Chiper

CHAPTER 1

COMMUNICATION: RESEARCH, THEORY AND PRACTICE

IS THE PURSUIT OF WELL-BEING AND HAPPINESS POSSIBLE IN ORGANIZATIONS UNDER STRESS USING THE HYBRID COMMUNICATION FORMAT?

Sever AVRAM, Eric GILDER*

Abstract

Noting the emergence and increasing appeal to the hybrid office communication format, specifically in the case of inter-communication within networks and large organizations, this article examines ways to structure this type of intercommunication. Firstly, it refers to the achievement of well-being, especially of the group. Their well-beingness is defined according to a multi-faced approach, for both participants/ interlocutors and decision makers. Secondly, it specifies criteria for achieving a state of “collective happiness”, mainly defined as eudaimonia, centered, according to Aristotle, on fulfillment, referring to the pursuit of Virtue and of Meaning, in all aspects of “after the virtue” post-modern life, accomplished through the dialogical/inter-communication process.

Key words: hybridity, well-beingness, adaptation, collective happiness, communication.

Introduction

Taking into consideration the emergence and increasing appeal to the hybrid office communication format, specifically in the case of inter-communication within networks and large organizations, with multiple branches in different locations, we aim to examine ways to structure this type of intercommunication, especially the internal one, but also other related organizational partners. This approach focuses on the relationship between two constants/ instances. Firstly, connecting to the aspiration to achieve well-being, especially the group mental health one. The well-beingness is here defined according to a multi-faced approach, able to support both participants/interlocutors, as well as the involved decision-makers. Secondly, searching for a state of “collective happiness”, mainly defined as *eudaimonia*, which is centered, according to Aristotle, upon fulfillment, referring to the pursuit of the Virtue (in a post-modernist” after the virtue” world, following Alasdair MacIntyre) and of the Meaning, in all aspects of life, through the dialogue/inter-communication process, as shown below:

* Assoc. Prof., EUROLINK House of Europe, Bucharest; Prof. Dr. Habil., Papua New Guinea University of Technology, severavram@gmail.com.



Figure 1. Created by Avram, S. 2021, incorporating thematic areas I, II, III, & IV

When we discuss intra/inter-personal communication, internal communication, well-being and collective happiness, we also consider digital transformation, sustainable development, pragmatic objectives and team expectations. We can notice an increasing role and significance of dialogue and of intra/inter-human communication. The new communication tools are important, but different from achieving actual communication between human beings.

Taking mainly into consideration these determinants as benchmarks, the intra/inter/organizational communication process is placed under the conditions imposed by the pandemic or by another similar situation of serious global crisis. This implies that the exploration of the ways and advantages or benefits of the new emerging formats of communication/presentation takes place in the context of combating the harmful consequences of social anxiety in extension, due to the pandemic. At the same time, there is a special concentration on Common Good, by maintaining communication and the general orientation in the light of a happiness defined as both an individual and collective phenomenon.¹

1. State of the Art: evolution of and adapting roots within the communication process and updating modalities

Under current pandemic conditions, the Intra-Communication Process logically implies new ways and forms of internal organizational commu-

¹ According to scholars such as Cameron [2008] Wallace [2014], Velasquez, *et al.* [2018], Galston [2013], cf. theme IV, “On the relationship between Common Good and Communication”.

nication and appropriate formats. The key challenge is related to the need to combat the harmful consequences of social or collective anxiety. Inquiring on the ethical foundations of the intercommunication process or its so-called “pre-requisites” remains largely equally important in hybrid intercommunication, respectively, ethical values such as: calm, patience, fairness, integrity, empathy etc., could not suddenly disappear or be neglected in the new circumstances. It is articulated in a more technical, stricter system, but which also allows a flexibility that brings added value to the deepening of certain solutions according to the results of the communications process or of the concerned debate. The major drawback that some observe or foresee refers to the fact that we can face less ease and openness to improvisation, to ingenuity or innovation that would result from the physical presence or, on the contrary, only online presence of the interlocutors. Therefore, the compensation techniques of this drawback should be further studied and deepened. This would be in the interest of avoiding formalism or over-technicalization. That is why the subsequent interaction in various ways between the participants, can bring additions or even enlightenment regarding the synthesized results collected as a result of the intercommunication process.

