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CONFERENCE PROCEEDINGS
SUSTAINABLE AND SOCIALLY RESPONSIBLE
DEVELOPMENT IN THE NETWORK
OF SOCIOECONOMIC RELATIONS

TABLE OF CONTENTS

AL-SULAITI KHALOUD, SUSTAINABILITY AND SUSTAINABLE HRM, CASE STUDY: SUSTAINABLE HRM IN LIGHT OF MINISTRY OF CULTURE, QATAR	5
AUZINA-EMSINA ASTRA, CAN INNOVATIVE AND GREEN LAST-MILE DELIVERY BOOST BUSINESS ACTIVITY: THE CASE OF LATVIA?	6
BUCCELLA DOMENICO, LUCIANO FANTI, LUCA GORI, KINGA BARBARA TCHÓRZEWSKA, ENVIRONMENTAL POLICIES IN A POLLUTING MANAGERIAL DUOPOLY: AN INTRODUCTORY COMPARISON	7
CHADRYSIAK PAULINA, RHYTHM, RESPONSIBILITY AND RED BULL: PARTNERSHIP FOR A SUSTAINABLE TOMORROW	8
ÇOMUK PINAR, ANNA BAGIEŃSKA, BULENT AKKAYA, SERKAN ERÇOŞKUN, THE FOREIGN DIRECT INVESTMENTS, CARBON (CO ₂) EMISSIONS AND ECONOMIC GROWTH NEXUS: AN EMPIRICAL ANALYSIS FOR TURKEY AND EUROPEAN UNION COUNTRIES	9
FRĄCZKIEWICZ-WRONKA ALDONA, ANNA KOZAK, SUSTAINABLE SOCIAL SERVICES - A CO- PRODUCTION PERSPECTIVE	10
CHIM-MIKI ADRIANA FUMI, JOANA COSTA, RUI AUGUSTO DA COSTA, COOPETITION FOR ECO- INNOVATION IN THE HOSPITALITY INDUSTRY: IS THERE A NOT-INVENTED-HERE SYNDROME?	12
GRZEŚ BARBARA, AGILE HUMAN CAPITAL MANAGEMENT IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT	13
HELNARSKA KAROLINA JULIA, THE ROLE OF CULTURE IN ACHIEVING THE SUSTAINABLE DEVELOPMENT AGENDA	14
HUDÁKOVÁ MÁRIA, KATARÍNA MÄKKÁ, PETER KARDOŠ, RISK ASSESSMENT IN THE ENTERPRISE MANAGEMENT SYSTEMS	15
JOSIMOVSKI SASO, MARTIN KISELICKI, TEA JOSIMOVSKA, PROMOTING ECOLOGICAL SUSTAINABILITY THROUGH GAMIFICATION: NAVIGATING RISKS AND CHALLENGES IN ENTREPRENEURIAL START-UPS	15
JURGELĀNE-KALDAVA INGŪNA, AGNESE BATENKO, ASSESSMENT OF DATA SECURITY IMPLEMENTATION IN THE SUPPLY CHAIN	17
JURŠA ALEKSEJS, PRODUCTIVITY IN THE AGRICULTURAL SECTOR IN LATVIA: FOREIGN CAPITAL VERSUS DOMESTIC	18
KAMALOV OTABEK, THE IMPACT OF INNOVATION AND TECHNOLOGY IN EDUCATION AND HEALTHCARE ON SUSTAINABLE DEVELOPMENT	19
KASTELA KORINA, VLATKA SKOKIC, RUZICA SIMIC BANOVIC, THE STIGMA OF ENTREPRENEURSHIP IN CROATIA: HIGHLY NEEDED BUT SOCIALLY MARGINALISED PHENOMENON.....	19
KEMENT ÜZEYİR, FARUK YÜKSEL, SEDA ERKEKLI, AYŞE ŞENGÖZ, MEHMET KABACIK, INVESTIGATION OF VIRTUAL MUSEUM VISITS IN TÜRKIYE WITHIN THE SCOPE OF TELEPRESENCE AND TECHNOLOGY ACCEPTANCE MODEL	20
KĘDZIA GRAŻYNA, MARTA RAŻNIEWSKA, TOWARDS CIRCULAR FOOD PACKAGING IN EUROPE-US SUPPLY CHAIN	22
KISIELEWSKI MARCIN, IMPLICATIONS OF THE COVID-19 FOR POLISH ROAD FREIGHT TRANSPORT COMPANIES	23

KOZIEŃ EWA, ŁUKASZ ROSICKI, THE CONCEPT OF SUSTAINABLE DEVELOPMENT IN THE DEVELOPMENT STRATEGIES OF THE CITIES OF THE UPPER SILESIAN AND ZAGŁĘBIE METROPOLIS.....	24
KRIŠTOFÍK PETER, TOWARDS SUSTAINABILITY AND SOCIAL RESPONSIBILITY IN CORPORATE FINANCIAL MANAGEMENT	25
KRYZHEVICH MARIIA, CHALLENGES TO THE SUSTAINABLE DEVELOPMENT OF THE PORTUGUESE ECONOMY.....	26
LUSKOVA MARIA, USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES FOR INCREASING RESILIENCE OF MEDICAL FACILITIES	27
LABEDZKA JOANNA, EVIDENCE BASED REASONING FOR UNCERTAINTY MANAGEMENT IN LONG-TERM DECISION MAKING	28
MARSZAŁEK LAURA, SOCIAL INTEGRITY AND ETHICAL ASPECTS IN THE CONTEXT OF DIGITAL REVOLUTION.....	29
MICKIEWICZ WIKTORIA, KAROLINA HELNARSKA, IMPACT OF THE CONFLICT IN UKRAINE ON THE SUSTAINABLE DEVELOPMENT AGENDA.....	30
MYERS MARIE J., CRITERIA AIMING AT UNCOVERING CAPACITIES OF SOCIAL MEDIATION AND COLLABORATION FOR SUSTAINABLE CO-LIVING	30
MOŠKOVÁ ERIKA, KATARÍNA BUGANOVÁ, IMPROVING BUSINESS SUSTAINABILITY BY CONNECTING BUSINESS CONTINUITY MANAGEMENT AND RISK MANAGEMENT	31
OLKOWICZ JOANNA, AGNIESZKA JAROSIK-MICHALAK, THE ROLE OF A LEADER IN THE SUSTAINABLE DEVELOPMENT OF AN ORGANIZATION.....	32
PANEK MARCIN, SHIFTING TO ZERO – BEST PRACTICES OF TOURISM INDUSTRY.....	34
PIJET-MIGOŃ EDYTA, KAROLINA KRÓLIKOWSKA, MARTA SIDORKIEWICZ, ANNA DUBEL, BERENIKA DYCZEK, POLISH VITICULTURE REBORN – OPPORTUNITIES FOR SUSTAINABLE TOURISM AND HOSPITALITY DEVELOPMENT	35
PLATJE JOHANNES (JOOST), MAREK KRÓTKIEWICZ, PROBABILITY AMPLIFIERS OF SYSTEM RISK IN ENERGY TRANSITION	37
RZEŚNY-CIEPLIŃSKA JAGIENKA, ASSESSMENT OF SUSTAINABLE TRENDS FOR URBAN FREIGHT TRANSPORT – THE POTENTIAL FOR MICROMOBILITY.....	38
SCHWEIGL JOHAN, ON ASSESSMENT OF THE SUITABILITY OF MEMBERS OF MANAGEMENT BODIES IN BANKS	39
SKALIC MARTINA, VLATKA SKOKIC, RUZICA SIMIC BANOVIC, ATTITUDES OF STUDENTS TOWARDS SOCIAL ENTREPRENEURSHIP: A CASE STUDY OF BUSINESS STUDENTS IN CROATIA	39
SKOKANOVA DAGMAR, SUSTAINABLE MARKETING AND THE CHALLENGES OF GREEN MARKETING COMMUNICATION: SURVEY OF CONSUMER ATTITUDES AND BUYING BEHAVIOR FOR SUSTAINABLE PRODUCTS IN THE CZECH REPUBLIC.....	40
SOLAK ILKAY, ARTURO CAPASSO, BIAGIO SIMONETTI, MATTEO ROSSI, THE EFFECT OF ESG DATA ON THE FINANCIAL PERFORMANCE OF FIRMS A PRELIMINARY STUDY	41
TATARKIEWICZ KATARZYNA, IMPACT OF CULTURAL INCLUSIVITY ON MANAGEMENT PRACTICES	43
TKALEC GORDANA, TRINA MJEDA, DIANA GEČEK, CONSUMER PERCEPTION OF FUNCTIONAL FOOD.....	43
TOMÁŠKOVÁ EVA, JAN NECKÁŘ, EMPLOYMENT, ENTREPRENEURSHIP AND THE "ŠVARC-SYSTEM" FROM THE SOCIAL DEVELOPMENT POINT OF VIEW	44

TRENEVSKA BLAGOEVA KALINA, MARINA MIJOSKA, LIDIJA PULEVSKA-IVANOVSKA, THE IMPACT OF WEBSITE DESIGN ON CONSUMER DECISION MAKING – EVIDENCE FROM NORTH MACEDONIA	45
TRYCZAK JAKUB, ANNA LIS, PAWEŁ ZIEMIAŃSKI, JACEK CZYŻEWICZ, ROLE OF INTERNAL STAKEHOLDERS IN THE ENGINEERING CHANGE MANAGEMENT PROCESS	46
UŽULE KRISTĪNE, JEVGENIJA DEHTJARE, LARISA TURUŠEVA, JŪLIJA MIRONOVA, EDUCATION FOR SUSTAINABLE DEVELOPMENT/SUSTAINABILITY AND SUSTAINABLE HRM	48
VEVERE VELGA, AIJA SANNIKOVA, OLEGS NIKADIMOVŠ, METRICS OF UNIVERSITY SOCIAL RESPONSIBILITY – AN EMPIRICAL STUDY	49
VLASIC DUBRAVKA, KARMEN PAOLIĆ LAGANIS, INTERNAL AUDIT FUNCTION IN CROATIAN HOSPITALITY INDUSTRY	50
WYLIGAŁA HELENA, MONIKA SADY, MAGDALENA POPOWSKA, EWA MAZUR-WIERZBICKA, WIOLETA GAŁAT, ASSESSING THE IMPLEMENTATION OF SUSTAINABILITY PRINCIPLES IN UNIVERSITIES IN EUROPE	51
ZIÓŁKOWSKI KRZYSZT, OF HOW RCEP AGREEMENT SHAPE NEW GLOBAL TRADE PATTERNS. WILL RCEP BOOST THE ECONOMY?	52
ŻYLICZ PIOTR OLAF, RATHISH BHATT, SUSTAINABILITY UNDER DIVERSIFIED FIRE	53
PARTNERS	55
CONFERENCE SPONSORS	51

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Abstract

The purpose of the study is to seek to determine to which extent the HRM procedures in the Ministry of Culture's in Qatar include and implement sustainability concepts. In order to improve organizational performance and employee wellbeing, it will be sought to discover the techniques and activities used to enhance sustainability in HRM in the ministry.

