



TAKE 2024

HOSTED BY

Universidade Lusófona



UNIVERSIDADE
LUSÓFONA



TAKE 2024

THEORY AND APPLICATIONS IN THE KNOWLEDGE ECONOMY 2024

CONFERENCE BOOK OF ABSTRACTS

Table of Contents

The (multi)conceptualization of organizational culture and the scope of organizational performance.....	5
Cultivating Innovative Thinking: A Literature Review	6
Roles and dimensions associated with responsible leadership: An exploratory study in Africa. .	9
The influence of populism on the volatility of stock markets.....	11
Review of the Implications of Artificial Intelligence on the Accounting and Auditing Profession – Will Accountants and Auditors be Needed in the Future?	12
Correlation between income and expenses from investment properties and net profit in insurance companies in Croatia	14
Relational Capital and Sentiment Analysis.....	16
Knowledge and Know-how adapted to the digital world: a worldwide challenge	18
Assessing the Impact of Knowledge Value on Knowledge Hiding Behavior: A Comparative Study of Chinese and German Knowledge Workers in the Automotive Industry.....	20
Governing literacy improvement among vulnerable populations in Europe	21
The Role of Arab Culture and Organisational Context in The Development of Work-Life Balance Practices: A Case Study of Gaza, Palestine.....	27
Tacit knowledge during disruptive times: how well did we share and preserve tacit knowledge during and after the COVID-19 pandemic and why?	28
Emotional Inteligence and academic achievement	32
How to develop eco-leadership: Opportunities and challenges in the digital age	33
The Return to the Office Needs Human-Centred Design: Here’s Why and How.....	37
Roaming Talents: Soft Skills and Learning Strategies of Digital Nomads.....	39
Self-initiated expatriate adjustment. A systematic literature review.....	41
The Information Professional as a Consensus-builder, AI translator, and Orchestrator of Change	42
Conflict and knowledge hiding: The role of envy, competitiveness, and ethics.....	43
Silver Generation Values in GrandTechs Business Models	44
Revolutionizing HRD through Digitalization.....	46
Investigating how the Horizontal and Vertical Individualism and Collectivism Cultural Values Influence Maximizer Decision-Making and Entrepreneurial Intentions in the United States: Study 3.....	49
The Challenges of Banco Crédito Agrícola in Portugal to the European Commission's Sustainable Finance Action Plan	54
Inclusion of the LGBTQ+ Community in the Military and Cadet Forces: Identifying lived experiences.	55

MindPowered Coaching: Nurturing Organizations and Individuals for High Performance (A New Pragmatic Approach to Management Consulting).....	58
Strategies for Bioeconomy Development: Insights into Brazil's New Industrial Policy	59
CSR in Morocco: Myth or reality	62
Corporate governance and its impact on improving public management in Portugal.....	63
Public policies affecting the seed industry and their role in relation to the market working	64
Navigating Knowledge Systems in African Governance for a Resilient Knowledge Economy....	67
Faculty Development Research and Practice: Partnering with Human Resource Development	70
Corporate Social Responsibility in India.....	71
Linking the business process view and competence modelling using the ESCO classification - use case of a sales and distribution process	72
HR Data Analytics	74
The InnoGreen Project's Green Business Innovation Canvas: Adopting innovative green practices	77
The Erasmus Programme and its Influence on Human Capital and Employability in Portugal ..	78
Evaluation of the performance of public sector policies: criteria, future evolution, and legal regulation	79
The elusive nature of Values – What do we really mean by integrity?	82
Active learning and gamified business simulation in the training of industrial engineers	86
Comparison of EU countries based on digital development and sustainable development indicators.....	87
Intrinsic factors of remote work quality: a comparative analysis towards EUROFOUND vision of sustainable work	89
Mobility in Higher Education' s contribution to economic competitiveness and cohesion in EU: trends and outcomes	91
The Portuguese Experience of Vocational training – 2000-2020.....	96
Migration of Slovenes to Portugal	97
Exploring the Interplay Between Artificial Intelligence, Emotional Intelligence, and Knowledge Management: A Conceptual Framework	98
Understanding social benefit driven organizations in health: a scoping review and the Portuguese experience	99
The role of insurance in mitigating climate risks	101
Utilisation of Delphi Processes for Knowledge Sharing in Industry 4.0 – with Applications to Cybersecurity.....	102
Fake News and Lateral Thinking: Navigating the erosion of truth.....	105
Self Awareness and the development of coaches . - a qualitative study.....	106
Formulating Winning Business Strategy in the Knowledge Economy Context: The Role of Artificial Intelligence.....	108