2. The place of hybridization within the intra-communication process

Following comparative studies to date, *hybrid communication*, for example, deployed on the occasion of a public event, would be more appropriate for much wider audiences. In such conditions, the wellbeing would be expressed through the fact that those involved within such a process, using the hybrid format, could much better value the networking opportunities and can benefit from a larger audience from the remote one. The latter audience could express their own issues and comments through an extended networking, which would become more profitable as a whole. There are more complicated technical conditions that must be provided from the IT-hardware point of view with the goal to achieve and manage a hybrid event. Beyond that, it is clear that this new type of communication has all the chances to be adopted and multiplied to some extent even after the end of the pandemic. In terms of relating to similar contents, their new form to be communicated should be most emphasized. This is due to the fact that in this way we could generate *more authentic chemistry states* that can temporarily tighten it up as the communication process unfolds. Also based on this, we can increase the engagement of the virtual audience on topics to be addressed.

3. Theoretical Grounding

In a recent work², the authors discussed the analysis of baseline Sustainable Development Goals (SDGs) via a dynamic wheel/triangulation model developed by Gilder, “which combines the social organizers of Boulding (1970; 1978) to the revolutionary metamorphoses of Currier (2015)”. These base interactions are:

GOAL 1: No Poverty

GOAL 2: Zero Hunger

GOAL 3: Good Health and Well-being

These SDGs mark the provision of the bare essentials of life, without which achieving the other SDGs is impossible. As Boulding noted, threat, integration and exchange are the three social behaviours that serve to organize societies at whatever level of development they might be. SDG 1 is placed at the integration point, because “poverty” can take many forms, physical/psychological, social and spiritual. SDG 2 is placed at the threat end of the triangle, because being without food and water (“hunger”) is an immediate threat to anyone’s existence. SDG 3 is placed at the exchange end of the triangle because achieving “good health and well-being” requires the active participation of each person (e.g., the personal exchange of bad health behaviours for good ones) to be achievable, alongside any social structural-fostering supports provided. (Avram & Gilder, pp. 83-84)

They continue:

The achievement of a Sustainable Society (Sus Soc) is placed, in our model, at the centre of a dynamic spinning wheel, with the revolutions of Currier being the spokes. Obviously, what would count as a sustainable society would differ with each epoch of development, and the admixture of threats, integrations, and exchange would likewise vary in each. (Avram & Gilder, 2012, pp. 83-84).

Turning to a discussion of the first-level model, Avram & Gilder (2021) state:

Considering the wide range of the above-mentioned SDGs, the authors posit we can come to understand the august challenges of implementation better if we can see clearly how they can be placed with extant social forces, or organizers, in the words of Boulding. As Gilder and Pal note³, in his *A Primer*

² Avram & Gilder (2021). Analogue humans facing increasing threats in a digital mass global future: Modelling policy exchange responses in the EU space to achieve sustainable integrative development, *Romanian Review of Political Sciences & International Relations* 18 (2): 69-87.

³ Gilder, E. & Pal, D.K. (2015). Climate change – Probable Socio-Economic Systems (SES) implications and impacts in the Anthropocene epoch, *International Conference Knowledge-Based Organization*, Vol. XXI, No 2 (pp. 308-17; 317, fn 16).

on *Social Dynamics: History as Dialectics and Development*⁴, Boulding introduced his “‘Threat/Integrity/Exchange [’] schema, which argues that human behaviour is structured by concerns of harm (threat), concerns of tribe/family/friend relations (Integrity) and concerns of individuals seeking to ‘rationally’ optimise profits and lower costs (exchange). In Boulding’s view, only a balanced vision of combined human motivation, tilted towards Integrity [integration], is ecologically sustainable”⁵.

Then, we note the eight developmental “metamorphoses”, posited by Currier (2015)⁶ which, he states, “One by one, each of these technologies has initiated a major transformation, or metamorphosis, in human life and society” (p. ix). They are: A. Spears and [digging] Sticks, B. Fire; C. Clothing and Shelter, D. Symbolic Communication, E. Agriculture, F. Interaction, G. Precision Machinery; and, H. Digital Information. Each one of these technology/metamorphoses, he argues, has “revolutionized the structure of our bodies, expanded the capabilities of our minds, and given birth to human societies of unparalleled size and power”⁷ (p. 82).