Associated with methodology, a mixed-methods strategy will be used in the study, integrating qualitative and quantitative research techniques. Data will be gathered through document analysis, questionnaires, and interviews with stakeholders, employees, and HR managers. While the quantitative data will undergo statistical analysis, the qualitative data will be examined thematically.

Connected with the findings, it is expected that the Ministry of Culture in Qatar understand the value of sustainability and takes many steps to incorporate it into HRM processes. These programs support work-life balance, diversity and inclusion enhancement, professional development opportunities for employees, and open governance and accountability procedures. This will have a favorable impact on organizational performance, employee engagement, and satisfaction.

The results of this study are expected to have two implications. First of all, they will emphasize how important it is to integrate sustainability ideas into HRM procedures in the Ministry of Culture and maybe elsewhere in Qatar. In order to improve the general wellbeing of employees and the firm, they underline the necessity of coordinating HR strategies with sustainable development objectives. As a useful resource for other businesses looking to strengthen their sustainability efforts, the research also offers insights into the particular activities and techniques that may be used to improve sustainability in HRM.

In terms of originality, by concentrating on the ministry and especially looking at how sustainability concepts are incorporated into HRM practices in this setting, this study adds to the body of knowledge already available. Although sustainability in HRM has been researched in many other industries, this study gives information on how it is used in a government ministry.

Value comes from its capacity to educate decision-makers, HR specialists, and organizational leaders on the advantages and best practices of sustainable HRM at the ministry. This research promotes the adoption of comparable practices in other firms by highlighting the benefits of sustainability programs, helping to create a more sustainable and socially responsible workforce in Qatar. It also lays the groundwork for future studies that examine the success of sustainability integration in other government agencies and across other cultural contexts.

Keywords: sustainability, sustainability concepts, organizational performance, employee wellbeing

Biographical notes about the author

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CAN INNOVATIVE AND GREEN LAST-MILE DELIVERY BOOST BUSINESS ACTIVITY: THE CASE OF LATVIA?

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Abstract

Purpose: Last-mile delivery is attracting growing interest from management and logistics practitioners and policy makers concerning the EU Green Deal, but limited scientific attention is paid to modelling the macroeconomic and sectoral effects of applying already existing comparably greener practices in other EU countries. Economic effect on demand for products is estimated, answering whether more innovative technology in last-mile delivery can boost economy.

Methodology: pre-defined development scenarios and comparative-static input-output model for one EU member state (Latvia) on latest (2015) data basis, in 64*64 economic activities according to NACE Rev. 2. Postal and courier activities (H53) representing last-mile delivery. Scenarios also focus on Land transport and transport via pipelines (H49) and Warehousing and support activities for transportation (H52). Examined several countries with greener transport –as Sweden, Belgium, Luxembourg etc., some (as the Netherlands, Denmark) excluded as input-output table set only in industry-by-industry level but for Latvia is product-by-product. Sweden is selected by reason of greener transport sector, geographical location and statistical comparability.

Findings: Comparative analysis of direct input coefficients reveals that greener practices uses less manufactured products (intermediate consumption consists by 92% of services, only 8% goods in Sweden; however, in Latvia - 89% and 11%). Modelling effect of application of Swedish technology in H53 leads to decrease demand for other products by 0.01% in Latvia. Largest increase in demand for Employment services by 1.1%, decrease for Rubber and plastic products by 1.1%, Paper and paper products by -0.9%. If also H49 and H52 apply alternative technology – then -2.1%. Results are highly sensitive on scenario assumptions; more technical specialists must be involved. Interdisciplinary attempt in future.

Implications for theory and practice: policymakers, innovation policy lobbyists, green city planners.

Originality and value: Last-mile delivery entrepreneurs are recommended to introduce already existing applied innovations and technologies available in other countries.

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Keywords: last-mile delivery, innovations, input-output analysis, business activity, interindustry linkages.

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ENVIRONMENTAL POLICIES IN A POLLUTING MANAGERIAL DUOPOLY: AN INTRODUCTORY COMPARISON

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Abstract

This paper compares the environmental and welfare effects of two policies in a polluting managerial duopoly with homogeneous goods: an emissions tax, and an abatement subsidy. The provision of a “green” subsidy that reduces the cost of investing in an end-of-pipe cleaning technology always leads to higher abatement levels than under an emissions tax. Nonetheless, an emissions tax decreases production, and consequently lowers the environmental damage, with a positive effect on welfare. The policy insights are as follows. When the societal awareness is negligible and the technology inefficient, the government can nudge the firms’ abatement activities via a “green” subsidies policy, leading in some cases both to the highest welfare and lowest environmental damage. When the cleaning technology is adequately efficient, the environmental tax produces the lowest environmental damage; this positive effect contributes to counterbalance the negative impact on profits and consumer surplus due to output contraction, leading to the highest social welfare.

Keywords: abatement subsidy; emissions tax; cournot managerial duopoly; social welfare

Biographical notes about the author



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RHYTHM, RESPONSIBILITY AND RED BULL: PARTNERSHIP FOR
A SUSTAINABLE TOMORROW

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Abstract

In today's world, growing companies increasingly understand that sustainability is not just a trendy buzzword, but a key element of their success. One such company that is actively promoting an innovative approach to sustainability is Red Bull. As a producer of energy drinks, this company not only ranks at the top of its category, but also uses its influence to contribute to the community, promote healthy lifestyles and also educate. One of the interesting aspects of their activities is the organization of dance events, which combine rhythm, social responsibility and a commitment to fighting the problem of obesity.

The purpose of this presentation is to discuss and analyze Red Bull's innovative corporate strategy that combines creativity and social responsibility through the organization of dance events. The study focuses on understanding how these events, promote social sustainability and physical activity, and what benefits result from this initiative.

The research methodology includes analysis of secondary sources, including sustainability literature and available information on the Red Bull brand and its activities related to dance events. In addition, an in-depth interview was conducted with a participant at one of the company's events to gain a deeper understanding of the company's strategy and goals in this area.

Research show that these activities benefit the company by improving the brand image. Respondents liked this method of promotion. Local communities, on the other hand, benefit from access to cultural events, environmental education, promotion of healthy lifestyle, which contributes to improving their quality of life.

In conclusion, Red Bull innovatively combines business with sustainable development by organizing dance events, bringing benefits to both the company and the local society. This is an inspiring example that can serve as a model for other companies pursuing sustainable and

socially responsible operations. Red Bull demonstrates that corporations can effectively contribute to a better existence for future generations.

Keywords: innovative corporate strategy, social responsibility of business, Red Bull company, brand image

Biographical notes about the author



Paulina Chadrysiak - a graduate of WSB Merito University, received a bachelor's degree in Management with a specialization in marketing and social media. Her bachelor's thesis, titled "Dance Marketing as an innovative marketing tool on the example of Red Bull brand activities", was submitted to the university competition.

Currently, she will continue her studies at the master's level at the same university. During her education, she studied under the Erasmus + program at the Lisbon Accounting and Business School, which is part of the Polytechnic of Lisbon.

She serves as Vice President of the WSB Student Government and is the Coordinator of the Marketing Committee. In 2023, she received the award for the Best Student Government Social Media from the Forum of Non-Public Scholars. In addition, she is a member of the Academic Council.

THE FOREIGN DIRECT
INVESTMENTS, CARBON (CO₂) EMISSIONS AND ECONOMIC GROWTH NEXUS:
AN EMPIRICAL ANALYSIS FOR TURKEY AND EUROPEAN UNION COUNTRIES

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Abstract

Purpose -The aim of this study is to investigate the empirical relationship between foreign direct investment, carbon emissions and economic growth. Our study attempts to contribute to the existing literature on sustainable economic growth.

Methodology -The analysis was carried out using panel data analysis, covering Turkey and the 27 countries of the European Union from 2010 to 2020. Statistical data were obtained from the World Data Bank and the OECD Data Bank.

Results - Hausman test analysis indicated that a fixed effects model should be selected. The results of the model show that foreign direct investment has a significant positive effect on economic growth, but carbon (CO₂) emissions are also in a positive relationship. Foreign investment should be developed, due to its impact on economic growth. However, the impact of CO₂ emissions should be limited, as it causes negative social and environmental externalities.

Practical implications - with the development of foreign investment, appropriate environmental policies should be implemented by all countries in global cooperation. The article proposes some development policy solutions. These include, among others, promoting foreign direct investments that lead to more effective implementation of sustainable development goals, and introducing market-based financial instruments to support such investments.

Originality and value - the study covers not only EU countries, but also Turkey; It uses statistical modeling based on ten years of data for 28 countries. Results can be used in sustainable development policies.

Keywords: Foreign Direct Investments, Carbon (CO₂) Emission, Economic Growth, Panel Data Analysis, EU Countries, Turkey

SUSTAINABLE SOCIAL SERVICES -

A CO-PRODUCTION PERSPECTIVE

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Abstract

Purpose: The purpose of the study is to identify management practices that are conducive to the provision of social services in co-production. The assumption is that the provision of social services in co-production fulfils the sustainability paradigm.

Methodology: The objective of the article was achieved through a literature review and an analysis of the results of a field survey conducted in December 2022 using a survey questionnaire in 357 local government units operating as municipalities. Stratified random sampling was used to ensure that the sample was representative and that all types of units were represented. The distinguishing feature of the local government units was that they belonged to a NUTS macro-region. The different strata were equally distributed to ensure that macro-regions were comparable. Each stratum had a structure corresponding to the differentiation of the institutions in terms of their type (urban municipality office, urban-rural municipality office, rural municipality office). The main limitation of the proposed research methodology is the

possible ambiguous understanding of the research questions and the provision of answers that are not fully supported by the existing state of affairs. In future research, we propose to deepen the obtained research results by designing and conducting qualitative research.

Findings: The proposed approach has made it possible to identify important determinants that affect the way in which the municipality cooperates with organizations involved in the provision of social services and those operating in the market or civil sector.

Implications: The findings highlight that co-produced social service provision can promote sustainability. Sustainable co-production refers to the ongoing, meaningful involvement of service users in the design and delivery of social services, characterized by going beyond ad hoc activities and building regular, long-term relationships between professionals and service users.

1 Financed from Beyond Barriers 2021-2023 Project Manager Aldona Frączkiewicz-Wronka Digital Economy - a model approach to support the inclusion of cyber-excluded older people in the use of social services provided in a post-pandemic world by public management entities using ICT. Project manager Aldona Frączkiewicz-Wronka

Sustainability of social service provision refers to the ability of the organisations involved to adapt to changing circumstances, such as changes in policy and funding or changes in the needs or preferences of service users.

