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WSB University

8th INTERNATIONAL SCIENTIFIC CONFERENCE

**New Trends in Management
and Production Engineering
-Regional, Cross-Border
and Global Perspectives**

10-11th June 2021



BOOK OF ABSTRACTS

CONFERENCE ORGANIZERS

WSB University, Faculty of Applied Sciences,
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University of Žilina, Department of Management Theories
(Slovakia)

VŠB – Technical University of Ostrava, Faculty of Economics
(Czech Republic)

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Ministry of Science
and Higher Education
Republic of Poland

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8TH INTERNATIONAL SCIENTIFIC CONFERENCE

NEW TRENDS IN MANAGEMENT
AND PRODUCTION ENGINEERING
– REGIONAL, CROSS-BORDER
AND GLOBAL PERSPECTIVES

Brenna, 10th -11th June 2021
Hotel Kotarz Spa & Wellness Brenna

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ABOUT THE CONFERENCE

There have been a lot of changes in the sphere of functioning of the modern organization in the last years. Globalization, accompanied by rapid technological changes and pandemic of Covid-19 have created a completely new business environment for the companies. Pressing challenges include keeping pace with shorter product life cycles, incorporating multiple technologies into the design of new products, co-creating products and services with customers and partners, and leveraging the growth of scientific and technical knowledge in many sectors. These challenges combined with the limited internal resources, the high risk and the complex and intensified social networking force the companies to apply a completely new management approach.

CONFERENCE TOPICS

1. Management

- Strategic management
- Organizations' management
- Human Resources Management
- Knowledge management
- Marketing and promotion
- Academic entrepreneurship and science-business cooperation
- Management training and development

2. Entrepreneurship and Innovations

- Multi- and interdisciplinary entrepreneurship
- Internationalised SMEs and international entrepreneurship
- Entrepreneurial management & strategic entrepreneurship
- Family entrepreneurship
- Entrepreneurship and small business development
- SMEs and social entrepreneurship
- Financing entrepreneurship
- Intellectual workers
- Innovative SMEs: knowledge-based and high-tech SMEs
- Technological, organizational and marketing innovations
- Innovation activities and processes
- Innovation management
- Innovation environment
- Smart specializations

3. Production Engineering

- Project management
- Innovation of processes and products
- Quality management

- Managing the logistics and transport
- Efficiency and productivity of enterprises
- The organization and management of production
- Engineering manufacturing processes
- Information technology in manufacturing engineering
- Clean technologies in energetic and automotive

4. Finance and Economics

- Financial management
- Financial economics
- Wealth management
- Financial innovations and alternative investment
- Socially responsible investing
- International finance
- Financial institutions and services
- Public finance
- Investors on financial markets
- Corporate finance and governance
- Capital financing and budgeting

5. Corporate Social Responsibility

- Ethics in business
- Modern and responsible business
- CSR Policy – Corporate Social Responsibility

6. Economic and social aspects of local and regional development

- Territorial administration
- Territorial governance and networks
- Local and regional management
- Local and regional marketing
- Local and regional development: general issues
- Modern approaches to local and regional development – EU funds as an instrument to support local and regional development

7. Inter-organizational and cross-border cooperation

- Partnerships management
- Cross-border projects management
- Alliances, joint ventures, clusters and networks
- International licensing/franchising

8. Public Policy and Management

- social services and healthcare
- environmental protection

- education
- labour market
- immigration
- security
- public financing and budgeting
- administrative reform
- performance measurements
- governance

9. Accounting and Information technologies

- accounting information systems
- artificial intelligence
- big data
- continuous auditing and monitoring systems
- corporate reporting on the Internet
- cutting-edge technologies
- decision support systems
- e-commerce, e-business, e-government, e-society, e-tourism
- enterprise 2.0, 3.0
- ERP systems
- Internet of things
- management accounting and social media
- organization and management of information systems

CONFERENCE CALENDAR

15.04.2021 – filing in the electronic application form, submission of abstracts

30.04.2021 – deadline for sending information concerning approval of the abstracts submitted

28.05.2021 – deadline for papers submission

10-11.06.2021 – date of the conference

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A multidisciplinary nature of Mass Customization: an evolution of the concept within modern organizational management

Abstract: The practical spread of modern Mass Customization versions confirm a vitality and significance of a multidisciplinary nature of the concept. Application of mass production, supply chain, process management theories and technological-instrumental approach drove major semantical and theoretical content changes, but modern Mass Customization is strongly shaped by psychology, sociology, neuroscience and customer-centricity approach too. To explain the modern meaning of the concept, its content and development, an extended, evolutionary, state-of-the-art theoretical analysis is conducted.

Key words: mass customization, personalization, behavioral theories, multidisciplinary approach

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The evaluation of the economic impact of tourism innovativeness

Abstract: Summarising the results of the research by various authors on the impact of tourism development, it can be stated that the economic impact of tourism is mainly evaluated at the level of the industry branch. The purpose of the research is to evaluate the economic changes caused by tourism innovativeness on the basis of the latest trends in the expression of tourism innovativeness. After the verification of the model of the economic impact of tourism innovativeness, positive economic impact of tourism innovativeness in the European countries in 2012-2017 has been determined.

Key words: tourism innovativeness, economic impact, evaluation of the economic impact

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Applicability of Education 4.0 in Higher Education in the Light of a Student Survey

Abstract: In parallel with the COVID-19 recession and the all-connected automation systems created a completely new situation for students, universities, workers, and companies as well. A significant proportion of firms are expected to change their location, structure, and workforce, while higher education aims to provide students with the necessary skills for this new labor market. By analyzing 147 students' answers – from two faculties at Óbuda University –, there is a significant difference in their order of the most important skills to enhance employability.

Key words: career building, digital competences, Education 4.0, exhaustive CHAID decision tree, Industry 4.0

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IT dynamic capabilities as a moderator in the Controlling Effectiveness Model

Abstract: The article covers the topic of the influence of IT dynamic capabilities on the effectiveness of controlling. Controlling understood as a management support method is considered in the article on the basis of Controlling Effectiveness Model. IT dynamic capabilities are included as a moderator of it. Such assumption is verified using empirical study. The study was made among 200 organizations operating in Poland, using statistical reasoning based on multi group path analysis.

Key words: controlling, IT dynamic capabilities, management

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Life Cycle Costing (LCC) – paving the way for an integrated harmonization

Abstract: Reflecting the role of industry in reducing environmental impacts, the environmental Life Cycle Assessment (LCA) methodology has become standardised (ISO 14040:2006). However, its economic counterpart, the Life Cycle Costing (LCC) is still an underdeveloped concept as consensus has not been reached in regard to its methodology. This study reviews the state-of-the-art towards LCC harmonization for an adequate transition of firms to a circular economic model, and proposes a methodology oriented to the integration of environmental and economic impacts for management decisions.

Key words: life cycle costing, life cycle assessment, literature review, circular economic model

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You need to know more about who will attack your business and how to respond for sustainable competitive advantage

Abstract: The purpose of this article is a systematic literature review and identification the state of knowledge in multi-environment competitive dynamics field and to explore and to integrate competitive dynamics with a broader set of stakeholders, both market and nonmarket players and firms, by incorporating stakeholder theory, nonmarket rivalry and strategy. In terms of research methods, a systematic literature review, based on the 75 publications located in reputable scientific databases (Scopus and Web of Science) and published in top academic journals between the years 1980 and 2019 and Rapid Automatic Keyword Extraction (RAKE), was applied. During bibliometric analysis of 3539 references we presented keywords co-authorship relations with clusters network and density visualization and keywords co-occurrence network with coloured clusters. For the effective review, papers were divided based on the form of their interaction within three of a focal company's value creation contexts: market, social/political and technological, so based on the form of their interaction in both market and nonmarket environments. We theorize that, while competitive dynamics field has greatly advanced our understanding on competitive strategy, the focus of analysis has been limited to dyads of competitors. Results largely support our theory that there are many actors other than rivals, who are critical to competitive outcomes and pose threats to target firms. The main findings provide information on the concept and specifically on different research perspectives and areas of analysis with division of the bibliometric data. The results on the topic have indicated that this issue is in a mature phase but with an upward trend of research development.

Key words: competitive dynamics, stakeholder theory, stakeholder, non-market strategy trends, systematic literature review

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Aspects of development and growth of innovativeness of enterprises in relation to marketing communication

Abstract: The article gives an overview of research in small and medium-sized enterprises in the Slovak Republic from the perspective of the importance of innovations and their application in various areas of marketing management in enterprises. The study consists of quantitative and qualitative research in 638 enterprises, focusing on a questionnaire survey. The data obtained from the survey were processed using modern statistical methods. More than 47% of the enterprises surveyed consider their business to be innovative, 23% most innovative in the field of marketing, and more than 26% in the field of management. The paper presents the empirical outcomes of innovativeness in enterprises in relation to marketing communication tools.