We ground the model upon the three baseline SDGs noted before (Avram & Gilder, 2021, p. 83):

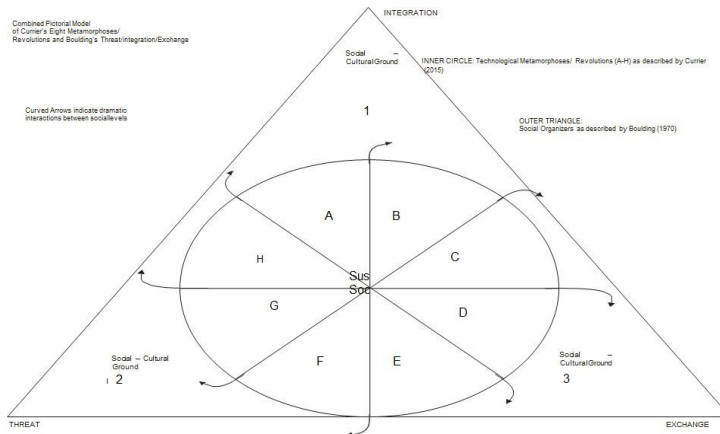


Figure 2. Grounding Base-line SDGs (adapted from Gilder, 2003)⁸

⁴ Boulding, K. (1970). *A primer on social dynamics: History as dialectics and development*. New York: Free Press. (Later expanded and modified in his later 1978 book, *Ecodynamics. A new theory of societal evolution*. Beverly Hills: Sage Publications).

⁵ Gilder & Pal (2015). p. 317. The quote was slightly edited, for simplification.

⁶ Currier, R. (2015). *Unbound: How eight technologies made us human, transformed society, and brought our world to the brink*. New York: Arcade.

⁷ Currier (2015), pp. ix-x.

⁸ Gilder, E. (2003). Understanding the symbolic order of myths: Applying a dramatic structural-image model for analyzing the social function of wondertaes.

The conceptual domain of the phenomena described in this paper is located on the media/public/culture information technology domain of the “Modified Quintuple Helix Functions Model of Carayannis” (2012, p. 7)⁹, as elaborated in Avram and Gilder (2021, p. 84), which ties knowledge creation into an integrated 17 organic model, incorporating the 17 Sustainable Development Goals (SDGs).

4. The place of hybridization within the organizational inter-communication process

Our research envisages the strengths and common organizational benefits (i.e., advantages) of using the hybrid format in inter-communication sessions, especially involving adult and responsible participants, in view of obtaining, as *key-benefit*, a pragmatic and profitable productivity of the organization and of the communications team. This relates also to the introduction and adopting of increased innovative elements, taking into account the challenges and expectations of the two audiences in the process (in person or live and remote). The *disadvantages* arising from the viability and coherence of inter-communication from the perspective of the novelty of the included mix of means and techniques are examined, especially during the sessions aimed at developing the organization and obtaining self-contentment and a larger team comfort. Beyond these disadvantages, we should focus on a better understanding of the new positioning of the communication process in the inherent conditions of the transformations produced due to the digitalization and of the intervention of artificial intelligence applications, increasingly present and pressing in that context. The final focus should be on the capitalisation of the emotional intelligence of interlocuteurs; the increased role of the mentors as moderators, and the improvement of the rhythm and interactions between participants.

5. Targeting humane purposes in a changed collective communication landscape

From the point of view of the envisaged commitment or its stimulation, certain *recommendations* are considered. They generally refer, for example, to the way in which the *preliminary surveys* are coordinated. Also, they refer to the result of obtaining greater involvement through questions and answers from the audience, which can be attached to a screen accessible to all. From the

Visions and revisions: Festschrift for Dumitru Ciocoi-Pop. Sibiu [RO]: “Lucian Blaga” University Press of Sibiu (pp. 113-122).

⁹ Carayannis, E. G., Barth, T.D. & Campbell, D. F. J. (2012). The quintuple helix innovation model: Global warming as a challenge and driver for innovation, *Journal of Innovation and Entrepreneurship*, Vol. 1, No. 1, pp. 1-12, <https://innovation-entrepreneurship.springeropen.com/track/pdf/10.1186/2192-5372-1-2.pdf>, 14 April 2021.

point of view of *networking*, this specific capability can also be maintained, after the ending of plenary debates, considering that it can be completed through interpersonal communication between the participants. At the same time, the *collecting of key-data* could be supported in view of simultaneously strengthening various components: engagement, networking and lead generation. Following the analysis of the data collected, the provided results may be the basis for useful statistics after the end of such meetings or conferences.