Originality and value: The research emphasises that building relationships with social service providers contributes positively to the effective meeting of social needs creating sustainable social needs practices, making communities more sensitive to the needs of citizens. Increasing sensitivity to the needs of citizens is an important expectation of municipalities.

***Financed from Beyond Barriers 2021-2023 Project Manager Aldona Frączkiewicz-Wronka Digital Economy - a model approach to support the inclusion of cyber-excluded older people in the use of social services provided in a post-pandemic world by public management entities using ICT. Project manager Aldona Frączkiewicz-Wronka

Keywords: public management; public governance, social services, co-production, ecosystem

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She is the author of more than 350 publications, including many monographs, edited volumes and articles published in prominent national journals. Her research reports on the effectiveness of public organizations, especially those providing health, public and social services, have been published internationally.

She also collaborates with organizations that provide management consultancy to public and social organizations and carries out evaluations of the use of European funds, strategic documents and strategic analyses of the conditions of organization functioning for various

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COOPETITION FOR ECO-INNOVATION IN THE HOSPITALITY INDUSTRY: IS THERE A NOT-INVENTED-HERE SYNDROME?

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Abstract

Purpose: This study aimed to verify the impact of coopetition networks and the effect of endogenous and exogenous factors in the eco-innovation of two hospitality subsectors.

Methodology: We used data from 505 firms from the Portuguese Community Innovation Survey (CIS) to test the hypotheses. Negative Binomial Regression analysis tested four models.

Findings: Coopetition positively impacts eco-innovation adoption generating two interesting side effects: external R&D and firm dimension fail to be statistically significant. Moreover, coopetition decreases the asymmetry of hospitality firms regarding eco-innovation ability. Nevertheless, the econometric models captured Not-Invented-Here (NIH) syndrome, as internal R&D and Human capital reduced the impact on eco-innovation when coopetition networks generate the innovation. Surprisingly, the interaction between human capital and alliances negatively impacts eco-innovation. Robustness check tests evidenced that outcomes differ according to sub-sectors, hotels, and F&B, albeit both presented NIH effects.

Implications: This research has theoretical and public policy implications. To hotels, if coopetition networks created the eco-innovations, the firm size and Internal R&D work as hindering factors. Hotels proved to be more prepared to appropriate the value created by coopetition networks for eco-innovation than F&B firms. Still, their human capital may be less likely to accept external knowledge arising from the ecosystem. On the other hand, to F&B firms, dimension does not affect eco-innovation adoption, notwithstanding the value of

appropriation from coepetition networks associated with the availability of funds for implementing eco-innovations. Access to funds minimizes the NHI effect in the F&B sector. Theoretically, this research presents a new adverse effect of coepetition, which can be a negative attitude toward knowledge generated outside the firm associated with lacking absorptive capacity.

Originality: The study's originality is to provide an NIH syndrome standpoint from the perspective of the unreadiness of firms in the hospitality industry since this impacts their capacity to appropriate coepetition outcomes. The effects of coepetition on the NIH have not yet been explored in the literature. It may be an adverse effect to be minimized to improve the effectiveness of the coepetition strategies.

Value: The analysis contributes to rethinking policy packages to encourage eco-innovation since the sector presents asymmetric strategies among the subsectors. In addition, connecting subventions with participation in cooperation networks and human capital training may raise efficiency gains in public funds application.

Keywords: impact of coepetition networks, endogenous and exogenous factors, eco-innovation, hospitality subsectors

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AGILE HUMAN CAPITAL MANAGEMENT IN THE CONTEXT
OF SUSTAINABLE DEVELOPMENT

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In today's rapidly evolving business landscape, the concept of agile human capital management has gained prominence as organizations strive to achieve sustainable development. This paper explores the correlation between agile human capital management principles and the pursuit of sustainable development practices.

Agile human capital management involves the application of agile methodologies to HR functions, enabling organizations to respond swiftly to changing market dynamics, technological advancements, and customer preferences. This approach emphasizes iterative processes, cross-functional collaboration, and adaptability, resulting in enhanced workforce productivity and responsiveness.

The integration of sustainability principles into agile human capital management amplifies its impact. Organizations are increasingly recognizing the importance of balancing economic, environmental, and social considerations to ensure long-term success. By aligning agile HR practices with sustainability goals, businesses can foster employee well-being, promote diversity and inclusion, and reduce their ecological footprint.

The convergence of agile human capital management and sustainable development presents a promising avenue for organizations seeking competitive advantage in an ever-changing world.

Keywords: agile human capital management, sustainable development practices

THE ROLE OF CULTURE IN ACHIEVING THE SUSTAINABLE DEVELOPMENT AGENDA

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Abstract

Cultural sustainability relates to sustainable development and highlights culture's important role in achieving the Sustainable Development Goals (SDGs). Sustainable development takes place within cultural contexts. Culture can promote economic growth (cultural tourism, handicrafts, food etc.) and environmental sustainability (cultural and natural heritage preservation).

Biographical notes about the author



Karolina Julia Helnarska, Assoc. Prof., Professor of the University WSB MERITO Warsaw. Her main research interests are international security, especially cultural security, migration and health security. Currently, she is involved in several research projects. She participated in an international project the Oxford Covid-19 Government Response Tracker (OxCGRT), which collects systematic information on policy measures that governments have taken to tackle COVID-19. She is the author of the publications in the fields of international security.

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Abstract

The essence of the article is to present the results of research on the importance and benefits of risk assessment in the quality and occupational health and safety management systems of enterprises in Slovakia. Part of the goal is the evaluation of the most important risks in the quality and occupational health and safety management systems of enterprises in Slovakia. Basic scientific methods, as well as mathematical-statistical methods, were used to evaluate the data obtained from the survey to fulfill the set goal. The results show that enterprises are currently more concerned about the risks arising from the OSH management system than from the risks of the quality management system. The most serious risks considered by enterprises in the occupational health and safety management system are an increased number of accidents and in the quality management system customer dissatisfaction.

Keywords: risk assessment, management system, quality, OSH, enterprise.

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Abstract

In the modern business environment, ecological sustainability has transitioned to becoming a priority. Gamification has emerged as a promising technique for fostering both commercial and ecological sustainability, particularly for start-ups that have limited resources. This research investigates the significance of gamification in the context of entrepreneurial start-ups, examining the potential obstacles, risk factors, and mistakes that may hinder its effective and enduring integration. The utilization of gamification is becoming more widely recognized as a strategy to augment employee efficiency and foster consumer involvement. Additionally, it serves as a method to stimulate sustainable practices, including energy preservation, waste minimization, and the promotion of environmentally friendly projects. The twin advantage of gamification has particular appeal for start-up enterprises. However, potential misalignments with the organization's business plan, cultural disparities, limited technological support, and employee disengagement have the potential to undermine the achievement of both commercial growth objectives and ecological goals. This study does a comprehensive investigation to identify errors that occur in the design and execution of gamified systems. For example, an inadequately constructed incentive structure may unintentionally promote behaviors that result in wastefulness, whilst disregarding feedback could contribute to the adoption of unsustainable practices. Furthermore, the failure to prioritize individual variances may lead to overlooking potential advantages in utilizing one's particular ecological values. It is imperative for start-up enterprises that aspire to match their growth trajectory with ecological sustainability to possess a comprehensive awareness of these potential challenges. This study seeks to provide insights into the issues faced by start-ups in designing and implementing gamified systems that align with both commercial growth objectives and ecological sustainability goals.

Keywords: entrepreneurship, gamification, risks, sustainability-based business models

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In 2013, he is employed as a lecturer on the Integrated Business Faculty – Skopje, where in 2017 he is promoted as a senior lecturer. Also engaged as a scientific collaborator/demonstrator at the Faculty of Economics – Skopje for a group of subjects in the area of E-

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As part of his academic work, he has published over 40 academic papers in international journals, participated in multiple scientific international conferences and has taken part in several scientific research projects. Author of the e-book “Social media marketing”, published through the New Business Education foundation.

<https://scholar.google.com/citations?user=Y69dQ7AAAAAJ&hl=en>

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ASSESSMENT OF DATA SECURITY

IMPLEMENTATION IN THE SUPPLY CHAIN

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Abstract

The importance of data security in the supply chain has increased in the last few years. The study identifies recent trends and shortcomings in data security, assessing enterprises operating in Latvia's transport and storage industry. The aim of the research is to study and identify the recent trends in data security in the Transport and Storage industry to develop recommendations for improving data security in the supply chain. The research focuses on studying data security in the supply chain in Latvia. The theoretical literature review was used to learn the main aspects of the supply chain concept and the data security measures applied. Statistical and content analysis shows the industry's primary data security trends and issues. The results of the research concluded that in Latvia, enterprises providing supply chain operations are not focusing on mandatory education about the data security of their employees; thus, they need to apply sophisticated measures to protect data through all supply chain processes.

Keywords: data security, GDPR, supply chain

Biographical notes about the authors



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PRODUCTIVITY IN THE AGRICULTURAL SECTOR IN LATVIA: FOREIGN CAPITAL VERSUS DOMESTIC

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Abstract

This study analyzes firm-level panel data to determine the productivity level per employee between domestic capital firms and their foreign counterparts in the agricultural, forestry and fishing sector in Latvia during the 2014-2021 period. Two groups of firms were created. The first firm group represents firms in which at least 10% of the share capital belongs to foreign direct investors. While the second group represent firms whose share capital is fully owned by residents of Latvia. Productivity indicators are calculated for both groups. To assess the productivity differences across domestic firms and firms with foreign capital in Latvia, the author combines a rich firm-level dataset using ORBIS and SIA Lursoft IT data. Based on the results, it can be concluded that firms with foreign capital are, on average, more productive than firms whose share capital is only Latvian capital. The difference in productivity is especially visible in the forestry and logging sub-group in small size firms.

Keywords: agriculture, foreign direct investment, productivity

Biographical notes about the author

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THE IMPACT OF INNOVATION AND TECHNOLOGY IN EDUCATION AND
HEALTHCARE ON SUSTAINABLE DEVELOPMENT

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Abstract

In the quest for sustainable development, the transformative potential of innovation and technology in education and healthcare cannot be overstated.

In education, technological advancements have revolutionized traditional learning paradigms. Online platforms, interactive resources, and personalized learning tools have expanded educational boundaries, facilitating accessible and flexible learning experiences.

In the healthcare sector, technology has redefined medical practices, from diagnostics to patient care. Telemedicine, electronic health records, and AI-powered diagnostics have revolutionized healthcare access and quality.

Navigating ethical considerations and potential disparities associated with technology adoption remains pivotal. This paper underscores the importance of ethical guidelines, data security, and equitable access to ensure technology's positive impact on education and healthcare. The intricate interplay of innovation, technology, education, and healthcare significantly shapes the landscape of sustainable development. By embracing technological progress responsibly, we can harness its potential to create a more inclusive, informed, and healthier society, advancing the goals of sustainable development in the process.