Keywords: innovation, enterprise, marketing communication, online marketing, communication tools

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ESR-CSR congruence assessment of Czech brewery

Abstract: The aim of the article is to analyse the Czech brewery's corporate social responsibility. The method chosen for the research is the micro-level analysis of employee perceptions, reactions, and attitudes towards the company's CSR together with their determinants. The ESR-CSR congruence model is used and furthermore, the level of socially responsible identity and behavior levels are identified to find the company's position in the social responsibility matrix.

Key words: Employee social responsibility, Corporate social responsibility, Model, Czech company

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Regional development in the light of European policies for sustainable development

Abstract: The purpose of this article is both to explore the various forms of regional development reflected in European policies and strategies, such as smart specialization, clusters, public-private partnerships, industrial alliances, and to identify and analyze cooperation practices in Moldova in terms of forms of organization and compliance with the country's priorities, objectives and their impact on economic sectors, their integration into regional/international value chains. The research methodology used to achieve the proposed objectives was a review of the specific literature in the field of regional development, an analysis of European policies and strategies through the variety of forms of regional development for the formation of industrial ecosystems and a synthesis of achievements and prospects for the formation of industrial ecosystems and their degree of regional integration. Regional ecosystems must build on and encompass their own smart specialization, help to address regional disparities and provide a platform where all actors can combine their knowledge and co-create their content, context and learning experiences. These ecosystems should bring together public administration, higher education institutions, scientists, civil society and industry, create focal points and act as a multiplier of the efforts of stakeholders.

Key words: regional development, smart specialization, industrial ecosystem, cooperation

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Development and support of human resources in the field of reinvestment activities of the company

Abstract: The article deals with the results of two independent primary research in the field of reinvestment activities of companies aimed at supporting human resources and their development. Attention will be focused on the reinvestment activities of companies and the direction of investment funds to individual areas with an emphasis on the development of human resources. The article compares the situation before and after the first wave of the corona crisis in the Czech Republic. The text presents information on the structure of investments intended for employee training, training methods and their amount.

Key words: company, development, employee education, human resource, reinvestment

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Asylum Seekers Distribution Rate of OECD Countries Between 2000-2019

Abstract: The aim of this study is to discover the distribution rate of asylum seekers in the OECD countries, and their effect on socioeconomic life. Global society has been conscious of the extreme influence that massive evacuee people can have on the political, economic, and social life of destination states. Virtually every day, the international press records extreme vehemence, massive people's anguish, as well as the devastation in countries such as Syria, Iraq, Afghanistan, Somalia, and more other countries. And what followed was the massive influx of refugees to Europe and developed countries to seek a better life.

Key words: Asylum Seekers, refugees, OECD, Socio-economic factors

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Planning in project management in relation to the ecological concept of CSR

Abstract: The paper provides an overview of research on project managers' planning in the spectrum of the ecological concept of CSR in a sample of Slovak enterprises. The authors of the paper note the importance of CSR, even more so in the period of the global pandemic COVID-19. Planning in CSR from the perspective of project management is understood in enterprises as a part of building environmental and social responsibility. The study contained in the paper consists of quantitative and qualitative research on 544 enterprises. The data obtained from the survey was processed using advanced statistical methods. Chi-square test was used to verify the respondents' answers to each question. Up to 72% of their enterprises almost or always focus CSR on environmental issues in the region, and 53% of the enterprises apply this need from a social perspective.

Key words: CSR, project management, ecological concept, planning, project

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The use of the theory of stewardship and representation in setting the KPI of family businesses

Abstract: The article aims to assess whether the use of the theory of stewardship and representation could improve the use of KPIs in a family business. The first part will focus on a critical analysis of both theories about KPI performance indicators. The second part will present the results of primary research, which indicators are used and how their structure could differ concerning the use of the theory of stewardship and representation, which could be usable for non-family businesses in the Czech Republic.

Key words: KPI, family business, stewardship, indicators

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The role of business economics knowledge: a conflict between Millennials education and business owners experience

Abstract: The business environment is more innovative than the strict corporate environment before. SMEs must catch the opportunity to hire millennials by offering them the stability of a quality job, but with the benefits of innovation, encouraging creativity, and opportunity to grow. As millennials are the workforce of the future, they must be able to offer the best skillset, mindset, and productivity to SMEs. The main goal is to compare and contrast expectations of millennials, which skills will be needed for business success. A cross-national case study is made based on 2x2 focus groups (students and entrepreneurs from the Czech Republic and students and entrepreneurs from Romania) based on qualitative research findings based on secondary and primary resources.

Key words: Millennials, business economics, start up

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The role of innovation in the recovery of the Polish economy after the COVID-19 pandemic in 2021

Abstract: Innovation – the development of new products and services as well as the application of new technologies – is widely assumed to be an important strategy for securing or improving competitiveness, growth, and welfare. It is also a central strategy of regional development and the EU's cohesion policy. Therefore, the main aim of the paper is the presentation of contemporary theoretical and practical achievements in the field of innovation and especially emphasize the recovery of the economy after the COVID-19 pandemic. The practical purpose of this study is to analyze the consequences of innovativeness tools used to stimulate the development of the economy after pandemic crises. The following methods were used in the work: a critical analysis of the literature, EU law regulations, deductive and statistics methods in selected functional areas of the studied fields.

Key words: Innovation, recovery of the economy, COVID-19 pandemic, EU's new financial perspective

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Factors affecting adaptation of e-learning at university level – students and teachers perspective

Abstract: The current pandemic situation has resulted in a dynamic increase of e-learning solutions adoption in the higher education sector. Under the new circumstances, thorough transformation in mental, organisational and technical/technology domains within the higher education sector was needed. The research findings have revealed that the crucial barrier of e-learning, particularly noticeable at the early stage of its deployment, was the lack of face to face communication between teachers and students/pupils. A number of universities/colleges, where e-learning tools had been commonly used for years before the pandemic, managed to cope with the new situation successfully - faster and easier. In Poland though, the e-learning adoption process started, to a greater extent, only alongside the COVID-19 pandemic. In particular, the aim of the designed research was to assess the differences in the level of acceptance and factors determining the acceptance of e-learning among students and academic teachers at the Białystok University of Technology. In particular, variables related to: 1. The scale of using e-learning tools 2. Experience in using e-learning 3. Computer independence of respondents 4. Perceived ease of use and functionality of e-learning tools 5. Conditions of support of the e-learning process by the university 6. Influence of

e-learning on the communication system between the participants of the distance learning process
7. Attitudes of both groups and their intentions for future use of e-learning.

Key words: e-learning, factors, higher education

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Potentials of Artificial Intelligence in Digital Marketing and Fintech for Micro Small and Medium Enterprises (MSME)

Abstract: MSMEs play a crucial role in nations' economy, through job creations, reducing unemployment rate as well as increase the overall productivity and GDP of a country. However, most MSMEs are often lagging in technology adoption which could be a game changer for their success if adopted well. MSMEs could adopt new technologies to scale their business operations and eventually improve their profitability both locally and eventually to enter new international markets. This research argues that implementing Artificial Intelligence (AI) through Digital Marketing (DM) and Fintech would assist MSMEs to be competitive, current in leveraging on technology and increase their overall profit potentials. Based on secondary data analysis, this paper presents to conceptual framework to model the significant roles that AI, DM and Fintech could contribute towards MSME success. This study adds to the academic knowledge of AI, DM and Fintech for small businesses and presents a testable framework that can be empirically measured to further quantify the roles of AI, DM and Fintech for MSMEs.

Key words: Digital Marketing, Artificial Intelligence (AI), Fintech, MSMEs

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Success factors for product development and new product launch projects

Abstract: The paper discusses the success factors that influence the design of product development and product launch projects. A quantitative and qualitative research was conducted in 544 companies in Slovakia. The study focuses on aspects of project management and individual success factories. The collected data were processed by statistical methods such as non-parametric method Kruskal-Wallis test and a direct generalization of Wilcoxon's two-choice test for independent selection files. More than 40% of enterprises consider employee training and certification as one of the most important factors to increase the success of new product launch projects.

Key words: project management, success factors, product development, CSR, project

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Key megatrends for framework of Industry 4.0 in strategic management

Abstract: The paper presents key megatrends setting the framework for enterprises developing toward Industry 4.0. The scope of mega changes, in many areas such as technological, IT, organizational, ecological and others is widely discussed by scientists in their publications on Industry 4.0. The authors' contribution to the development of knowledge consists on a change matrix as the form of horizontal and vertical relations based on links between megatrends, trends and sub-trends in particular areas of business adaptation to Industry 4.0. The created a nets can be a useful tool for strategic planning in companies.

Key words: change, Industry 4.0, strategic management

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Integrating the fifth mode of transport to the existing transportation systems

Abstract: Conventional modes of transportation of people and freight consist of land (railway and roads), water (maritime and inland), and air. A new mode of transport arises aiming at fast and inexpensive transportation based on low pressure tubes (hyperloop). Specific character of the hyperloop technology requires considering the location of routes and stations, so that the hyperloop infrastructure can be integrated with existing transportation systems and the passenger and cargo flows can be optimized. In this paper, the review on-going hyperloop projects from the perspective of propounded ways of combining hyperloop infrastructure with conventional modes is provided. The paper also presents a newly developed original concept of integrating a hyperloop station with existing transport hubs based on railway stations and airports. The main contribution of this paper is initiating the discussion on the possible location of hyperloop stations in densely urbanized areas, so that the total passenger travel comfort can be maximized.