Within the type of organizational inter-communication, it is relevant to formulate a comparison between adults and within the one used at the level of the *educational process between children / adolescents and their teachers*. It results that in any of these two mentioned target-groups, the main pursued goal/success would be worth to be connected to the maintaining of diversity, social inclusion, but also of the desired cohesion taking place in critical circumstances. This could be relevant, not only in the condition of well-beingness becoming part of GDP¹⁰, but also in the special conditions caused by the pandemic. In the case of prolonged remote work style, already seen as a global trend, the hybrid format could become, *sui generis* a counter-balance of the special requirements in which organizational communication is to be articulated from now on. (As concerns adults, it is obvious that the inconveniences are less numerous and easier to compensate for, but in the case especially of children and adolescents the hybrid format only partially manages to integrate the psycho-emotional components that increase the integrability and selective innovation of inter-communication processes.)

6. Ongoing technological transformations and the human capacity for adaptation

Despite the difficulties to assess the results of the recent technological transformations, observers emphasised that the capacity for adaptation and envisaged innovation will depend more on the design and practice of hybrid communication. In this context, despite the acceleration of the pace dictated by the new technologies, it is presumed that the aspiration towards well-beingness state and, implicitly, to human happiness will not be suspended. Such an accent is due to the need for social and security increasing support, as well as in favour of reinventing the organization, but also of the collateral social innovation aspirations, in a broader sense, and but not only of the guidance towards the much wider social causes (such as combating climate change or global social inequities, etc.). Precisely based on such tendencies, the hybrid communication can have a significant future, including from the point of view of the adequacy of communication processes in the new era, needed to be refined according to the new understanding of the well-beingness concept

¹⁰ Cf. Wallace, 2014

and of the inspiration generated by the critical thinking, self-autonomy and “collective happiness”.

When approaching the issue of audience/targets and technological effects of hybridization, it is important to better understand the new positioning of the entire internal communication process in the framework of digitalisation, artificial intelligence, and collateral technological effects. In a case study that we conducted, in a pupil’s target groups, we noticed more team games, competitions, polls, and homework for educational purposes. In the adult groups, we noticed effectiveness, power of argumentation, persuasion, identifying pragmatic solution (brainstorming), supporting the feeling of belonging to a concerned community. With well-beingness becoming part of GDP (NDP Steering Committee and Secretariat, Royal Government of Bhutan, 2013), and the newly emerging hybrid format of communication, there is a need for increasing social and security support in favor of reinventing a strong and empathic organization, and supporting social innovation aspirations (for example: various a counter-balance to be articulated from now on. This is a major concern on keeping social causes).

Instead of conclusions, some hopes of progress

In the case of the hybrid communication format, it can no longer be a question of a valorization of some exploratory dimensions taking place in the open air. This means that spontaneity elements of an expected “brainstorming”, as the platonic model, can no longer be invoked. Likewise, if we dare to make a comparison with the type of education or communication proposed by the anachoretic educational model of Constantin Noica¹¹, it is obvious that in the hybrid format the component of emotional interaction is largely lost and almost completely detached from the context of the initial inter-communication. In business, however, the hybrid format seems much more convenient than education, even for the wellbeingness of the teams. After a relatively shorter or longer period of adaptation, the part of artificiality or of alienation that technology would induce in the first instance is compensated by the effectiveness and the capacity of interaction between the two types of

¹¹ Cf. Pohoată, G. (2010). Constantin Noica or about a possible paideutic model in the Romanian culture, *Euromentor Journal* 1 (3) (September): 1-9. The motto of the article sums Noica’s educational goal, i.e., “I would like that in the Romanian school to be taught two great things: a free way of thinking and a particular mentality” (p. 1). Pohoată states, “In Noica’s opinion, the spirit can be nurtured only through culture, which means through books and systematic work inside their space. The cultural creation was shortened to writing, and writing to philosophy, since, Hegelian, the idea is obtained through tautology from the labour on the idea. There is no other way to be rescued from history and to obtain personal salvation” (p. 2).

communication. The concept of happiness management would be related to a rather small extent to the basics of team wellbeingness, as we defined them, including team resilience and the impact of this concept on other components such as: critical thinking, self-autonomy of individuals and certain aspects of collective happiness. This could be relevant, not only in the condition of well-beingness becoming part of GDP (cf. Wallace, 2014), but also in the special conditions caused by the pandemic. In the case of prolonged remote work style, already seen as a global trend, the hybrid format could become a sui generis counter-balance of the special requirements in which organizational communication is to be articulated from now on.