Keywords: sustainable development in education and healthcare, innovation, technology

THE STIGMA OF
ENTREPRENEURSHIP IN CROATIA: HIGHLY NEEDED BUT SOCIALLY MARGINALISED
PHENOMENON

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The extent of entrepreneurial activity differs significantly among regions and industries, and it seems to be connected to the stigma associated with failure. Research conducted in the Western developed economies indicates the process by which an entrepreneur can reintegrate into entrepreneurship after experiencing a previous setback. Due to their prior failures, entrepreneurs may be more inclined to rejoin the entrepreneurial sphere and actively engage in entrepreneurial activities once more. However, in nations with elevated levels of stigma, entrepreneurs are less inclined to resume entrepreneurial endeavours. As individuals and society hold certain attitudes and beliefs about specific things/phenomena, it is established that people and society have a strong aversion to new and unfamiliar events. The most recent example is the rise of entrepreneurship in the former socialist economies of Central and Eastern Europe. This study investigates the stigmatisation of entrepreneurship in Croatia, which underwent turbulent transition period. A significant number of studies have shown that media portrayals of entrepreneurs and entrepreneurship influence the perceived desirability of entrepreneurship as a career and contribute to the formation of social values relevant to entrepreneurial culture. In this study we employ qualitative content analysis and investigate how media in Croatia portrays entrepreneurship, entrepreneurial failure and success. The analysis shows the prevailing negative perception of entrepreneurship as a profession in Croatia and entrepreneurs are often portrayed as tycoons. Furthermore, entrepreneurs have been stigmatised since the 1990s and there seems to be no clear path toward improvement in this regard.

Keywords: entrepreneurship, stigma, national culture, former socialist economies, content analysis, media

INVESTIGATION OF VIRTUAL MUSEUM VISITS IN TÜRKİYE WITHIN THE SCOPE OF TELEPRESENCE AND TECHNOLOGY ACCEPTANCE MODEL

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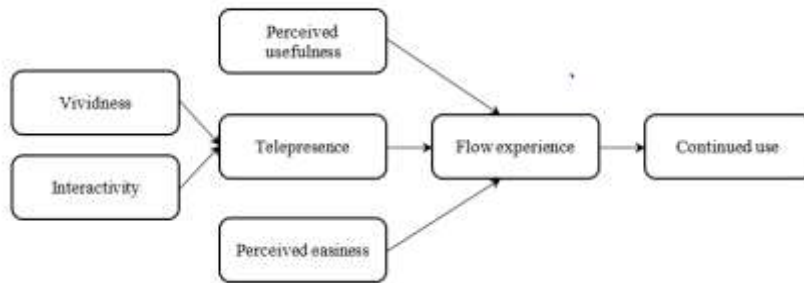
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In recent years, various protection measures have been taken to protect natural resources and transfer them to future generations. Thanks to technological innovations, virtual trips to natural areas such as museums, natural assets and national parks have begun to be created in order to prevent overuse by people. Although this type of use is becoming more widespread day by day, it can also be a method for the protection of natural resources. In this research, the flow experiences of individuals who make virtual visits and their continued use such activities are examined by using the Technology Acceptance Model (TAM) and telepresence theory. The research is carried out in Türkiye. Since it was not possible to reach the entire population, sampling was used. Data were collected from 265 participants between March and June 2023 using the simple random sampling method. SmartPLS statistical program was used in the data analysis process. According to the results of the research, vividness and interactivity affect telepresence positively. Telepresence, perceived usefulness and perceived easiness affect flow experience positively. Finally, flow experience positively affects continued use.

Research model:



Keywords: museum, telepresence, flow, technology acceptance model, Türkiye

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TOWARDS CIRCULAR FOOD PACKAGING IN
EUROPE-US SUPPLY CHAIN

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Abstract

Circular economy transformation has a global character today. However, it is also diverse especially in terms of consumer awareness or policies and regulations implemented by the countries. Therefore, the aim of this paper is to recognize the main conditions in developing and introducing circular food packaging in a transatlantic supply chain. The paper is based on the results of the international research project entitled Promoting Circular Economy in the Food Supply Chain (ProCEeds). The qualitative research was conducted between September 2022 and June 2023. According to the initial data gathered among the top management in the research focused on Europe-US supply chain as well as the analysis of the sectorial reports, regulations and literature on circular economy the main challenges and possibilities on the macro, meso and micro level were identified.

* This is an output of the project H2020-MSCA-RISE-2018 PROCEEDS „Promoting Circular Economy in the Food Supply Chain”, financed by European Union, within the programme Horizon 2020.

Keywords: circular economy, design for circularity, B2B partnership, consumer responsibility, environmental impact

Biographical notes about the authors



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IMPLICATIONS OF THE COVID-19 FOR POLISH ROAD FREIGHT TRANSPORT COMPANIES

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Abstract

For many years, Polish road freight transport has been occupying one of the top positions in the European Union in terms of the number of companies and the volume of transported cargo. The dominant position of Poland in the EU road transport comes as a result of a growing trade turnover, liberalization in accessing the EU market of transport services and high competitiveness of prices offered by Polish transport entities. In accordance with Eurostat, in 2018 Polish companies transported almost 270 million tons of cargo which account for 23% of the cargo handled by the EU road freight transport (Eurostat – Road freight transport measurement). In 2018 there was 64% of transport work performed by Polish companies in the international transport.

The Covid-19 pandemic has permanently changed the functioning of Polish transport companies. Operating under new conditions posed a challenge and not all the companies were able to face it. Restrictions related to the Covid-19 pandemic hit small companies first of all. Hence, large entities with their own fleets of vehicles and drivers gained in that situation.

The aim of the paper is to present the results of the research referring to the impact exerted by a stochastic factor, namely: the Covid-19 pandemic, on road freight transport in Poland and in the European Union. The paper presents statistics on the dynamics in changes observed in demand for transport services in Poland. It also presents the results of the research on some significant changes in the operation of transport companies during the pandemic.

Provided in the paper, a case study refers to Polish road freight transport companies that come as the second largest providers of transport services in the European Community, in terms of their fleets and numbers of orders for transport.

The implications resulting from the pandemic among Polish road freight transport companies clearly illustrate the impact of the Covid-19 pandemic on the economic situation of similar entities that operate in other countries of the European Union.

Keywords: road freight transport, road carriers, COVID-19 pandemic, polis road freight companies

Biographical notes about the author



Marcin Kisielewski - dr. econ. sc. – He is assistant professor; graduated of doctoral studies at the Faculty of Management at the University in Gdańsk. The areas of his research and interests are various and concerning: the efficiency of management through the use of IT and AI; human capital management, especially using AI; the impact of enterprise activities on the natural environment; Smart Cities; real estate market and property management. He is a specialist of management, especially in the field of transport and forwarding. As a Project Manager he implemented a number of projects in the TSL area. In 2004-2009 he was the founder and owner of a school offering professional training in management. He has worked and

still cooperate with production and service companies as an external consultant, auditor and an advisor to management boards. He constantly working on his scientific development, engaging in diverse projects related to science. In 2014-2021 he was the manager of Logistics program at WSB Merito University in Gdansk. He is a propagator of the development of cooperation between science and business and the dual education system. He was the content supervisor of numerous post-graduate studies.

THE CONCEPT OF SUSTAINABLE DEVELOPMENT IN THE
DEVELOPMENT STRATEGIES OF THE CITIES OF THE UPPER SILESIA AND ZAGŁĘBIE
METROPOLIS

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Abstract

Currently, in the literature, sustainable development is treated broadly and equated with ecological development, or integrated development, among others. The foundation of sustainable development is the preservation of an adequate level of prosperity in economic terms, the maintenance of social well-being, as well as the preservation of a high quality natural environment. Since the second decade of the 21st century, sustainable development has been an important element of the development strategies of international organizations, states, as well as at the local level of local governments of which the basic expression under Polish law is Article 5 of the Constitution of the Republic of Poland, which directly refers to this concept. The issue of sustainable development seems particularly relevant at the level of local governments, which are responsible for the implementation of socially relevant tasks, while having at their disposal much more limited means and legal instruments in relation to the state. Particularly important in this context seems to be spatial policy, which must combine the current needs of cities with securing the prospects of its development in the future.

The purpose of this article is to analyze and evaluate the implementation of the policy of sustainable development at the level of local governments, based on the strategies of entities at different levels of local government in the Silesian province.

Keywords: local government, sustainable development, urban development strategy

TOWARDS SUSTAINABILITY AND SOCIAL RESPONSIBILITY IN CORPORATE FINANCIAL MANAGEMENT

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Abstract

Financial decision-making is a key component of the financial management process and significantly impacts a company's performance and its value. In the past, the fundamental financial goals of companies – profit maximization and value maximization – were focused on achieving permanent growth.

In our research, we can express these growth paradigms from an ex-post viewpoint. For this purpose, we can use the basic form of the so-called "magic" investment triangle that combines the liquidity, security and profitability of investments. We can measure a company's growth by measuring the individual vertices of the triangle: the liquidity of the company through liquidity ratios, profitability through the ROA, and safety or risk through Altman's Z score concept.

However, in the current era marked by the volatility of the economic environment, paradigms of sustainability and welfare maximization are taking precedence. In this context, it is important to primarily define the concept of welfare in terms of investors' welfare. According to Higgins (2015), welfare can be understood from two perspectives. The first is focused on the immediate satisfaction of material consumption, and the second is focused on a long-term feeling of well-being. While the fulfilment of the first aspect is possible through higher income, the second aspect requires good relationships, health, income equality and meaningful work.

Connecting this concept with Maslow's pyramid of needs (1943), immediate or even short-term well-being covers the first two, developmentally oldest, levels of the pyramid. To obtain long-term well-being, it is necessary to gradually fulfil developmentally higher needs. When transforming the pyramid concept into the financial management of companies, at the third level we need to examine social needs, such as good relations, satisfactory communication, and a sense of belonging for all the company's stakeholders. At the fourth level, the need for respect relates to the need for recognition.

The concept of long-term well-being stands for not only the three developmentally highest levels of Maslow's pyramid, but also the social and ecological impacts of the company that are, from a broader perspective, stability, sustainability and responsibility. We have therefore expanded the two-dimensional "magic" triangle model by adding a third dimension.

Keywords: sustainability, social responsibility, responsibility in corporate financial management

Biographical notes about the author



Peter Krištofik – is senior lecturer and full professor of finance at the Faculty of Economics, Matej Bel University in Banská Bystrica (Slovak Republic).

Peter's research focuses on financial economics, especially on financial decision-making process, international corporate structuring, investment appraisal and capital structure of non-financial companies. During last years, he started also research activities in the field of behavioural economics and finance. He is author or co-author of many university textbooks, monographs and

few dozens of internationally published research papers. Peter participates in national and international academic projects as well.