Key words: hyperloop, transport management, transport systems, hyperloop station, vacuum trains

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Conditions for the implementation of quality management systems in small businesses in Slovakia

Abstract: The article deals with the conditions of implementation of quality management systems in the conditions of small companies in Slovakia. It presents the results of several researches that were carried out during the years 2015-2020, which identify the conditions in which quality management systems in Slovakia arise, characterize the most common causes, reasons and problems in their successful implementation and also want to point out that building of quality management systems can have a positive impact on the continuous improvement of quality parameters, reducing unproductive costs, increasing customer satisfaction and thus on the overall performance of small companies in Slovakia.

Key words: quality, performance, quality management system

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Application of organizational theories in the development of high value-added bio-businesses

Abstract: Managing a high value-added bio-business could be complicated and result in a variety of processes that need to be managed. In order to successfully develop a business, it is necessary to choose the right direction of the organization, to anticipate how the prospects for the development of a bio-business can change in the future. So, the aim of this work is to reveal what organizational theories can be applied, or which existing management models are most appropriate for the successful development of high value-added bio-businesses.

Key words: Bio-business management, organizational theories

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The CSR determinants of generation Z during the covid-19 pandemic – Age matters the most

Abstract: The projection of sustainability into the Corporate Social Responsibility (CSR) of European businesses has been undergoing an acid test via the COVID-19 pandemic. The success of sustainability and CSR depends upon the support of all stakeholders, especially consumers with growing purchasing power. It is highly relevant to inquire and analyze the readiness of the new European generation of financially sufficiently strong consumers. Consequently, Generation Z students from a private university in Prague were surveyed in Spring 2021 regarding the extent of their readiness to pay a “CSR bonus”. Based on the ANOVA and contingency tables, the assessment of a questionnaire, replied to by 228 students, indicates that the most important determinant is age, followed by origin, while the gender of the respondents appears insignificant. The comparison with previously published results, from Spring 2020, brings new light in the understanding of the impact of COVID-19 on CSR.

Key words: Corporate Social Responsibility (CSR), COVID-19, Generation Z, sustainability.

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Application of TOPSIS and SAW methods for gerontechnology selection

Abstract: For over last 20 years, significant changes have been observed in the age structure of the world's population. The percentage of working-age population is steadily decreasing all over the world, and a relative number of retired people is increasing. It confirms that our society is ageing. Moreover, according to the United Nations population forecast the situation will get worse. The increasing number of seniors is also connected with the need to provide them with institutional support in the form of care. One of the key elements of helping older adults may be gerontechnology – an interdisciplinary field of research that uses technology to implement the aspirations and abilities of seniors. On the basis of a meticulous literature review, 9 groups of gerontechnology have been identified that have been rated with respect to 30 criteria. In the period December 2019 – January 2020 a representative sample of 1.152 Poles aged over 40 (acting as decision makers) took part in the research consisting of completing the prepared questionnaire. Based on selected Multiple Criteria Group Decision Making methods, linear ordering of gerontechnologies was prepared and the most preferred by respondents participating in the study was indicated.

Key words: ageing population, gerontechnology selection, decision maker, Multiple Criteria Group Decision Making, SAW, TOPSIS

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Demystifying big data analytics implementation in German small and medium-sized enterprises

Abstract: Due to the lack of comprehensive studies concentrating on both (internal) firm resources and (external) environmental factors supporting big data analytics (BDA) implementation in SMEs, this study aims at exploring these factors in German SMEs. Utilising a qualitative approach to conduct in-depth interviews with experts and process the obtained data with MAXQDA software, it has been found that certain BDA capabilities are needed, which rely on firm resources and are influenced by environmental factors. Finally, this study has built a comprehensive framework for capability-building.

Key words: Big data analytics, small and medium-sized enterprises, capability-building, firm resources, environmental factors

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Porter's 5 Forces Applied to the German Automotive Industry

Abstract: The German Automotive Industry is in big trouble. Various influencing factors have a negative impact on the business model and the profitability, the ecosystem value and the market capitalization. Based on selective literature research and current statistical databases the situation of this specific industry will be explored. The impact factors will be displayed with the help of Porter's 5 forces. The article provides a systematic overview of the influencing factors threatening the existing ecosystem and the corresponding forces. Relevant issues of customers, substitutes, suppliers and new entrants will be explained.

Key words: automotive industry, ecosystem, business model, Porter's 5 forces

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Polish stakeholders of the dietary supplements market in Poland Classification of stakeholders on the dietary supplements market

Abstract: The theory of stakeholders has been known and applied for many years, but the subject literature lacks references to and presentation of the relations between its particular elements in relation to the dietary supplements market. The purpose of the paper is to present an original stakeholder classification specific for the dietary supplements market. The elaboration presents the results of studies conducted using the systematic subject literature review, which featured a review of the related literature, application of the bibliometric analysis and content analysis techniques. An original classification modelled on classic stakeholder theories was developed as result of the conducted studies. However, the basis for the developed stakeholder classification are the relations occurring on the dietary supplements market. These relations constituted the basis for the identification of the key groups as well as the benefits and risks for stakeholders depending on their classification. The overarching objective of this paper is to start a discussion on the rational reasons for the dynamically growing global dietary supplements market and the growth's social responsibility aspects.

Key words: stakeholders, supplements market, Poland

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Application of tax concessions for research and development by entrepreneurs in the Slovak Republic in the context of their financial situation

Abstract: The tax burden on entrepreneurs is reducing the resources generated by business. Entrepreneurs of Slovakia can draw directly in the form of grants and subsidies, and from 2015 also indirectly through tax relief in the form of a deduction of a percentage of demonstrably incurred expenses (costs) for R&D, the so-called super deduction. The aim of the contribution is to analyze the application of the super deduction by entrepreneurs in the context of the financial situation of R&D companies in Slovakia for 2018 using statistical indicators.

Key words: tax relief, research, development

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Study of university students' academic motivation for improving the educational process efficiency (in Riga and Smolensk samples)

Abstract: A good professional education which depends on the academic motivation of students is a prerequisite for successful functioning of the state system of labour resources management. In the paper the analysis of students' motivation is complemented by assessing the psychological atmosphere in the student group. The data were obtained by the survey of 230 students in Riga and Smolensk. The leading groups of academic motives are identified and the correlations of motivation with the psychological atmosphere in the group found out. The ways of increasing students' motivation are proposed.

Key words: academic motivation of a university student, correlation between motivation and psychological atmosphere in the student group, ways of increasing motivation.

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Selected aspects of security financing in the city of Žilina with emphasis on civil protection of the population

Abstract: Civil protection is a system of tasks and measures aimed at protecting life, health and property, consisting mainly in analysing potential threats and taking measures to reduce the risks of threats, as well as identifying procedures and activities in dealing with the consequences of emergencies. The mission of the civil protection is to protect life, health and property and to create conditions for survival at emergencies and during the declared emergency situation. In the following article, the authors deal with selected aspects of financing and security assessment in the city of Žilina, with emphasis on civil protection in terms of public awareness in the field of civil protection. In the article were used data for year 2019.

Key words: financing of the security, city of Žilina, traffic education, civil protection, information portal

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Nutritional behaviour of households: an analysis of Slovak consumers

Abstract: The aim of the paper is to present the attitude of mothers to choosing healthy food for their children and other members of their households. The survey was conducted in the period of January-May 2019 on a sample of 1373 respondents from Slovakia. We were interested in discovering the extent to which households in which the mother has the decisive word differ from other households in terms of their food choices. The most relevant test for achieving the goal was a nonparametric, two-sample Mann-Whitney test. We also created regression decision trees with the help of a CRT algorithm. Furthermore, we were interested in determining the differences in four areas: firstly in terms of the content of consumed food; secondly in terms of eating healthy food; thirdly in terms of the frequency of eating special types of food; and finally the frequency of eating outside the home. The research results show that a mother's nutritional behaviour, knowledge, attitude and practice may significantly influence the behaviour of her relatives. Lifestyle changes can also provide an appropriate home-food environment in order to adopt healthy behavioural models. Mothers, as consumers, should also be supported by food manufacturers in making healthier food choices through supplying more complete and correct information about their products and creating educational programmes to strengthen their knowledge of cooking. These findings can be used by nutritional programmes to promote the purchasing of healthy food to Slovak consumers.

Key words: consumer behaviours, households, mothers, food choice, decision-making, family food environment, decision trees, Slovakia

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Lockdown generation

Abstract: The expression of lockdown generation was first used by Unicef and ILO, as they defined it as those who are mainly affected by multiple shocks from the pandemic and suffer severe and long-lasting impacts of lockdown. These shocks and impacts mean not (only) the health issues,

rather than dark career prospects, which might lead to a long-term effect on the national level and scarring impact on (re)entering the labour market because they lose their attachment to the labour market and lose their rights at work. These young people are ready to work and keen to satisfy their needs for feeling valuable and helpful. However, the global pandemic of COVID-19 has hit hard the other generations and has generated a multiplicity of deep crises. In this study, we investigate how the labour and education market changed during these months, focusing on the younger generations who are most socially impacted. For many young people, COVID-19 interrupted their schooling, left them jobless, and still made it more challenging to integrate into the labour market. Also, this generation is the technology savvy who most prepared to cope with the quick shift from the real to the virtual world. Based on secondary datasets, we not just statistically describe the current situation around the world, then we provide practical managerial implications for the future.