If it is to be already considerably oppressive, toxic regarding the dissemination of social anxiety, the pandemic context is presumed to be consistently compensated in a much difficult way by mainly hybrid intercommunication environment. This is vital for people who are already lonely, lack an empathic, emotional environment or who feel the need to express gratitude and reward, people that are fueled to achieve a degree of happiness in a professional environment, i.e., of valuing and self-worth, as well as within a certain team.

In this context, despite the acceleration of the pace dictated by the new technologies, it is presumed that the aspiration towards wellbeingness state and, implicitly, to human happiness will not be suspended. Such an accent is due to the need for social and security increasing support, as well as in favour of reinventing the organization, but also of the collateral social innovation aspirations, in a broader sense, but not only of the guidance towards the much wider social causes (such as combating climate change or global social inequities, etc.). Precisely on the basis of such tendencies, hybrid communication can have a significant future, including from the point of view of the adequacy of communication processes in the new era, needed to be refined according to the new understanding of the well-beingness concept and of the inspiration generated by critical thinking, self-autonomy and “collective happiness”. It is still difficult to assess the results of the transformation that these technologies, widely used, will be able to bring in the future. In other words, it depends more on the human *capacity for adaptation* and to envisage innovation that those who are involved in the design and practice of communication in hybrid format can bring and inspire.

Selective reading bibliography (by thematic concepts)

I. On wellbeing

Avram, S., Gilder, E. (2021). Analogue Humans Facing Increasing Threats in a Digital Mass Global Future: Modelling Policy Exchange Responses in the EU Space to Achieve Sustainable Integrative Development, *Romanian Review of Political Sciences & International Relations* 18 (2): 69-87.

- Effectively communicate your mental wellbeing policy. Well Place NZ. Retrieved: <https://wellplace.nz/ideas-and-advice/mental-wellbeing/effectively-communicate-your-mental-wellbeing-policy/> (12/11/2021).
- Judge, T.A. & Kammeyer-Mueller, J.D. (2011, Feb.). Happiness as a Societal Value. Exchange. Academy of Management Perspectives 25 (1): 30-41. Retrieved: <https://www.jstor.org/stable/23045033> (12/11/2021).
- Kitani, K. (2021, 14 June). 5 Communication Strategies to Drive Mental Health Benefit Usage. Retrieved: <https://www.benefitspro.com/2021/06/14/5-communication-strategies-to-drive-mental-health-benefit-usage/?slreturn=20211011181659> (12/11/2021).
- NDP Steering Committee and Secretariat, Royal Government of Bhutan. (2013). Happiness: Towards a New Development Paradigm. Report of the Kingdom of Bhutan. Retrieved: https://www.hs-osnabrueck.de/fileadmin/HSOS/Studium/Studienangebot/Weiterbildung/Seminare-und-Lehrgaenge/Gross_National_Happiness/Final_report_Happiness_Towards_a_New_Development_Paradigm.pdf
- Singh, A. (2020, 28 Oct.). Communication And Mental Health: Why Is It the Key To Mental Wellness. Calm Sage Blog. Retrieved: <https://www.calmsage.com/why-communication-is-the-key-to-mental-wellness/> (12/11/2021).
- Wallace, C. (2014, 5 November). Beyond GDP: happiness is about more than just individuals. The Conversation Blog. Retrieved: <https://theconversation.com/beyond-gdp-happiness-is-about-more-than-just-individuals-33768> (12/11/2021).
- II. On the relationship between Collective Happiness and Communication*
- Cameron, D. (2008, 4 Dec.). Happiness Is a Collective - Not Just Individual Phenomenon. Harvard Medical School: News and Research. Retrieved: <https://hms.harvard.edu/news/happiness-collective-not-just-individual-phenomenon> (12/11/2021).
- Carvajal, C. M. (2020, Dec. 15). 5 Tips to Boost Productivity and Happiness at Work. Niikiis (Blog). Retrieved: <https://www.niikiis.com/en/5-tips-to-boost-productivity-and-happiness-at-work/> (12/11/2021).
- Manav Rachna Vidyantariksha. Good Communication for Happiness. Retrieved: <https://manavrachna.edu.in/blog/good-communication-for-happiness/> (12/11/2021).
- Rottenberg, C. (2018, 11 Feb.). Radical happiness: moments of collective joy. Transformation (Blog). Retrieved: <https://www.opendemocracy.net/en/transformation/radical-happiness-moments-of-collective-joy/> (12/11/2021).
- III. On eudaimonia and virtue ethics*
- Eudaimonia. Philosophy Terms. Retrieved: <https://philosophyterms.com/eudaimonia/> (12/11/2021).
- Moore, C. (2021, 10 July). What is Eudaimonia? Aristotle and Eudaimonic Well-Being. Positive Psychology. Retrieved: <https://positivepsychology.com/eudaimonia/> (12/11/2021).
- Virtue Ethics. (2016, 8 Dec.). Stanford Encyclopedia of Philosophy. Retrieved: <https://plato.stanford.edu/entries/ethics-virtue/#EudaVirtEthi> (12/11/2021).