Educational and pedagogical activities of Peter Krištofik are also very extensive. Besides of home university teaching, he is often invited for guest lectures to universities abroad (eg. Netherlands, France, Poland). Peter acts also as a trainer and lecturer for special educational programmes within MBA studies and in-house companies' trainings.

Peter received his master's degree in finance from Matej Bel University and PhD in economics from Masaryk University in Brno (Czech Republic). His associate professor degree in finance was awarded at Technical University Ostrava (Czech Republic) and professor degree at home university. Part of his studies were also at Vienna University of Economics and Business.

CHALLENGES TO THE SUSTAINABLE DEVELOPMENT OF THE PORTUGUESE ECONOMY

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Abstract

The report analyzes the main modern challenges for the sustainable economy of one of the EU countries - Portugal, that has its own specific set of tools to promote sustainable development

of the region. Natural, social, cultural, political, economic, technological and others challenges are considered.

Keywords: sustainable economic development, climate change, natural-anthropogenic fires, land degradation, population density and labor resources, depopulation, attraction of talent, socio-cultural indicators, effectiveness of the legal environment, scientific research and development economy

Biographical notes about the author



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USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES FOR INCREASING RESILIENCE OF MEDICAL FACILITIES

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Abstract

Healthcare which is a part of the critical infrastructure in the Slovak Republic, is one of the most important systems, the failure of which causes a serious impact on the health and life of the inhabitants, and consequently also major economic impacts. The obligation of the state and operators of elements of critical infrastructure to ensure an increase in the resilience of critical entities and their ability to provide their services in a defined area also results from the Directive 2022/2557 of the European Parliament and of the EU Council of 14 December 2022 on the resilience of critical entities.

Healthcare of the Slovak Republic forms an important subsystem of the state's security system, because every crisis situation carries the potential for damage to health and loss of human life, as well as the need for rescue in the form of immediate and institutional healthcare. The application of ICT in healthcare services has the potential to contribute to increasing the quality, cost-effectiveness, time availability and mobility of healthcare services but also to increasing resilience which represents the system's ability to ensure and maintain its functions in the face of negative internal and/or external influences factors.

The paper deals with the issue of the resilience of medical facilities from the point of view of their inclusion among critical entities providing basic services that play an irreplaceable role in maintaining vital social functions.

The aim of the paper is to present the focus, goals and content of the applied research and development project, Monitoring and tracing the movement and contacts of persons in medical facilities, financed by the Agency for Research and Development Support and currently carried out at the Faculty of Security Engineering of the University of Zilina which deals with the implementation of ICT in healthcare practice.

Keywords: ICT, healthcare, resilience, research

Biographical notes about the author



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EVIDENCE BASED REASONING FOR UNCERTAINTY MANAGEMENT IN LONG-TERM DECISION MAKING

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Abstract

Management involves decision making processes related to reaching business goals, resources allocation, intended outputs, outcomes, long-term impacts etc. Decisions due to turbulence, complexity, and uncertainty in the environment create challenges for those involved in leading and managing business, such as information overload, time constraints, biases. The reduction of uncertainty in decision-making processes, especially in decisions focused on long-term future is considered as one of major challenges in Management Science. The paper highlights the limitations of human reasoning in relation to strategic decisions and proposes one of the artificial intelligence methods, i.e. theory of evidence, to deal with epistemic uncertainty i.e. ignorance or/and missing information and data that should be involved in long-term planning. The study includes the application of the theory of evidence to identify future development of exemplar technologies on the bases of expert knowledge. The final results of the study will prove that such evidence-based framework is applicable and overcomes the limitations of other approaches and can bring more resilience to the system.

Keywords: management, long-term planning, decision-making, uncertainty, artificial intelligence, theory of evidence

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technologies and technology foresight with strong background as programmer/analyst developing, testing and documenting software, user interface developer, web designer, database administrator.

Author and co-author of over 50 publications including scientific papers, monographs, expertise and reviewed research reports.

My research interests include applied computer science, artificial intelligence, knowledge engineering, process design, project management, technology foresight.

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SOCIAL INTEGRITY AND ETHICAL ASPECTS IN THE CONTEXT OF DIGITAL REVOLUTION

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Abstract

The ongoing digital revolution has ushered in unprecedented advancements across various domains, with artificial intelligence emerging as a transformative force. Rapid integration of AI technologies into diverse sectors has generated significant excitement and innovation, revolutionizing industries and human experiences alike. However, this progress has prompted ethical discussions around the development, deployment, and consequences of AI systems. The ethical aspects encompass concerns over bias in AI algorithms, transparency in decision-making, privacy invasion, and the potential displacement of human labor.

This paper delves into the multifaceted dimensions of ethical AI development, shedding light on the importance of responsible AI design and implementation. It examines the ethical challenges posed by AI's decision-making capabilities, particularly in critical sectors like healthcare, criminal justice, and finance, where biased or unscrupulous AI algorithms can have profound societal repercussions. The author also show the intricate relationship between the digital revolution, the ethical considerations surrounding AI, and their collective impact on societal integrity.

Keywords: ethical AI development, digital revolution, AI

IMPACT OF THE CONFLICT IN UKRAINE
ON THE SUSTAINABLE DEVELOPMENT AGENDA

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The idea of "fair climate transformation" is not new. However, it is gaining new significance in the face of Russia's war with Ukraine, which caused an increase in world prices not only of energy but also of food. In fact, this war, by disrupting food supplies from Russia and Ukraine, threatens global food security. Agriculture and the food industry - energy-intensive sectors that have a far-reaching impact on biodiversity - have always played a key role in the transition to a zero net emission system. However, the war in Ukraine has shown that any strategy to limit the environmental impact of these sectors must also take into account the need to ensure food security, e.g., by diversifying supplies.

Keywords: climate transformation, war in Ukraine, agriculture, food industry

CRITERIA AIMING AT UNCOVERING CAPACITIES OF SOCIAL MEDIATION
AND COLLABORATION FOR SUSTAINABLE CO-LIVING

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Abstract

With an ever-increasing pace of change, dwindling resources and an aging population, our societies have to face harsh questions regarding effective governance systems. Moreover, with recent problems caused by COVID, in addition to our current inflation, many situations look grim especially with increasing numbers of aging women having outlived their partners and living on their own. In Canada in particular, when retired people cannot manage on their own any longer, the cheapest retirement home costs are 5,000 dollars per month. This is a heavy burden to carry. Therefore, it is of utmost importance for society to support people's independent living as long as possible. Such models are being developed with various constraints and often with profit in mind, however we were interested in the most economically feasible solution. One of such developments is in the form of government subsidized housing in France, just for women, who pay their rent according to their means for a small apartment, sharing the building with other retired independent women in La Maison des Babayagas in Paris.

The objective of this research was to gather data to create an inventory questionnaire for the purpose of selecting independent retired women to live together in harmony at an advanced age in Canada, after investigating the successful model developed in Paris, France. The questionnaire was developed taking into account results of the analysis of participant journals and the charter of the Babayaga house in Paris funded by the French government for a group of

women. These women live together supporting one another in a context of gardening, organizing activities together and helping each other while living in independent units. This arrangement is economical, helps develop friendships, fights loneliness and is favorable to maintaining a healthy outlook. The criteria retained will be explained and examples of the questions on items will be presented. This study provides important steps for crucial socio-economic development.

Keywords: Effective co-living, necessary qualities and values, sustainability in aging

Biographical notes about the author



Marie J. Myers has a Doctorate from the University of Strasbourg, France, in Psychology of language, Communication and Pedagogical intervention, is a professor at Queen's University, Canada, teaches at the undergraduate and graduate levels. Her initial training was first in theoretical and then applied linguistics. Her research interests are in the areas of language and communication. She had three books and over 150 articles published. She gave papers at numerous national and international conferences. She was an invited professor in Australia (Macquarie), Italy (Roma Tree), Malaysia (Malaya), Mexico and Kazakhstan. She gave workshops for a number of years for university professors of French from Vietnam, Laos and Cambodia. She received important subsidies for a number of research projects, including, the grammar of pictures (semantics) sponsored by the Canada Council; as part of a research centre of excellence sponsored by the Social Sciences and Humanities Research Council of Canada (SSHRC) and Industry Canada within the EvNet project where she headed the project on second language technologies; and recently SSHRC research funding on the Economy of means in aging post COVID.

IMPROVING BUSINESS SUSTAINABILITY BY
CONNECTING BUSINESS CONTINUITY MANAGEMENT AND RISK MANAGEMENT

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Abstract

Business continuity management is a tool that provides a structured framework for building business sustainability with the ability to respond effectively, protecting the interests of key stakeholders as well as other key activities that create value for the business. It is the disruption of the enterprise's key activities that can cause problems that enterprises may not be able to handle without proper help and can lead to bankruptcy. The action of various factors from the external as well as the internal environment can change the overall development of the enterprise depending on its reaction to the given change, at the same time, in connection with its initial readiness, ensured prevention of the enterprise. Maintaining business continuity is

closely related to ensuring the smoothness of business processes. Business continuity management is a management process that identifies potential threats and their impact on the enterprise's business operations. Therefore, the article aims to highlight the benefits of the implementation of business continuity management in enterprises, which would ensure the course and smoothness of business operations. At the same time, in combination with risk management, it is possible to reach a better understanding of the enterprise and its activities that ensure the running of the enterprise. The importance of business continuity management and risk management lies primarily in the enterprise's readiness to face unexpected situations, while the appropriate selection of methods, techniques, and procedures can help to activate and create a sustainable enterprise system. By implementing business continuity management and risk management, it would be possible to achieve an improvement in the enterprise's response to adverse situations but also in the overall course of the executed processes concerning the operation of the enterprise. Interruption of business operations can be caused by various factors, which have an impact mainly on the ability of the business to function even in difficult, unpredictable situations. Therefore, in this context, the main emphasis is placed on prevention, preparedness, and the ability of the enterprise to respond promptly to changes in the environment and the ability to transform its activities in its entire structure.

Keywords: Business continuity management, continuity, enterprise, risk management, sustainability.

THE ROLE OF A LEADER
IN THE SUSTAINABLE DEVELOPMENT OF AN ORGANIZATION

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Abstract

Nowadays, organizations face the challenge of surviving in unstable economic times and ensuring the welfare and well-being of current and future generations. In response to the need to deal with sustainability issues, the concept of sustainable leadership has emerged. It aims to maintain a balance between people, profits, and the environment throughout the life of an organization. Sustainability requires specific competencies and attitudes of company leaders, as they set the behavioral patterns for employees and stimulate their commitment. The aim of this research was to define the role of a leader in organizations implementing and promoting the idea of sustainable development as well as to identify behaviors that result in a stronger commitment and better competencies of employees who are the pillars of a company's success in economic, social and environmental terms.