Key words: Generations, labour and education market, pandemic

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Factors that shape business model: identification with the use of a structured interview

Abstract: This paper is to present an in-depth interview as a tool for identifying factors conducive to changing a business model in start-ups. The first part of the paper deals with the issues related to defining a business model, examples of its components, as well as drivers of change. These topics are discussed based on the literature review. The second part of the paper presents the advantages of qualitative research in studying the problems involved in a business model and includes the author's proposal for an original structured interview form aimed at identifying drivers of change in the business model.

Key words: management, business model, start-up, Business Model Canvas, structured interview

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Factors influencing the rate of Gender Gap in V4 countries

Abstract: The issue of differences between men and women is a topic that has resonated in society for several years. Gender inequality is the crucial question for presence in all aspect of working and social life across the countries around the world. Huge gap between genders creates tension and frustration on both side of the barricades. It has become particularly important in the

geopolitical area of the countries of the former Eastern bloc. The trend that we can observe in the mentioned countries is the gradual equality of men and women. Unlike the countries of the Western bloc, however, this difference is catching up very slowly. In this work we will focus on the statistical analysis of individual parameters and then subject the results to regression analysis. The article should provide an answer as to which of our factors have the highest degree of significance. And that is the factor that needs attention.

Key words: Gender Gap, Gender inequality, Digitalization, V4

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The impact of the COVID-19 pandemic on business model changes of Polish companies

Abstract: In 2020, the socio-economic environment of businesses has changed drastically due to the COVID-19 pandemic. Existing business models have faced significant limitations due to restrictions introduced by the government as well as changes in the Polish and global markets. Companies are trying to modify the value proposition, reach new customers, re-arrange relationships with them and modify key resources and key business processes. The article presents the results of the author's own research concerning the directions of business model changes, that were identified during the structured interviews and questionnaire surveys of companies from the Wroclaw agglomeration.

Key words: Business model, business model change, business model innovation, COVID-19, Transformation drivers

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Model for optimizing the “iron triangle” of the project through minimizing the cost of quality

Abstract: In the framework of the management approach, the quality of projects is considered as the compliance of the triple vector of project characteristics with the requirements of stakeholders. Considering the costs of managing the quality of the project and taking into account that the quality of the project results is directly related to the functional dependence with the time of its implementation and the amount of costs, we can conclude that the costs of managing the quality of the project are a complex function. Finding the optimum quality of project results at a minimum

of quality costs makes it possible to find the optimal values of the time and cost characteristics of the project. In other words, the approach considered in the paper allows us to propose a method for optimizing the “iron triangle” by minimizing the total cost of quality.

Key words: quality management, “iron triangle”, cost of quality

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CaCusal pathways to social entrepreneurship

Abstract: In this paper, a fuzzy set Qualitative Comparative Analysis (fs/QCA) was used to empirically analyze the complex relationships between a set of capabilities, selected from the literature, and social entrepreneurship. These relationships and the impact on shared value in the social, environmental and economic dimensions were analyzed. The analysis conducted revealed several causal pathways i.e. configurations of conditions, that revealed high and low outcomes for social entrepreneurship.

Key words: social entrepreneurship, capabilities, fuzzy-set Qualitative Comparative Analysis

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The behaviour of travelers in the transition to responsible tourism: The case of the Baltic Sea Region

Abstract: Changes in travelers' behaviour are among the most significant in the recent revolution of the tourism industry. The perception of perceived value and quality lead to rethinking priorities and choices while travelling. The purpose of the article is to identify changes and trends of travelers' behaviour and its impact in the transition to responsible tourism. The findings of quantitative research reveal that the behaviour of travelers of the Baltic Sea Region confirms that responsible tourism has become a way of thinking.

Key words: responsible tourism, the Baltic Sea region, travelers' behavior

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Challenges towards European supply chains as a result of the circular economy paradigm

Abstract: Over the last two decades, environmental problems have been considered to be an emergency in European Union. The concepts of circular economy and circular supply chain have arisen. The main purpose of this paper is to present an idea of circular supply chain and to explain how supply chain management is affected by circular economy principles and how the supply chain solutions (e.g. sourcing, supply chain visibility, use of renewable energy sources) can contribute to the circular economy concept.

Key words: circular supply chain

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Through eco-innovations towards sustainable development: Empirical analysis from Slovak SMEs

Abstract: In March 2020, the European Commission has renewed its commitment to an SME-friendly environment with the adoption of an “SME’s Strategy for sustainable and digital Europe”. Strategy stress the role of SMEs on the way to sustainable development; sustainability has become one of the most important transition for SMEs. Important role in the sustainable development is played by eco-innovation. Eco-innovation is interpreted as a tool for sustainable development and as a source of environmental and economic effects. SMEs must promote eco-innovation that allow for new ways of addressing environmental issues, reducing the energy and resource consumption by promoting economic activities. This is why eco-innovation appears to be an important factor in solving the issues regarding the natural resources, the energy security and climate changes. Eco-innovation is regarded not only as a catalyst for these changes, but as a key element of EU policy for sustainable development. The aim of the article is to assess how eco-innovations in SMEs in Slovakia support (contribute to) sustainable development as well as to identify the motives (drivers) and obstacles (barriers) of its implementation. Based on the research results formulated will be the implications for policy makers, SMEs managers and other stakeholders to support the eco-innovation activities in SMEs in Slovakia towards sustainable development. The question is how SMEs in Slovakia will be coping with the disruption caused by the Covid-19 pandemic. Some professionals refer to this crisis as to the disruption, which can be seen as an opportunity or as a challenge to transform to the new business models (with support to eco-innovations). This may be seen as our optimistic, viable option. Data used to assess the eco-innovation activities in SMEs come from the

survey commissioned by the European Commission (Euro Flash Barometer 486 – SMEs, start-ups, scale-ups and entrepreneurship, 2020). As to the Slovakia up to 500 SMEs operating in manufacturing, services, retail and in the industry sector were interviewed. The methodology used was that of Eurobarometer survey as carried out by the EC Directorate-General for Communication. Other sources of secondary data represent the official documents and reports of the Slovak Business Agency and Ministry of Environment of the SR. The methods used in the paper are the method of casual analysis, deduction, abstraction, comparison as well as synthesis.

Key words: Eco-innovation, sustainable development, motives and barriers to eco-innovation, small and medium enterprises, Slovak Republic

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Human Development Index and Entrepreneurship: An Evidence from Central and East European Countries

Abstract: The Human Development Index (HDI) is considered as an overall measure of achievement in key dimensions of human development and as strategic element evaluate the progress much broader than that allowed by income alone. Entrepreneurship, by its nature, is linked to the issue. The aim of the paper is to identify the relationship between entrepreneurship and HDI in the countries of Central and Eastern Europe in the period 2010-2019. The World Bank, Eurostat and Global Entrepreneurship Monitor data were processed with using adequate statistical methods. The results can bring a better understanding of entrepreneurial activity in analyzed countries in relation to HDI.

Key words: Entrepreneurship, Human Development Index, Central and East European countries

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Factors influencing the demand for life insurance and the mediating role of persuasion lifein Malaysia

Abstract: This study extended the Elaboration Likelihood Model (ELM) by introducing a mediating variable measured as persuasion in examining the demand for life insurance in Malaysia. Empirical studies measuring the demand for life insurance is scarce and Malaysia has lower penetration of life insurance benchmarked against developing economies. Six research variables were extracted from previous literatures including financial literacy, saving motives, religiosity, risk aversion, agent and persuasion, in order to empirically determine their impact towards the demand for life insurance in Malaysia. This survey research utilized a set of questionnaires administered face to face with participants. Data collected from 385 respondents were analysed using SPSS and PLS-SEM. Results reveal all research variables except financial literacy significantly contribute towards the demand for life insurance in Malaysia. The finding also establishes a full mediation effect of persuasion in modelling demand for life insurance. Results from this study adds new findings to the existing body of knowledge in life insurance literature and useful for policy makers including the government, financial and insurance agencies and the Central Bank of Malaysia. Nevertheless, the validity of conclusions need not be restricted to Malaysia, since theoretical and empirical results have relevance also in international environment.

Key words: Insurance demand, persuasion, mediation analysis, elaboration likelihood model

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Poland Employee-oriented human resource policy as a factor shaping the influence of servant leadership on job performance

Abstract: The paper is devoted to the analysis of the role of employee-oriented human resource policy in shaping the relation between servant leadership and job performance. In particular, the analysis of servant leadership is considered. Empirical research was conducted to verify formulated hypotheses based on results obtained from 263 organizations operating in Poland. Statistical reasoning with moderator was made using SPSS Macro Process. The present study has proved that employee-oriented human resource policy may act as a moderator between servant leadership and job performance strengthening this relation and allowing to select servant leadership practices to support employee performance. Integrating human resource policies with leadership is important to come to a better understanding of how human resource and leadership can influence employee performance. The current study provides a practical implication for managers to enhance their leadership skills for better job performance.