IV. On the relationship between Common Good and Communication

- CAPSIM. (2018, 12 June). Five Ways to Shape Ethical Decisions: Common Good Approach. Retrieved: <https://www.capsim.com/blog/five-ways-shape-ethical-decisions-common-good-approach> (12/11/2021).
- Kraus, M. Common Good. Retrieved: <https://www.learningtogive.org/resources/common-good> (12/11/2021).
- Galston, W. A. (2013). The Common Good: Theoretical Content, Practical Utility. *Daedalus*. (Spring: pp. 9-14). Retrieved: https://www.amacad.org/sites/default/files/daedalus/downloads/Sp2013_American-Democracy-and-the-Common-Good.pdf (12/11/2021).
- Velasquez, M., Andre, C. Shanks, T. & Meyer, M. J. (2018, Aug.). The Common Good. Markkula Center for Applied Ethics. Retrieved: <https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/the-common-good/> (12/11/2021).

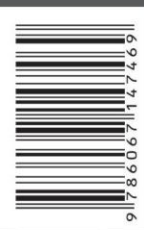
V. On Hybrid Internal Communication

- Boyarsky, K. (2021, 1 July). Hybrid Communication. Owl Labs. Retrieved: <https://resources.owllabs.com/blog/hybrid-communication> (12/11/2021).
- Froehlich, I. (2021, 14 September). Building A Culture of Connection in a Hybrid Work World. *Forbes*. Retrieved: <https://www.forbes.com/sites/forbescommunicationscouncil/2021/09/14/building-a-culture-of-connection-in-a-hybrid-work-world/> (12/11/2021).
- Gershman, S. & Ringel, R. (2021, 5 May). How to Nail a Hybrid Presentation. *Harvard Business Review* (online). Retrieved: <https://hbr.org/2021/05/how-to-nail-a-hybrid-presentation> (12/11/2021).
- Horsley, O. (2021, 6 Sept.). Supporting the switch to hybrid working with internal communications. *Interact*. Retrieved: <https://www.interactsoftware.com/blog/supporting-the-switch-to-hybrid-working/> (12/11/2021).
- How the Hybrid Workplace will Affect Internal Communication. Retrieved: <https://www.visix.com/resources/blog/how-the-hybrid-workplace-will-affect-internal-communication/> (12/11/2021).
- McCabe, S. (2021, 3 May). How to Adapt Your Internal Comms Efforts to the Hybrid Workplace. Retrieved: <https://www.reach.team/blog/how-to-adapt-your-internal-comms-efforts-to-the-hybrid-workplace/> (12/11/2021).
- Waugh, B. (2021, 21 July). What are Hybrid Meetings and How to Maximise Engagement. Retrieved: <https://www.vevox.com/blog/what-are-hybrid-meetings-and-how-to-maximise-engagement> (12/11/2021).
- Workday Staff Writers (2021, 6 August). 5 Tips for Communicating Successfully in a Hybrid Workplace. *Workaday Blog*. Retrieved: <https://peakon.com/blog/future-work-hybrid-work-communication/> (12/11/2021)



As we are readjusting to the “new normal” of the post-COVID times, it is worth pondering on the new experiences, modes of engagement, manner of work and study, and cultural changes that we have been exposed to. Prominent among them is the multiplication of hybrid forms of communication. Hybridization seems to become an all-comprizing phenomenon, and the current issue of the *Language, Culture and Change* journal provides an interdisciplinary approach to its manifestations in education, on the labour market, in literature, applied linguistics or in the broader field of translation as a social practice. We hope that the readers of the articles included in this issue will find them inspiring and thought-provoking.

Sorina Chiper



EDITURA UNIVERSITĂȚII „ALEXANDRU IOAN CUZA” DIN IASI