The authors also aimed to identify the competencies of contemporary leaders and to indicate the relationship between a leadership style and the behavior of subordinates in a world of uncertainty, modern technology, and rapid enterprise development. Because of the fact that sustainable leadership focuses on employee development, it was also decided to determine

which employee development activities are used by leaders and how often it takes place. In addition, an attempt was made to answer the question of whether contemporary leaders are aware of the benefits of applying sustainable leadership practices to an individual, an organization, the society, and the environment. The research was conducted in several stages. First, the research sample was defined and selected. It consisted of employees of companies located in Poland and managers of large organizations pursuing sustainable development goals. A survey method chosen for the research was a measurement tool in the form of a questionnaire which was addressed to employees. Additionally, in-depth interviews were conducted with managers in order to supplement the data. The collected responses were subjected to quantitative and qualitative analysis. On the basis of the results, the authors identified the role of leaders in the sustainable development of an organization, their influence on employee behavior, and the benefits and consequences for the economy, society, and the environment resulting from their decisions. In addition, recommendations were formulated for managers and companies implementing sustainability concepts in order to enable current and future generations to live in dignity.

Keywords: sustainable leadership, leader competencies, management style, organizational behavior, development activity

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Joanna Olkowicz, Dec - Doctor of Economics in the field of management. She obtained her academic degree at the University of Gdańsk. An assistant professor at WSB Merito University. An author of Polish and foreign scientific publications on the theory and practice of management. She improves her qualifications by participating in scientific conferences abroad and taking part in scientific internships. She is interested in organizational behavior, human resource management and employee development management. A supervisor and a reviewer of bachelor's and master's theses.

She has many years of managerial experience. The business practice, gained over the years in managerial positions and scientific work, allowed her to fully master the knowledge related to management sciences, with a particular emphasis on human capital management. She participated in various consulting projects in a number of financial institutions. In her daily work, she is passionate about sharing knowledge, her listeners believe that she can influence their behavior by providing invaluable skills in communication, building relationships and team management.



Agnieszka Jarosik-Michalak - a Doctor of Economics in the field of management sciences. She obtained her degree at the Faculty of Management, University of Gdansk. She completed numerous postgraduate studies, including: Executive Master of Business Administration, Vocational and Educational Counselling, Management in Health Care and Occupational Health and Safety. An author of a number of publications on management. As a researcher she is interested mainly in human resource management in organizations and organizational behavior. She specializes in the area of careers, especially career management from an individual and organizational perspective and careers among people with disabilities. She participates in national and international scientific conferences. She actively participates in academic life. Since 2022, she has been the supervisor of the HR Student Scientific Association at WSB Merito University

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SHIFTING TO ZERO – BEST PRACTICES OF TOURISM INDUSTRY

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Abstract

Sustainability has become an imperative in the hotel and hospitality sector, driven by environmental concerns, changing consumer preferences, and the need for long-term viability. One of the fundamental best practices is the adoption of green building and operational standards. Hotels are increasingly investing in eco-friendly infrastructure, energy-efficient technologies, and water conservation measures. Certifications like LEED (Leadership in Energy and Environmental Design) and Green Key are becoming industry benchmarks, demonstrating a commitment to sustainability.

Waste reduction and recycling initiatives are also critical components of sustainability. Hotels are implementing robust recycling programs, reducing single-use plastics, and finding innovative ways to repurpose materials. The move towards a circular economy model is gaining traction, with hotels looking to minimize waste and extend the life cycle of resources.

Incorporating renewable energy sources is another vital best practice. Many hotels are harnessing solar and wind power, as well as adopting energy-efficient lighting and HVAC systems. These measures not only reduce carbon emissions but also lead to substantial cost savings over time.

Community engagement and social responsibility are integral to sustainable development. Hotels are increasingly involved in local community projects, supporting education, healthcare, and employment opportunities. This fosters goodwill and strengthens the social fabric of the destinations where they operate.

To address water scarcity concerns, hotels are implementing water-saving technologies such as low-flow fixtures and rainwater harvesting. Some are even exploring innovative approaches like wastewater treatment and reuse.

Food sustainability is a growing focus area, with hotels sourcing locally, reducing food waste, and offering more plant-based menu options. Farm-to-table initiatives and partnerships with local producers enhance the overall guest experience while supporting the environment and local economies.

Guest education and engagement play a pivotal role in sustainability. Many hotels now inform guests about their environmental practices and encourage them to participate. This can include options like towel reuse programs and incentives for eco-friendly behaviors.

Technology is also driving sustainability in the hospitality sector, with the adoption of smart building management systems and data analytics to optimize resource usage.

In conclusion, the hotel and hospitality sector is undergoing a transformative shift towards sustainability. Best practices encompass various facets, including green building, waste reduction, renewable energy, community engagement, water conservation, food sustainability, and guest education. Embracing these practices not only aligns with global sustainability goals but also enhances the reputation and profitability of hotels, ensuring a more sustainable future for the industry as a whole.

Keywords: sustainable development, environmental responsibility, responsible tourism, sustainable practices, carbon footprint reduction

Biographical notes about the author



Marcin Panek is a Deputy Manager of Management in the Faculty of Business at Merito Gdansk University. For over two decades a dedicated enthusiast of the hospitality industry, an educator in hotel management, and a practitioner with extensive experience in major hotel chains such as Marriott, Radisson Group, and Accor. With a deep passion he is dedicated to promoting sustainability and socially responsible practices within the tourism sector. He also believes that sustainable tourism is not only an ethical imperative but also a key driver for long-term success in the industry.

POLISH VITICULTURE REBORN – OPPORTUNITIES FOR SUSTAINABLE TOURISM AND HOSPITALITY DEVELOPMENT

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In recent years, we have witnessed an intensive development of winemaking in Poland. The scale of this activity is small for now, especially compared to the traditional wine regions of the world. Nevertheless, a large part of the wineries offers tourist services. The purpose of this paper is to present the results of survey research conducted in Polish vineyards in the context of sustainable tourism and hospitality. A link to the survey was sent to all vineyards in Poland that offer tourist services. The research considered three pillars of sustainability: environmental, social and economic development. In the environmental context, we analyze pro-ecological methods of wine production and the offer of natural and organic wines. In the social context,

we address the impact of wineries on the cultural landscape and local communities. In the economic context, we present the impact of wine production on local economic development. On the basis of the collected material, we formulate the thesis that the small scale of production and the small acreage of vineyards in Poland associated with the initial stage of the revival of winemaking create favorable conditions for the sustainable nature of wine tourism. The wineries' tourist offer so far is well suited to current trends and market demand focused on local products, tourism in the spirit of the “slow” movement and experience economy. Vineyard tours are often linked to regional education. However, this situation may change due to an increase in vineyard acreage and a shift in the nature of wine making toward ordinary mass production. Therefore, in the final part of the paper we discuss possible future directions of tourism and hospitality development in Polish vineyards.

Keywords: winemaking, Polish vineyards, sustainable tourism and hospitality

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Abstract

Risk is a future, uncertain event affecting a specific area of consideration. In the area of study, systemic risk is understood as the risk related to the operation of the energy system as a whole, with particular consideration for the process of transition towards more sustainable energy supply. The main risk to be considered is the system's electricity access problem. Each type of energy source and the related system of supply can be described by parameters affecting the assessment of this type of risk. They include parameters related to the power available at a given moment, such as stability and level of flexibility, as well as weakest links and bottlenecks in systems of energy supply. By creating a structural model of the energy system and a behavioral model of its transformation, it is possible to identify and specify risk parameters and consequently try to mitigate them. The model presented is a basis for identifying determinants that may amplify the probability of the collapse of the energy system, in turn threatening the functioning of entire societies.

Keywords: electricity, electricity access problem, energy system, risk, structural model of the energy system

Biographical notes about the author

Joost (Johannes) Platje is a lecturer and researcher at the WSB Merito University in Wrocław and the coordinator of the scientific discipline of Economics and Finance at the Research Federation of WSB & DSW Universities Merito. His research deals with sustainability at different levels of governance, currently focusing on probability amplification of system risk in energy transition. He has widely published on these issues and organized more than 25 international conferences, among others, in the framework of the International Society of Intercommunication of New Ideas (www.isini.info). He is the editor-in-chief of the Central European Review of Economics and Management (www.cerem-review.eu).

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Abstract

The paper is devoted to the micromobility solutions used for urban freight transport by people in Poland. Various approaches have been adopted to identify new mobility behaviors with a particular focus on micromobility solutions. The research was based on the CAWI survey data with a random sample of over 500 Polish residents, carried out during the late autumn of 2021 (the second wave of the epidemic). To address the article's main scope, qualitative and quantitative methods have been implemented to compare the mobility choices of respondents. During the data analysis, the author looked at differences between age groups, city and countryside residents and similar but also investigated if the mobility gender gap can be identified for the surveyed group. Moreover, the priorities of respondents regarding different business models (station-based and free-floating systems, owned, shared, and mixed micromobility, infrastructure needs, IT applications, etc.) were analyzed. The main finding of the article led the authors to the statement that active means of transport, including micromobility, have great development potential in freight transportation in cities.

Keywords: urban spatial areas, urban freight transport, micromobility, sustainability, sustainable cities, urban areas development

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Abstract

This paper reviews the regulatory framework for assessing the fitness and propriety of board members and other key persons in European Union (EU) banks, which forms part of the comprehensive and complex legal requirements imposed on banks' organizational structures and management by relevant EU legislation. To achieve this, the author provides an overview of the scope of the legislation. Based on the relevant legislation, the paper concludes by reflecting on the effectiveness of the Suitability Assessment in promoting a sound and robust banking system in the EU and by presenting some theoretical insights.

Keywords: suitability test; suitability of key functions; bank regulation; bank supervision; financial stability; European Union; European Banking Authority; European Securities and Markets Authority; European Central Bank; central banks; commercial banks.

Biographical notes about the author

Johan Schweigl - an Assistant Professor in the Department of Financial Law and Economics at the Faculty of Law, Masaryk University in Brno, Czech Republic. He focuses on financial market regulation, particularly of banks, and has participated in several research projects, including State Fiscal Responsibility (2019/20), EU Financial Assistance Funds (2020), Legal and Economic Aspects of CNB's Foreign Exchange Interventions (2017/18), and Financial and Tax Law (2016/2017). Currently, he supervises several doctoral and master's theses, mainly concerning financial and monetary regulation. Mr. Schweigl has professional experience from a law firm, where he focused on cross-border insolvency proceedings, as well as from the Supreme Court of the Czech Republic, where he gained experience as a clerk to a Supreme Court Justice. Additionally, he has worked as an auditor's assistant at an audit firm and currently works at a bank in the legal department.