Key words: human resources, servant leadership, job performance

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Logistical performance of the Czech Republic compared to other European Countries

Abstract: The article deals with the issue of Logistics performance of European countries according to the value of logistics performance indices (LPIs) issued by the World Bank on the basis of its investigations. The article also includes a paper on the importance and methodology of determining the index of logistics performance of countries. The key attention of the authors is also paid to the assessment of the Czech Republic compared to the best and worst rated countries in Europe, with the Visegrad Group countries and also with countries comparable in terms of population. The results found indicate the Czech Republic's leading position in the ranking of the Visegrad Four countries and a very good position among European countries comparable in terms of population, such as Sweden, Portugal and Greece. Overall, the assessment of the Czech Republic within the Countries of Europe can be evaluated positively, as the last of the top five countries evaluated is in 6th place and the first of the five worst-rated countries is in 88th place. The Czech Republic ranked 22nd in the last LPI rating published in 2018.

Key words: Czech Republic, Logistics Performance Index, World Bank, European Countries

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Ontology-based analysis of expectations of health care institutions towards competencies of candidates for employment in Poland

Abstract: The analysis of expectations of Polish health care institutions towards competencies of candidates for employment is the main goal of the research. The research process will be based on the results of ontology-based analysis of job offers published by health care institutions in Poland. These results will indicate main sets of competencies required by health care institutions. To study the distribution of employer expectations over job positions and types of health care institutions the authors will use models based on bipartite graphs. Also the analysis of co-occurrence of competencies in job offers and evaluation of significance of competencies will be carried out during the research process. The ontology describing competencies typical for the health care area and all

software tools required for the research process will be developed and implemented by the authors of the presentations.

Key words: health care institutions, competencies, ontology-based analysis

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The greater collaboration between universities and businesses – a PLS-SEM analysis

Abstract: In the last decade, we have witnessed a growing interest in developing better ‘exchange’ between universities, rescheduling centres and technology parks and companies, governments and other institutions. The biggest aim of those projects is, on the one hand, to make sure that the valuable research does not stay hidden in the ivory tower of academia, and, on the other, that there are clear indications for what kind of solutions are needed in the, vastly understood, market. The aim of this paper is to establish and explain which factors (and in which way) determine the demand for technological services and how can they contribute to the promotion of the greater universities-businesses collaboration in R&D and innovation. To achieve that goal, we have applied the method of the PLS-SEM (Partial Least Squares Structural Equation Modelling) in order to create a theoretical framework. It has been then verified with the application of the CTA (Confirmatory Tetrad Analysis) to empirically evaluate whether the specification of the chosen measurement model based on the theoretical rationale was supported by data. The test run was performed on 77 companies from the Spanish region of Huelva.

Key words: R&D, Innovation, PLS-SEM, CTA university-industry cooperation

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International retail companies under Covid 19

Abstract: The aim of the article is to discuss the impact of coronavirus pandemic on international retailers behaviour, which is important especially from the customer perspective. Article will be based on secondary data sources – international literature, reports of research agencies and statistical offices. Additionally, the content analysis of web pages/social media profiles of selected retailers will be made in order to identify introduced solutions under Covid 19, with special emphasis

on customer perspective. There results of own field research (sample of 1045 Polish respondents, year 2020) will also be discussed.

Key words: international retailers, Covid 19, customer perspective

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Comparative approach of economic growth engines (Senegal vs. Jordan) using Granger causality test

Abstract: The purpose of this paper is to analyze the causality between nine purposefully selected variables and the economic growth in two countries (Senegal and Jordan) and to assess the relationship of these variables for the period 1989 to 2019. A time-series econometric technique (Granger causality) has been applied to test the hypothesis of the economic growth pillars in a comparative approach. The dependent variable in the model is the economic growth, measured by the GDP per capita. The nine variables which influence economic growth engines in the target countries for this study (Senegal and Jordan) are: gross fixed capital formation (% of GDP), gross capital formation (% of GDP), population aged 15-64 (% of total population), net official development assistance and official aid received (foreign aid), agriculture added value, industry added value, volume of imports and volume of exports. The results revealed the impact of economic growth drivers on GDP per capita in each country and provide governmental decision-makers valuable insights on finding the optimal balance between the macroeconomic indicators leading to economic growth.

Key words: economic growth, Granger causality, GDP, foreign aid

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South African consumers' brand perceptions

Abstract: Branding is a complex combination of features, with which brand owners can send powerful messages and create financial success. However, brands can age, lose their appeal and ability to generate profits, unless the brand owner can rejuvenate it. Skechers seems to have little appeal to young South African consumers, perhaps because the brand appears expensive or uncool. By observing shoppers in two Skechers branches and by surveying 60 randomly selected South Africans, we confirmed that the brand has an aging identity and considered to be conservative or mature. We recommend more market research to explore strategies to rejuvenate the brand.

Key words: brand, consumer behavior, rejuvenation, South Africa

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Moderating effects of global warming on emission, food security and productivity

Abstract: This article aims to examine the direct and moderating effects of global warming on output (GDP) growth to gain insights into the context of Sustainable Development Goals. The novelty of this approach is to treat the phenomenon of global warming in a dynamic panel regression approach, which relies on data between 2000 and 2017. We found that worldwide warming is exacerbating the frequency and severity of natural disasters and also exploring the effects and implications of phenomena on billions of people. The study highlights the complex effects of temperature rise and the interrelationships between socio-economic and environmental issues.

Key words: climate change mitigation, food security, sustainable development, productivity growth, panel data analysis

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Deep Ranking Analysis of Sustainable and Global Competitiveness

Abstract: This article aims to assess the national level of global competitiveness concerning the results achieved in terms of their sustainable position. This study quantified the ranking of countries by their development stages using the DRAPE and VARCLUS methods and the GCI and GSCI databases. An appropriate framework of global competitiveness indices combining sustainable pillars requires that the physical environment and conditions with socio-cultural institutional, ecological and innovation environmental dimensions be taken into account. The results could be a starting point for raising further studies and policies on sustainability aspects by adopting a new approach to competitiveness.

Key words: global and sustainable competitiveness, deep ranking, cluster analysis

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Assessment of digital marketing strategy effectiveness based on the knowability index

Abstract: The maritime education and training sector meet the challenges related with the transition of potential clients to digital environment not only for daily purposes, but also for professional purposes. Pandemic situation strongly influenced the intensity of digitization processes also in the labor market, so the knowability of maritime transport sector and professional possibilities in the future market became the important factor for global MET sector success. Meeting these challenges MET organizations also shifted marketing activities to the digital environment but the problem how to measure the effectiveness of applied digital marketing tools were appeared. Previous scientific researches in digitization of marketing strategies found out that the empirical quantitative and qualitative knowability index could be used for the assessment. So, the research idea is based on the finding of methodology how to assess the digital marketing strategy's effectiveness by applying the knowability index of sector or organization.

Key words: Maritime education and training, digital marketing effectiveness, knowability index

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Health care procurement in Slovakia

Abstract: The aim of our study is to analyze technical efficiency (efficiency/economy dimension) and allocation efficiency (effectiveness) of public procurement in health care facilities in Slovakia. Concerning the technical efficiency, the results show a low rate of competitiveness whereby the potential of competition is not exploited. In terms of allocation efficiency, our research also sufficiently illustrates the criticality of the situation. In Slovakia, purchases are usually decided by doctors and procurement is prepared without the necessary ex-ante analysis.

Key words: public procurement, health care, Slovakia

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The impact of changes in consumer behavior caused by the COVID-19 pandemic on the business models of small and medium-sized enterprises in Poland

Abstract: The research problem is the analysis of changes in the attitudes of Polish consumers affected by the COVID-19 pandemic and their impact on the business models of enterprises in the SME sector. The research concept used in the article was based on literature studies in the area of business models and in the area of the impact of the crisis on consumer behavior; quantitative research carried out using the CAWI method in August 2020 on a group of 612 respondents diagnosing consumer habits during the pandemic. The results have showed changes in consumer behaviour, and indicate the directions of changes in business models of SMEs.

Key words: consumer behaviour, Covid-19, business models, SMEs companies

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Zimbabwe's transition to a devolved system of government: Critical factors for success

Abstract: The government of Zimbabwe embraced devolution as one fundamental plank in its national development strategy to alleviate poverty and regional inequalities. However, the government is grappling with the transition to a devolved government system. This article explores the critical-success factors for devolution in Zimbabwe. Based on documentary review, the article provides the political, fiscal, legislative, and institutional reforms critical for the successful implementation of devolution.