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Abstract

Social entrepreneurship is increasingly seen as one of the future directions for entrepreneurial development that can contribute to societal advancement while simultaneously preserving natural resources and helping local communities. Social entrepreneurship serves as a catalyst for fostering both the social and economic progress of a nation. In acquiring this distinctive blend, the importance of social entrepreneurship education cannot be overstated. It exerts a constructive influence on the entrepreneurial aspirations of students. The unique duality inherent in social entrepreneurship, where the management of both profits and social impact are paramount, presents distinct challenges when it comes to imparting and acquiring knowledge in this field. This study investigates this issue and focuses on business students in Croatia. The analysis of the survey results shows that a portion of students is not familiar with the concept of social entrepreneurship, which indicates the need for further development of education in this area. Also, the respondents are more inclined to agree with the statement that social entrepreneurship has the potential for future development. This can be directly linked to incentives for the development of social entrepreneurship, such as funding available from EU funds. Interestingly, more than half of the respondents see themselves as entrepreneurs in the future, but not as social entrepreneurs. To enhance the positive influence on the advancement of social entrepreneurship, it is imperative to delve deeper into the analysis of how the environment shapes its development. This entails a specific focus on identifying the factors that wield the most significant influence on the progression of social entrepreneurship.

Keywords: social entrepreneurship, business students, Croatia, survey, education

SUSTAINABLE MARKETING AND THE CHALLENGES OF GREEN
MARKETING COMMUNICATION: SURVEY OF CONSUMER ATTITUDES AND BUYING
BEHAVIOR FOR SUSTAINABLE PRODUCTS IN THE CZECH REPUBLIC

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Abstract

Sustainability is a term that currently resonates throughout society in the broadest sense: from countries across continents, individual actors within communities or states – business entities, educational institutions and households, also public administrations. This is because the earth is highly likely to become unviable if we do not pursue sustainability. So many are aware of this and see sustainability as an important and no doubt long-term megatrend that affects us all. Businesses are not standing on the side-lines either, although it must be acknowledged that sustainability and economics do not always go hand in hand; however, projects can be found that have various practical benefits for sustainability. Unfortunately, sustainability is sometimes perceived as a topic which can be exploited in marketing in the form of “greenwashing”. In this article, challenges of green marketing communication are addressed and examples from the Czech Republic are presented. Questionnaires were conducted to analyze and evaluate consumers' attitudes and buying behaviour for sustainable products in the Czech Republic.

Keywords: consumer attitudes, consumer behaviour, green marketing, greenwashing, sustainability, sustainable marketing

Biographical notes about the author



Ing. Dagmar Skokanova, Ph.D. - currently works at the Czech Technical University (CTU) in Prague, Masaryk Institute of Advanced Studies as the Head of the Institute of Management Studies. From 2009 to 2017 she worked at The Prague University of Economics and Business as the Assistant Professor specializing in Marketing, International Marketing and Management, where she also received her Ph.D. In 2009 she participated in the research internship at Tongji University in Shanghai, China. She studied Economics at the University of California Santa Cruz, USA (2000-2003) and is a

Court interpreter and translator in the English language. Her main areas of interest include general Marketing theory, Sustainable Marketing and International Marketing with a focus on the differences between Western and Eastern cultures, including the specifics of consumer behavior. Furthermore, she specializes in Agile Innovation and Innovation Management. She holds a Design Sprint Masterclass certificate from AJ&Smart (Jake Knapp and Jonathan Courtney) and regularly runs Agile Bootcamp courses with her colleagues at CTU in Prague.

THE EFFECT OF ESG DATA

ON THE FINANCIAL PERFORMANCE OF FIRMS A PRELIMINARY STUDY

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In the last few years, there was an increasing interest in the relationship between ESG practices and firm performance. In fact, ESG practices protect the interests of different stakeholders, ensuring the separation of decision management and control in an organization. For these reason, environmental and social strategies have increasingly become a part of business practice and research. More in particular, ESG factors are non-financial performance measurements of a firm that include things like sustainability, human rights, environmental impacts, and

corporate ethics. As the importance of these factors increases among investors and consumers, it has been shown that investing in sustainability has an impact on firm profitability.

The aim of this research is to study how ESG scores for companies investing in sustainability activities affect both financial performance and capital costs. The main variables that are of concern are return on assets (ROA), return on equity (ROE), weighted average cost of capital (WACC), cost of debt (CoD), and cost of equity (CoE).

We conduct quantitative research and we consider a sample of 227 small-scale companies having ESG and financial data available between 2015 and 2020. We use a stepwise regression model to examine the impact of ESG scores and their sub-components (Environmental, Social, Governance) scores, on different ratios. ESG scores are obtained from the Thomson Reuters Eikon Datastream database.

Our preliminary results show a significant and positive relationship between the ESG score and ROA and ROE (financial performance), as well as a significant and negative relationship between the ESG score and CoE and CoD. However, there was not a significant relationship between the ESG score and WACC. The not significant relationship between WACC and ESG scores is probably attributed to analysis and dataset limitations. A more comprehensive analysis could consider different data sources, diverse sectors, and a broader time range.

Keywords: ESG Data, Environmental, Social and Governance, Financial Performance, regression, sustainable investment

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IMPACT OF CULTURAL INCLUSIVITY ON MANAGEMENT

PRACTICES

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Abstract

The firms need and want to become more inclusive entities. Inclusivity embraces diverse dimensions, including gender equality and non-biased treatment based on sexual orientation. However, cultural inclusivity appears often overlooked. The paper analyses the foremost Polish practices and relevant attitudes of managers toward employees of other cultural backgrounds. It also postulates some organizational initiatives to ameliorate the situation, especially in the context of the war massive migration of Ukrainians to Poland.

Keywords: cultural inclusivity, inclusive, management practices, organizational initiatives

Biographical notes about the author



Katarzyna Tatarkiewicz - a graduate of both Polish philology at the University of Warsaw and marketing studies at the Warsaw School of Economics. Author of articles on business and psychological aspects of processes on the labor market. Manager of the Marketing and Sales faculty at the WSB Merito University in Warsaw.

CONSUMER PERCEPTION

OF FUNCTIONAL FOOD

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Abstract

Nutrition's significance lies at the very core of human existence - from fostering good health and upholding individual well-being to indulging in the pleasures of food, its importance is undeniable. Reviewing the scientific literature, diverse definitions of functional food tries to precisely define its meaning. Broadly speaking, food earns the label "functional" when it not only fulfills basic nutritional needs but also brings a positive influence on health, diminishing the risk of specific disease and enhancing overall vitality. Considering that food expenses constitute a substantial portion of household budgets, there is a significant economic dimension when planning an individual's diet. The assortment of functional foods is in constant evolution, prompting modern consumers to analyze their dietary choices more rigorously than ever before. This surge in interest has evoked the attention of researchers, manufacturers, and also consumers. However, comprehensive analysis of the consumer behavior and functional foods in Croatia remain scarce. The present study builds upon the theory of planned behavior, a framework well fitted for social research and particularly skilled at investigating the multiple factors pointing consumer decisions. Drawing insights from empirical research conducted in Croatia, a robust correlation was established through linear regression between attitudes, subjective norms, concern for personal health, and the intent to purchase functional foods.

Keywords: consumer attitudes, consumer behavior, consumer perception, functional food, media reception

EMPLOYMENT, ENTREPRENEURSHIP AND THE "ŠVARC-SYSTEM" FROM THE SOCIAL DEVELOPMENT POINT OF VIEW

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Abstract

Economic activity based to the production of goods and services is essential for the development of any society. Individuals can carry out this economic activity either in the form of dependent activities (employment) or entrepreneurship (self-employment). A third way is the so-called „Švarc-system”, which is not legal in the Czech Republic. It is the situation where persons performing normal activities for the entrepreneur in a dependent relationship are not his employees but formally act as self-employment. Currently, there are some discussions about legalization of Švarc-system among politicians and experts. Purpose of this article is to introduce how regulations in labour law and tax law influence the attitudes towards economic activity and consequently development as well. The research methods used to achieve this aim include description, critical analysis and synthesis. The findings described in this article are that Švarc-system based on self-employment allow greater freedom for employers and employee and smaller payments to public budgets than forms of dependent activities. High level of

freedom increases development in a wide variety of areas and it helps to social development. The implication falls into practical rather than theoretical fields. Regulation in this area should therefore be lowered to help further development. Originality of this article is that it offers reflection of theoretical impacts of legalization of Švarc-system from law and economic point of view. These conclusions should help in the reflection on the regulation of legislation in this field.

Keywords: Employment, self-employment, Švarc-system, personal income tax, development

THE IMPACT
OF WEBSITE DESIGN ON CONSUMER DECISION MAKING – EVIDENCE FROM NORTH
MACEDONIA

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Abstract

It is estimated that there are more than 26.5 million e-commerce sites and more than 2.64 billion digital buyers worldwide. The hypothesis that more life moves online, the less damage to our environment is still unclear. E-commerce sites and the underlying supply chain can have both positive and negative impact on the environment. Sustainable web design is an approach in designing websites that puts people and planet first. It is a growing movement as organizations look opportunities to reduce their influence on the environment.

This research investigates the impact of website design on consumer decision making in e-commerce. It discusses how different website characteristics determine consumer behavior that shapes online purchase processes and affects the final consumer decision to buy. Consumer decision making and behavior during online shopping in the literature is measured by numerous models. One of the primary motivators for any online store to attract customers is the quality of website design. Website quality refers to the overall excellence, effectiveness, and usability of a website. It influences consumers' perceptions of product quality and affect online purchase intentions (Sun, Chen, and Huang, 2014) and even continuation intentions (Chawla et al., 2015). Website quality as well positively affects the online impulse buying behavior (Akram et.al., 2018). The design of a website interface plays an important role in online purchasing, and customers are more likely to visit and buy from better designed websites (Chiu and Yang, 2016). This paper proposes that website design quality is a multi-dimensional construct. To support the importance of the construct, examples for specific products and website characteristics from online consumers from the country will be presented. This study has managerial implication for e-vendors implying that in order to promote online shopping, they need to improve quality features of website and enhance users' trust.

Keywords: consumer behavior, North Macedonia, website design

Biographical notes about the author



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She teaches Business Logistics, Customer Relationship Management and Procurement Management at the first cycle of studies. She is also actively involved in the second cycle of studies at the E-Business Management program and the third cycle studies in Organizational Sciences and Management.

She has published numerous scientific papers in international scientific journals. She has attended courses and conferences and realized study visits at universities in England, Austria, Spain, Portugal, Italy, Netherlands, Belgium, Slovenia, Iceland, Sweden, France and Japan.

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ROLE OF INTERNAL STAKEHOLDERS IN THE ENGINEERING CHANGE MANAGEMENT PROCESS

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Abstract

Purpose: The paper deals with the issue of internal stakeholders' importance in the engineering change management (ECM) process. Even though stakeholders play an essential role in that

process, its specifics are underexplored, which constitutes a visible research gap that requires scholars' attention. To contribute to fulfilling the identified gap, we aim to define internal stakeholders involved in the ECM process. We state the following research question: who are key internal stakeholders in the ECM process and what is their importance in the course of the process?