Key words: decentralization, devolution intergovernmental relations, local governance, Zimbabwe

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Analysis of sustainable liquid biofuels production

Abstract: The EU is the global frontrunner on sustainability and has introduced regulations under the Renewable Energy Directive and Fuel Quality Directive that lay down sustainability criteria that biofuels must meet before being eligible to contribute to the binding national targets that each Member State must achieve by 2020. In Europe, the revised EU Renewable Energy Directive for 2020-2030, approved in December 2018, sets a target for a 14% share of renewable energy in the transport sector by 2030, with a sub-target of at least 3.5% use of advanced biofuels and biomethane. The Directive also places a 7% cap on the share of the overall target that can be met by conventional biofuels based on feedstocks that also could be used as food, reflecting EU concerns about competition between food and fuel and about potential indirect land-use change impacts. In the United States, the Environmental Protection Agency is responsible for the Renewable Fuel Standard program. This establishes specific annual volume requirements for renewable fuels, which rise to 36 billion gallons by 2022. These regulatory requirements apply to domestic and foreign producers and importers of renewable fuel used in the U.S.

Key words: renewable fuel, sustainability, energy consumption

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Poland redefinition of the educational product due to changes in the educational process at universities during the SARS-CoV_2 pandemic

Abstract: The article shows the evolution in universities' educational process caused by the SARS-CoV_2 pandemic based on the University of Silesia case. The paper refers to the results of the panel research on students' opinions on the changes in higher education in the period of March 2020 to March 2021.

Key words: Higher Education Sector, universities, students, distance learning

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Foreign Direct Investments and sustainable development: The case of Republic of Serbia

Abstract: Multinational corporations (MNCs), as the main source of foreign direct investments (FDI), can play an important role in a host country's sustainable development (SD). FDI are related to all three components of SD: economic, environmental and social. Having that in mind, the aim of this paper is to analyze how the components of SD may affect FDI, as well as the relationship between them. For that purpose, Pearson correlation and multivariate linear regression analysis are applied.

Key words: foreign direct investments; sustainable development; Pearson correlation; multivariate linear regression

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Estimating the impact of green investments in promoting national brand

Abstract: This article aims to determine the main prerequisites of the national brand development considering the green investing impact. The research's objects are Ukraine and EU countries during 2000-2020. For gaining the research goal, the Pedroni panel cointegration tests, the fully modified and dynamic ordinary least squares panel cointegration techniques were applied. The findings showed that improving the investment climate and attracting green investments resulted in GDP growth, reduction of greenhouse gas releases, and unconventional power that promoted the national brand.

Key words: GDP, green investment, investment climate, national brand, promotion

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Mitigating risks for the effective personnel management due to the Covid-19 pandemic

Abstract: The paper proposes the innovative rapidly adaptive model for evaluation of existing and forecasting of emerging new risks due to the Covid-19 pandemic in the modern personnel management. The model uses a probability theory and four major risk groups which are relating to a number of factors. Besides, describes the ways of mitigation these risks. This made it possible to improve the effectiveness of personnel management due to the Covid-19 pandemic.

Key words: Covid-19, personnel management, risk, fast-adaptive evaluation model

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The behaviour of entrepreneurs before and during the crisis with an emphasis on the company's internal financial resources

Abstract: The paper aims to map the behaviour of entrepreneurs in relation to their business. During business, the entrepreneur decides on the direction of the company and its relationship to the external and the internal environment, which forms the overall image of the company. Drawing on internal and external resources is a very complex decision-making process and is a key element for many companies and entrepreneurs during the Covid 19 pandemic, either in the development of the company or in its existence as such. The data are taken from two surveys, before the pandemic and after the first wave of Covid 19 and will be compared.

Key words: behaviour, business, decision making, reinvestment

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Use of Target Costing Methodology in the Construction of Wood-aluminum Windows – Case Study

Abstract: Target Costing is a cost management system based on the creation of a new product using the coordination of customer preferences, acceptable market price and the company's perception of profitability. The main aim of the paper is to present use of Target Costing methodology in the conditions of the wood-aluminum windows production. Functional cost analysis and quantified target cost index of relevant components were applied for the selected product. The information can be used for managerial decision making.

Key words: Target costing, target cost index, allowable cost, price, profit, wood-aluminum window

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Should spirituality be included in entrepreneurship education program curriculum?

Abstract: Spirituality is now encountering a popularity because of both the physical and mental advantages acquired in the field of entrepreneurship. This investigation examines the qualities related with university students, looking to explicitly comprehend the separate individual ascribes or the psychological and cognitive inclinations. This investigation exhibit those students who participate in spirituality rituals show an inclination towards or reinforcing of the mental and psychological credits usually connected with an entrepreneurial profile.

Key words: spirituality, entrepreneurship, psychological, cognitive, university

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Pandemic challenges in automotive industry (preliminary research results)

Abstract: The paper deals with the influence of the concept of Industry 4.0 on employment in the automotive industry hit by the pandemic COVID-19. The concept of Industry 4.0 is based on the idea of digitalization and complete automation of production using the latest technologies. The

study applies quantitative and qualitative research, through which the level of established elements of Industry 4.0 in companies is examined, as well as the perceptions, attitudes and opinions of employees on this concept. Based on the results, the final recommendations are formulated.

Key words: Industry 4.0; Digitalization; Automotive Industry; Employment; Pandemic Covid-19

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The role of cooperation networks in building business models in start-ups

Abstract: The authors will conduct a comparative analysis based on a literature study related to network environment in which start-ups exist. The analysis will be compared to the research conducted by authors in 2019 among start-ups participating in cooperation networks. The aim of the paper is to enumerate key elements of the business models of start-ups and the description of the impact on the business models of start-ups as well as to identify the kinds of expectations start-ups have from networks in which they exist in order to create appropriate conditions to support innovations.

Key words: business model, Canvas model, cooperation network, start-up, innovation

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The impact of gravitational forces and vacuum on human bodies as risk factors for hyperloop technology

Abstract: The influence of external forces and the impact of a vacuum on humans is an issue that appears in the literature and scientific articles for many years. With the increasing popularity of high-speed transport such as cars, motorcycles, and airplanes, the g-forces studies are prepared more often. There is talk of overload a lot in the case of space rocket launches, airplanes, and from last time also about hyperloop technology. These technologies have to be prepared also for vacuum conditions. Ever since man first appeared in outer space and has been exposed to extremely dangerous conditions for health, this topic is being developed by scientists and researchers. The essence of this study will be the presentation of what impact these forces and vacuum acting on man have and what the consequences may be exposed to these factors during using the hyperloop capsule.

Key words: hyperloop , g-forces, vacuum , high-speed transport

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The role of employees and corporate reputation in shaping brand performance

Abstract: The role of corporate reputation in the brand management process in modern enterprises is very important and consistently growing. Moreover, it is difficult not to notice the increasing significance of employees in this process. The purpose of this article is to examine the mediating role of employees' brand commitment in the relation between corporate reputation and brand performance. In order to verify the potential relations, empirical studies were conducted in organizations located in Poland.

Key words: management, employees' brand commitment, brand performance, corporate reputation

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Poland employee-oriented approach for virtual teams

Abstract: Sales, Marketing, IT – these fields are already putting the customer (user) first, in the center of focus, listening his needs, recognizing his opinion as the most important factor impacting the success. 'Virtual' or 'Remote Teams' are under discussion since early '90s and their main research focus area were mostly: performance, efficiency, trust and comparison with traditional working model. This resulted in multiple research papers discussing them either from non-employee perspective (organizational) or debating on WHAT instead of HOW. On the basis of literature review, author analyzes mainstreams and directions of researches taken so far within this field, looking for practical application methods dedicated to employees that support them in everyday work within "virtual environment". The review indicates the gap in literature regarding this aspect, stating that has little to no contribution to the fundamental and the most numerous group of end users – employees. Author also suggest the direction for further development: focus on users and address HOW questions. This way scientists would contribute to establish tangible help for employees – develop communication structural models, propose application of IT channels matching communication types or propose any other solution that would have meaningful impact on facilitation of virtual teams' collaboration.

Key words: Employee-oriented approach, virtual teams, collaboration, communication

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Profile of a customer buying private labels

Abstract: This article focuses on private labels, which play a crucial role in this market. Large retail chains can achieve more than 30% of sales from private labels. The nature of the private labels market is changing significantly. Therefore, the customer profile is changing too. This article aims to examine the market of private labels in the Czech Republic and to reveal the customer profile of private labels in the Czech market.

Key words: buying behaviour, customer, demographic profile, private labels

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Approach to Prioritisation of BRICS Countries Regarding Decent Work and Economic Growth

Abstract: The article covers the prioritisation of BRICS countries in order to find out which of them is the most successful in terms of SDG8. For that purpose, AHP and TOPSIS methods were used. The AHP method was employed in order to assign the SDG8 indicators with the weights, and TOPSIS method was used for prioritisation procedure of BRICS countries. Based on the research results, China is the most progressive economy from 1991 to 2019 regarding economic growth and a decent work environment, and South Africa showed the lowest progress.

Key words: sustainability, sustainable development, economic growth, decent work, BRICS

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The Impact of Corporate Social Responsibility Dimensions on Brand Related Consequences with the Mediating Role of Corporate Branding From the perspective of Parsian Insurance Customers

Abstract: The purpose of this study was to investigate the impact of corporate social responsibility (economic, legal, social and Philanthropic) dimensions on brand awareness, brand equity and brand loyalty through the mediating role of corporate branding. The statistical population of the research is Parsian Insurance Clients in Isfahan and the sample size is 257 persons who were selected randomly. Data analysis was performed using structural equation modeling with partial least squares approach and using R-PLS software. The most important managerial implication is focusing on all aspects of CSR those are the key to being successful in a correct managerial approach. Caution should be exercised in generalizing the results of this research because of unique economic structure of Iran and it is an important limitation for this research.

Key words: Corporate Social Responsibility, Corporate Branding, Brand Awareness, Brand Equity, Brand Loyalty

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Causes of the lack of rental housing and their impact on the labor market in the Slovak Republic

Abstract: The Slovakia's problem with working mobility lies in low regional mobility and a significantly lower share of affordable rental housing for various income groups. The stated problem is becoming a restricted factor for gaining a larger share of employees from abroad in the industrially vital Slovakia regions. The paper talks about problems and causal relations between the market with affordable rental housing and workforce mobility in Slovakia, which results from the historical development of the Slovak rental housing policy.

Key words: affordable rental housing in Slovakia, labour market, employment

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Implementation of synergetic planning for industrial plants

Abstract: A perfectly made technological design allows for the effective design of industrial plants. The possibility of analyzing technological plans before starting construction in conjunction with architectural and construction plans allows for a competitive advantage already at the design stage, increases design efficiency, reduces costs and improves cooperation in design teams. This paper poses the following question: is there a synergy between technological planning and facility planning and on what basis? The emphasis was placed on joint design data for which the correct syn-

ergistic relationships between the projects arise. It is important to specify the areas that may favor the creation of synergies consisting in mutually beneficial interactions between technological and architectural design. Thanks to the synergetic approach (Synergetic Factory Planning), it is possible to generate a favorable solution, allowing for the implementation of the project in accordance with the requirements of each of the design areas.

Key words: facility planning, technological planning, synergetic planning, technological and architectural design

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Financial and tax status of Hungarian micro-enterprises

Abstract: During the last decades, the dominance and consequently the economic role of micro-enterprises are continuously increasing. These businesses have great potential over large businesses in terms of market adaptation and flexibility. However, these processes cause financial difficulties to them. Considering the primary research, we conducted a questionnaire among the domestic micro-enterprises and received 97 responses. The main conclusions of this research are that these businesses are having difficulties not only in choosing the appropriate form of taxation, but also regarding the various conditions of the one they apply.

Key words: form of taxation, Micro-enterprise, finance

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Management models of changes – the empirical study in Slovak companies

Abstract: The ability to change is becoming a new competitive advantage today. Successful implementation of changes depends on the ability to manage them. Change management depends on the type and extent of the implemented change. Depending on the type of change, there are several models of change management. The aim of the article is to present the results of empirical research in Slovak companies focused on aspects of change management and to identify the using model of change management.

Key words: change management, management model, enterprise

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Do ERM measurements fit all types of firms? A critical review

Abstract: Enterprise Risk Management (ERM) is an area most authors compare to Traditional Risk Management (TRM), where the ERM approach's benefits outweigh the previous approach. The ERM approach is still a topic of discussion, and there is no comprehensive view of the ERM measurements. There is a lack of common opinion on the direct or mediated influence of the ERM approach within other variables in firms. Based on empirical studies, the positive impact of ERM implementation prevails. However, it is vital to identify and measure the ERM metrics as a prerequisite for valid results. There is a split in approaches to the ERM measurements. The article analyzes the ERM measurement and concentrates them into methodologically similar approaches. Then authors critically review individual approaches and create a meta-analysis from 81 articles. The article's uniqueness lies in comprehensive approaches to ERM measurements, which is different from other studies. Previous studies compare the results of empirical studies and do not methodological approaches to operationalize ERM metrics. The study's conclusion presents a new way of thinking in ERM measurements and identifies a new dynamic ERM metric – Cost-Effectiveness.

Key words: Risk Management, ERM measurement, ERM, critical review

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Thunderstorm in youth employment: Impact evaluation of COVID-19 consequences

Abstract: The COVID-19 pandemic has significant consequences in many areas and has largely contributed to rising unemployment in almost all countries of the world. In Slovakia the situation is similar, where various degrees of shut-down measures aimed against the pandemic to prevent the spread of the virus have caused an inflow of newly unemployed people in all age groups. In this article, we focus on the analysis of the impact of the pandemic on the youth unemployed. Young people are an equally vulnerable, moreover disadvantaged, group of the working population. During a pandemic, starting their careers is complicated, or even impossible in some industries. In this study, the real situation of youth unemployed under the age of 25 in Slovakia in the year 2020 under the pandemic situation in the labour market is compared with the development of the new youth unemployed before the pandemic and its counterfactual prediction under the hypothetical situation of no pandemic. Young people turn out to be an affected group of the working population by a pandemic as other groups. At present, the situation regarding the pandemic is already calmer. The question arises as to what intervention instruments to mitigate the effects of the pandemic and

to support youth employment need to be put into practice and what funds are needed to allocate for them. Therefore, the results of this study can be used in practice to identify the most affected unemployed groups of the population and to quantify the amount of funding that will need to be spent in the form of intervention instruments to support the placement of young people in the labour market.

Key words: youth unemployment; COVID-19 consequences; impact evaluation; jobseekers

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Evaluation of the impact of the pandemic on unemployment in the sectors of business activities in Slovakia: a counterfactual approach

Abstract: The COVID-19 pandemic, which hit the world in 2020, had a significant impact on many areas, which to varying degrees also affected the development of unemployment. In the article, we analyze and quantify the impact of a pandemic and shut-down measures to prevent its spread to the development of unemployment in various sectors of economic activity in Slovakia, using a counterfactual approach to impact assessment. Based on the evaluation results, it is possible to identify the most affected sectors, which can help to target the policy interventions to mitigate the impact of the pandemic.

Key words: unemployment, jobseekers inflow, COVID-19 pandemic; counterfactual evaluation

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Culture and the diffusion of electric vehicles: a cross-country comparison

Abstract: While their long-term environmental impact is debated, electric vehicles (EVs) have become the symbol of the war against climate change. However, in many countries, the market diffusion of EVs is sluggish, as their spread is influenced by complex individual, economic, and cultural

factors. This paper examines how the cultural dimensions of Hofstede influence the adoption of EVs using a sample of 21 countries. We find that in addition to per capita income, “long-term vs. short-term orientation” and “masculinity vs. femininity” have a significant impact on EV adoption. The results suggest that cultural values can be key facilitators/impediments of the diffusion of innovative green technologies.

Key words: electric vehicle, innovation adoption, culture, Hofstede

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Consumer Behaviour in Tourism

Abstract: This article aims to identify factors that affect potential travellers in the phase of gathering information and evaluating alternatives within the shopping model of consumer behaviour. For the purposes of achieving the set goals will be realized survey. The result of the survey will be identified factors that influence the consumer's decision in tourism, and that can help operators of tourism to better communicate with their customers.

Key words: Consumer behaviour, tourism, COVID-19

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Consumer Perception of Sharing Economy: Cross-Country Survey Results

Abstract: The goal of the research is to evaluate consumers' perception of a sharing economy. 877 respondents participated in the authors' conducted survey. The study used multilevel modelling of sharing economy elements (dependent variable) in relation to personal characteristics (age, gender, income, industry) nested by the self-assessed level of eco-friendliness (a key predictor for the attitude towards circular economy). Besides, most popular sharing economy activities in which respondents are engaged in were determined, and the reasons for avoiding participation in the sharing economy were detected.

Key words: sharing economy, cross-country survey, perception, personal characteristics

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Creation of equity from internal sources in Slovak businesses

Abstract: Equity is an important own source of any business available throughout its existence. It can be created from internal or external sources. The main internal sources include profit after tax adjusted of depreciation and dividends. External sources are sources obtained by business through deposits of shareholders into equity, for example in the form of capital or other capital deposits. The aim of the paper is to analyze businesses in Slovakia in terms of the development of their equity. The use of the basic statistical methods the change in the equity from internal sources with the accent to distribute the economic result is monitored.

Key words: dividends, equity, economic result

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The corruption attitude in EU under a gender perspective

Abstract: A greater participation of women in political, economic and work life is associated with less corruption (Swamy et al., 2001). The reason could be because their social status in work life is generally lower and suppose a "corruption convergence in gender" (Mocan, 2008). For a sample of EU countries in 2019 we obtain that more women on Parliament and Corporate Board implies less corruption. But the conclusion is limited if we do not add to the gender perspective the equality, the rule of law and the independence of judges.

Key words: corruption, equality, gender perspective, rule of law, women on board

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Management's understanding of flexible working arrangements in small to medium firms

Abstract: The purpose was to discover what management's understanding of flexible working arrangements entails. To obtain an understanding of managers' opinions regarding the link between flexible working arrangements and an employee's ability to complete a task effectively. The research sample entailed thirteen top and middle managers. Respondents were interviewed personally and individually by the researcher. A qualitative survey that consisted of semi-structured, open-ended questions under different categories.