Design/methodology/approach: To answer the research question, an exploratory qualitative study was conducted. The case study approach was employed and the research sample included 16 employees of a manufacturing company with low-volume and high-mix production. All participants were involved in the ECM process and took part in in-depth interviews. The preliminary technique for analysis and data interpretation was conventional qualitative content analysis.

Findings: The internal stakeholders who are significant at various stages of the engineering change management process were defined. It was also found that their presence and role vary depending on the change type. In identifying the key stakeholders, study participants first used the predefined list of 9 internal and 5 external stakeholders and described their importance and role. Participants could point out additional stakeholders important in a particular process in which they participate. The initial list of 14 predefined stakeholders expanded to 43. Based on the analysis of research results and the assessed frequency of contact with a given stakeholder, they could be divided into 3 groups: the closest ones, occasional and rare. Interestingly, even within a single department, a particular stakeholder could be categorized differently by, for example, higher and middle-rank managers. Taken together, the obtained results indicate the complexities of managing stakeholders. The fact that they are not perceived universally points out the necessity of discussing the potential need to develop a congruent picture of stakeholders' significance within organizational units.

Originality/value: This research defines stakeholders of the ECM process and shows their importance. The additional value of the paper stems from incorporating the premises of a well-grounded stakeholder theory in research design and interpreting its findings. Obtained findings are original and contribute to the current understanding of the ECM process and factors decisive of its results. They may also be important for project managers and change administrators, who need to define the most important stakeholder at every stage of the ECM process.

Practical implications: The obtained results, which indicate that a stakeholder with whom one has contact daily is not necessarily perceived as the most important one, indicate the necessity to monitor and verify the significance of stakeholders closely. This process should move beyond the commonly recommended good practice and be conducted in a flexible manner. Such an approach can make it possible to improve the ECM process by making it more time-effective and reducing the amount of unnecessary communication and meetings.

Research limitations: There are several limitations of the study. The first one is the small research sample, which includes a single company and its 16 employees. Qualitative research, even when conducted appropriately, involves a certain level of subjectivity which is the study's second limitation.

Keywords: engineering change management, ECM, engineering change, stakeholder, process modeling

Biographical notes about the author



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development PhD thesis concerns engineering change management, stakeholder management and paradox theory.

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EDUCATION FOR
SUSTAINABLE DEVELOPMENT/SUSTAINABILITY AND SUSTAINABLE HRM

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Abstract

To increase business and academic effectiveness, HEIs should introduce new forms of running academic and administrative operations, for example, by implementing modern teaching approaches, design thinking and social creativity. The academic and administrative environment should embed flexibility into their operations to be able to rapidly respond to immediate changes in needs of various groups of stakeholders. Modern teaching approaches motivates learners to act independently, innovatively, and responsibly in seeking new types of solutions. However, the creation of such learning environment is not easy for various reasons, including reconceptualization of the academic environment, financial strain, legislation pressure, etc. HE transformation is additionally constrained by social and labor needs of both local and global markets, as well as global megatrends of internationalization and interculturalization (Karkkainen et al., 2023).

The purpose of this research is to identify academic staff' perception of pending HE transformation and their needs in pertinence to such transformation, as well as by it further support of HE administration. The research methodology included a survey of academic staff, represented mostly by Ukrainian HEs representatives. The originality of the research is established by feedback, provided by academic staff. The value of research is twofold. Firstly, it allows its practical application, enabling institutions to enhance their competitiveness and adapt to changing educational needs. Secondly, it promotes the development of a theoretical model that can illuminate the dynamics of interaction among all participants, ultimately improving the quality of higher education as a service. The findings of the research will reveal the necessity to introduce modern teaching approaches making the process of lecture delivery more applied, thus improving the competitiveness of HEIs with lifelong learning educators. The implications of the research are applied. Specifically, the results should be used by managers of HE to enhance the quality of management processes making them more agile.

Keywords: education management, higher education, design thinking, methodology, sustainable development

Biographical notes about the author



Kristine Uzule obtained her Ph.D. in Psychology from the University of Birmingham. She is currently a researcher and associate professor of entrepreneurship at EKA University of Applied Sciences, Latvia. She is also an expert of the Latvian Council of Science in two areas: economics and entrepreneurship, and educational sciences. She has participated in several Erasmus+ research projects on digital competences. Her research areas have included entrepreneurship and management (entrepreneurial profiles, entrepreneurs and managers' competences, airport management), digital competences and higher education.

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Abstract

The concept of university social responsibility is rather new, most of the universities try to incorporate it into their strategies. Researchers have summarized the desired outcomes of USR, such as: (1) community of learners and scholars who value the pursuit of new knowledge in a society of learning and are valued members and leaders of society, and global citizens effective in diverse setting; (2) graduates who have well-balanced knowledge and wisdom, and good character; intelligent, think rationally, behave morally and ethically; possess life and leadership skills; conscious of public and common good; practice good governance and are socially responsible, able to compete in an international job market. The desired social contributions of the university are to be the betterment of locality, society; the development of local human resources, nurture creative and entrepreneurial leaders (accessible knowledge acquisition, in a variety of dimensions, formats and platforms); the development of a dynamic, learned and conscientious society (promotion of sustainable research in science, technology and the arts); the advancement of the world civilization by producing graduates who have global insight, tolerance, and exceptional academic achievement; generation, advancement and dissemination of knowledge and learning. The current research is based on the Othman-Pukka methodology (measurement of the university social performance): activities for promotion of well-being (WEL), know-how (KNH), ownership of staff and students (OWN), and community involvement (COM). The current research consists of: (1) conceptualization of theoretical framework of University Social Responsibility evaluation models; (2) online survey of the Latvian university students and academic staff, applying 5-point Likert scale questionnaire. The data will be processed by SPSS. The result of the current research will be proposal of the tool for evaluation of the University Social Responsibility.

Keywords: University Social Responsibility, evaluation tools, well-being, know-how, ownership, community involvement

INTERNAL AUDIT FUNCTION

IN CROATIAN HOSPITALITY INDUSTRY

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Abstract

Purpose: This study aims to examine the current state-of-the-art of foundation, organization, the role, processes and functioning of internal audit (IA) within Croatian hotel companies in order to suggest for its improvements.

Design/Methodology: a qualitative research was conducted using a questionnaire distributed to Croatian hotel companies that quote their stocks on the capital markets, noted destinations and international renowned hotel companies that operate in Croatia during March to May 2023. Based on the responses received, semi-structured interviews were conducted with internal auditors who are or have been employed by hotel companies in order to obtain more detailed information about the organization and performance of the internal audit function (IAF).

Findings: The results showed that not many hotel companies in Croatia have organized IAF because it is not a legal obligation for the hospitality industry. The current stage of IAF in these companies is infrastructural or integrated, which shows possibilities for its improvement. The role of internal audit is not recognized because it is seen as a time-consuming activity and additional expense of hotel company, without awareness of its real purpose, opportunities to improve efficiency and effectiveness of hotel operations and other benefits of this function.

Research limitations – the small sample of hotel companies that have IAF organized within and also limited number of internal auditors that have experience, knowledge and qualification of working in hospitality industry.

Originality of the research: the first study regarding organization of IAF in hospitality industry.

Keywords: internal auditing, internal auditor, internal audit function, hospitality industry, hotel companies

Biographical notes about the author



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, ASSESSING THE IMPLEMENTATION OF SUSTAINABILITY PRINCIPLES IN UNIVERSITIES IN EUROPE

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Abstract

Purpose: This article aims to verify the scope of implementing the University Social Responsibility/Sustainable Development (USR/SD) practices and the methods of their dissemination at European universities. It proposes a way of looking at Higher Education Institutions (HEIs) commitment to USR/SD in a structured and systematic way thanks to the elaborated Authors' framework.

Methods: A unique assessment matrix has been created based on the literature review, containing 16 original evaluation criteria. This study applies this matrix for evaluating the USR/SD commitment of 130 universities from 39 European countries.

Original value/findings: Our analysis allowed us to distinguish three groups of countries corresponding to the diverse levels of USR/SD commitment. Ultimately, the authors expressed recommendations for universities.

Keywords: universities' social responsibility, sustainable development, reporting

Biographical notes about the author



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HOW RCEP AGREEMENT SHAPE NEW GLOBAL TRADE PATTERNS.
WILL RCEP BOOST THE ECONOMY?

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Abstract

Regional Comprehensive Economic Partnership Agreement (RCEP) is a regional free trade agreement between Australia and 14 other Indo-Pacific countries (Australia, Brunei Darussalam, Cambodia, China, Japan, Laos, New Zealand, Singapore, Thailand, Vietnam, the

Republic of Korea, Malaysia). RCEP is the world's largest free trade agreement by members' GDP.

The agreement provides for the elimination of duties on approx. 90% of product groups within 20 years. It also introduces common regulations in areas such as competition, services, technical standards, e-commerce, intellectual property and investment. In principle, the RCEP is to create a framework for further negotiations as the importance of individual issues for mutual trade increases.

The new agreement creates new opportunities for the Western world, mainly the European Union and North America. Time will tell whether Western countries will use them.

Keywords: free trade agreement, Regional Comprehensive Economic Partnership Agreement, RCEP, duties

Biographical notes about the author



Krzysztof Ziółkowski is an assistant professor at the WSB Merito University in Gdansk. He specializes in economics, econometrics and databases using the latest data science technology. He was visiting lecturer in Dresden, Berlin, Emden/Leer and Genoa. He completed scientific internships at the University of Northampton and at the University of Economics in Katowice in the department of Machine Learning. He actively participates in international conferences, recently attending a conference in New York at CUNY, his presentation 'The impact of the Russia-Ukraine conflict on world

trade' gathered the most votes as the most interesting/best among the presentations of his panel. Recently Krzysztof is a Head of Postgraduate Studies in field Big Data, Data Science, Artificial Intelligence/Machine Learning. His research field is economics, trade & econometrics. He supervised more than 500 students (incl. BA, MA, PgDip).

Krzysztof's work experience includes both corporate and academic background. He combines professional and scientific work. Currently, he participates in creating foreign trade forecasts using machine learning models.

SUSTAINABILITY UNDER DIVERSIFIED FIRE

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Abstract

The sustainability agenda has been embraced worldwide by organizations over the past few decades. It represents a profound shift from a purely technical and financial approach to considering how a given organization operates in the ecological, social, and economic environments. However, it has been criticized from different angles. Some claim it is business-wise unhealthy. The others find it often over-ideologized and detrimental to the fabric of social life. The criticisms are clustered and thoroughly discussed referring - in particular - to Polish and Indian data.

Keywords: sustainability agenda, sustainability, criticism of sustainable development, discussion

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