Key words: enhanced employee performance; improved work-life balance for employees

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IT dynamic capabilities and their role in shaping the organizational performance

Abstract: The paper discusses the role of information technology (IT) in shaping dynamic capabilities (DC) of organizations. The new construct of IT dynamic capabilities (IT DC) is presented in the paper, built by automatic IT DC support and IT DC use by employees. It is assumed that automatic IT DC support organizational DC through their use by employees and based on that, it positively influences organizational performance. The empirical research based on 264 organization operating in Poland is conducted in order to verify the assumed hypothesis. The exploratory and confirmatory factor analysis and regression analysis with mediators is used. It is proven that employees are an important element enabling organization to gain benefits from IT DC use

Key words: IT dynamic capabilities, organizational performance, management

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The usage of social networks for citizen engagement at local self-government: the link between municipal councillors and citizens

Abstract: Social networks play a significant role in nowadays public governance as a modern tool for communication and information dissemination. Citizens may express their opinion about issues of the municipal management while representatives of local self-government (members of municipal council) inform citizens about activities and changes in the municipality, create presumptions for the society support to their activity. The citizen engagement may be strengthened by using social networks too. The aim of the research is to reveal forms of social networks' usage for citizen

engagement at local self-government, identifying features of the interaction between councillors and citizens.

Key words: social networks; citizen engagement; citizen participation; Facebook; municipality

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Modelling the results of the maritime education and training (MET) as the qualitative connection between the expectations of crewing companies and seafarers' self-positioning

Abstract: The maritime training and education (MET) prepare seafarers meeting the demand of maritime labor market, also developing the seafarers' general competencies which enable them to positioning themselves as professionals and well-prepared members of crews. But the main problem of research could be found in the qualitative relationship based on the effective cooperation of MET, crewing companies and seafarers which could be represented by specific triadic domain, justified on the main connectivity points between MET outcomes, crewing companies' expectations and seafarers' self-positioning. So, the idea of research is to model possible connecting points in this triad based on the main human resources management principles.

Key words: MET, sel-positioning, maritime labor market triad

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The modelling of seaport logistical connectivity's impact on the national social economic advance

Abstract: The relationship between seaport activities and national social economic advance is the parameter which enable to model different transport policy scenarios including international trade domain. Seaport as logistic hub is connecting the world global supply chain into one logistic chain and this explanation is strongly related with the seaport importance on the establishing strong international trade relations with the system of global international trade. As it is found out in the previous scientific researches the high seaport's logistic connectivity influences the intensive cargo flow on national transport systems and on the basis of development of strong relationship between countries the import and export as main economic grow indicators could ensure the rela-

tionship between the seaport activities and the national social economic advances. Based on these assumptions the research idea is to model the relationship of seaport with the international trade domain based on application of the correlation analysis of cargo flows' indicators at the case of Klaipėda seaport.

Key words: National social economic advance, seaport logistic connectivity, international trade

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Recycling as an ecologic-economic balancing mechanism for regional development mechanism

Abstract: The need for practical rethinking of regional development strategies appeared in the last few decades based on the realization of disbalance between economic development and preservation of nature capital. The aim of this research is to examine the role of recycling as a mechanism of ecologic-economic balancing tool for regional development. Within the research we analyse the concept of recycling, its challenges, as well as factors of its development.

Key words: ecologic-economic balance of regional development, recycling

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Assessing local and national government interaction in LED: A policy evaluation of South Africa's metros

Abstract: The paper aims to examine the transmission of local economic development (LED) policies from the national government to the local government level, specifically within South Africa's eight metropolitan municipalities taking the National Framework for LED in South Africa (NFLED) (2018-2028) as a comprehensive national-level LED policy. The paper concludes that whilst metropolitan municipalities cannot be expected to share the exact policy adoption considerations due to their political, administrative, economic and demographic heterogeneity, there should be a balanced level of policy standardisation when it comes to LED and other municipal KPAs.

Key words: local economic development, policy coherence, National Framework for LED 2018-2028, South Africa, metropolitan municipalities

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National, organizational and professional culture in negotiation. Is ethics the hidden ingredient?

Abstract: Mergers and acquisitions enable firms to enter new geographic markets, join forces with or eliminate competitors, achieve economies of scale and scope. Mergers and acquisitions have been on the rise since the last four decades and as such have attracted considerable attention from the academic community. Cultural differences are one of the "softer" less tangible variables that might explain the failure of many M&As. The study on intercultural negotiation must allow for the unwritten rules that differ across societies and are still controversial. The reality of negotiation is basically interdisciplinary. This study examines the national, organizational and professional cultures as a determinant for the efficiency of negotiations. Ethics is also a primordial ingredient for successful negotiations. Our contribution to the intercultural negotiation literature consists in improving the current understanding of the key determinants. Using factor analysis three factors were revealed: Intercultural group working, Ethics and profession, Conflict management.

Key words: mergers and acquisitions (M&As); cultural differences; negotiation; national culture; organizational culture; professional culture, ethics

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Why many mergers fail: An emphasis on organizational cooperation and synergy

Abstract: The most critical part of any M&A is the integration of distinct companies. The purpose of this paper is to reveal the relationship between the perception on the M&A integration process and outcome and the cultural specificity. This study is based on perceptual evaluations of post-M&A process. The resulted formulas are a helpful utensils for quantifying the perception of respondents on the organizational problems in own company as result of the merger/acquisition. This article demonstrates that organizational cooperation and intercultural synergy affects the M&A integration process. In contrast to much of the existing literature, this study examines the intercultural synergy as a determinant for the M&A integration process. This study uses Factor Analysis to extract a dimension and the component factors starting from basic items.

Key words: Intercultural synergy; cultural differences; mergers and acquisitions; integration process; mergers and acquisitions performance

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Poland multi-sided digital platforms` application in SMEs` fashion brands` internet-enabled foreign expansion

Abstract: While the multi-sided digital platforms (MSPs) enjoy increasing interest regarding their business models and internationalization, little research has been done on the application of MSPs in firms` foreign expansion. Specifically, it is unclear how MSPs can support small and medium enterprises` (SMEs) foreign expansion. The aim of this paper is therefore to identify motives and models of MSPs application in the Internet-enabled international marketing of SMEs` fashion brands. As the research method a multiple-case study was used. Data were obtained from both in-depth interviews with managers of four Polish SMEs – owners of fashion brands, whose products are sold in the foreign markets via MSPs, and secondary sources. According to this study, proactive and reactive motives and two models of MSPs application in SMEs` Internet-enabled foreign expansion. This paper contributes to the better understanding of SMEs` Internet-enabled international marketing using MSPs.

Key words: SMEs` international marketing, multi-sided digital platforms, Internet-enabled internationalization, foreign expansion, fashion brands.

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Evaluation of internal communication tools in a Bank

Abstract: The purpose of the article is to identify and analyze internal communication tools at the Bank and to learn employees` opinions on their effectiveness in providing information. Empirical research was conducted in March 2019 on a group of 60 respondents. The research may contribute to the scientific discussion on the effectiveness of providing information by traditional and electronic tools as well as to verify their usefulness in financial institutions.

Key words: internal communication, internal communication tools, the effectiveness of information transfer, bank, social media

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The effect of organizational learning on sustainable performance – the role of sustainable leadership

Abstract: The importance of organizational learning (OL) for an organizational shift to be more sustainable has already been recognized. However, the role of OL in shaping business sustainability (BS) is still poorly defined and justified. Primarily, the relation between OL and BS is considered in isolation from a number of internal and external factors which, as emerges from the literature review, have an impact on BS. Leadership is one such factor that is considered crucial in shaping BS. The purpose of the paper is to investigate the importance of the leadership for the relationship between OL and BS. Extensive literature research was carried out to define the notion of sustainable leadership, OL and BS, and to identify relationship between these phenomena. Research hypotheses were tested on the basis of extensive empirical studies conducted in 694 Polish and Danish companies. Structural equation modeling and the Hayes moderated multiple regression methods were applied.

Key words: organizational learning, sustainable performance, sustainable leadership

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Bioeconomy is a new phenomenon – is current labour market changing?

Abstract: During the last decade, we can observe the increasing importance of a new phenomenon – the bioeconomy. The bioeconomy or biobased economy encompasses the production of biobased resources and their conversion into food, feed, bioenergy, and biobased materials. It can contribute to building a more competitive, innovative, and prosperous society. The development of the bioeconomy as a whole is closely connected with the particular sectors. The main aim of this paper is to focus on and evaluate the changes in the bioeconomy labour market in the Czech Republic. For this, the sectoral approach will be used and the statistical data collected. Besides the literature review, desk research, and time series analysis, the sectoral comparative analysis will be presented. The results will show us the changes in the labour market both in the whole bioeconomy group and in its various sectors. The main findings will help us to formulate the key policy recommendations.

Key words: bioeconomy, labour market, sectoral approach





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