The second chance for talented employees in digital reality – theoretical analysis with case application.....	111
Attitudes of Teachers and Students in Business and Economics Fields about e- learning and usage of mobile technologies for learning purposes	112
Impact of the Adoption of the Accounting Standardization System on Local Government in Portugal: A Case Study	114
Maximizing neurodiverse employee wellbeing and potential post pandemic: opportunities and challenges.....	115
The knowledge management in context of telecommuting due to Covid-19	116
An Essay on Creativity in the Fourth Industrial Revolution.....	117
Dolce far niente and innovation.....	118
To Evidence or No to Evidence! Students’ experience of management teaching to management applications	120
Navigating the Internationalization Landscape: Present Challenges and Opportunities for Higher Education Institutions.....	122
Innovation and transformation of film festivals in the post-pandemic landscape.....	123
Entrepreneurship of women 50+ - an overview of motivating factors.....	125
Human Intelligence versus Artificial Intelligence: What will be the future in logistics operations?	126
WorldCoin - a case study on the knowledge economy.....	127
Sustainable and Operational Behaviour of Businesses in the Face of Climate Change : study of a fixed effects panel data regression from Spain vs. Morocco.....	128
Unleashing the Potential of Artificial Intelligence for Human Resources Development Leaders	130
Emotional intelligence coaching as the anchor for connecting a multigenerational workplace	133
Remote onboarding: A Bibliometric Review	134
Big Five, Leadership Competencies, and Criterion Factors: A Case Study at Amorim Saúde Group.....	136
Intrapreneurship systematic review: an individual-level overview	137
The critical role of enterprise in developing centres of vocational excellence (COVES) - an Austrian case study within the EU-Erasmus.....	138

The (multi)conceptualization of organizational culture and the scope of organizational performance

Maria José Costa

costamariapdh@gmail.com Portugal CECS - Centro de Estudos de Comunicação e Sociedade Instituto de Ciências Sociais | Universidade do Minho

Margarida Rodrigues

Margarida.rodrigues@cloud.iees.pt Portugal CEFAGE - UBI

Nayra Martins

nayralmartins@hotmail.com Portugal Polytechnic Institute of Coimbra, Technology and Management School of Oliveira do Hospital

Cidália Oliveira

Cidalia.o@hotmail.com Portugal REMIT - Research on Economics Management and Information Technologies; University Portucalense

Author keywords: Organizational culture, organizational performance, conceptual approach.

Abstract

a) purpose

Despite of knowing that the literature on organizational culture is wide, considering the number of definitions, studies and publications, this study intends to bring some insights by mapping the conceptual state of the art on organizational culture. , presenting a review of the main concepts and addressing aspects housed in the definitions An attempt was also made to highlight the influence of organizational culture on organizational performance.

b) design/methodology/approach

To this end, supported by the theoretical conceptuality that motivated this theoretical article, scientific articles and books on the subject, published between the period 1966 and 2022, were reviewed.

d) results or expected results

This study is intended to be a catalyst for future empirical studies.

e) originality/value

The main contribution of this study is the holistic understanding of how organizational culture is an inseparable construct of positive organizational performance in any organization. Perceptibly, this argument requires empirical confirmation, which is a suggestion of a feasible future path.

Cultivating Innovative Thinking: A Literature Review

Stacy McCracken

mccracs@purdue.edu

United States

Purdue University

Darlene Russ-Eft

drusseft@purdue.edu

United States

Purdue University

Author keywords: innovative thinking, durable skills, soft skills, adult learning.

Abstract

Purpose

Today's leaders manage sophisticated global value chains, navigate rapid technology shifts, strategize to stay ahead of competitors, and thwart attacks from cyber criminals while keeping their diverse, aging workforce engaged and innovating. Creativity and innovation result from people's work and are now business assets paramount in the change process. Understanding how to foster these skills in working professionals has implications for education, business, and governments around the world. Thinking skills such as flexibility, creativity, and innovation attract global attention as leaders face international competition and rapid technological change. The problem addressed by this review is the shortage of working professionals with innovative and creative thinking skills, often called durable skills, required to compete in the rapidly changing global marketplace and to ensure long-term employability. This review explores innovative thinking in working professionals from an interdisciplinary perspective, focusing on mindsets associated with innovative thinking and learning experiences that foster innovative thinking. This review will help researchers and practitioners better understand innovative thinking skills and how to enhance them.

Today's volatile, uncertain, globally connected world pushes organizations and organizational leaders to pursue rapid innovation cycles and technological advancements to remain competitive and relevant (Singh et al., 2020). Global agencies, consulting firms, and CEOs agree that creativity and innovation skills are fundamental for working professionals and organizations to thrive and survive in the dynamic 21st-century business environment. Innovation consistently garners attention from scholars, CEOs, consulting firms, and entrepreneurs because it promises to create a competitive advantage and safeguard an organization in the long term (Hughes et al., 2018; Mussner et al., 2017). The field of innovative thinking is ripe for further expansion and study, and this review explores current research from an interdisciplinary perspective and offers a fresh look at the mindsets and learning experiences that can enhance innovative thinking.

Approach

The research involved an integrative literature review (Toracco, 2005, 2016). It will begin with the development of a concept map based on preliminary research scanning. This map will depict how skills required for working professionals in the 21st century are tied to individual employability and organizational success.

The complex nature of the topics in this study requires the integration of research across several disciplines, including behavioral sciences and business. The research evaluated in this paper will

be sourced primarily from two databases: Web of Science Core Collection (WoS) and ABI/Inform Collection (ABI). Google Scholar will supplement the research. A snowball method will be applied to identify additional research to supplement this analysis.

Theoretical Base

Researchers have associated a variety of thinking styles with innovation, including creative, divergent, strategic, and adaptive, to name just a few. Over the decades of research on creativity and innovation, researchers have converged on one key finding: the study of creativity and innovation is complex and not easily understood (Anderson et al., 2014; Hughes et al., 2018; Warren et al., 2018). Hughes et al. (2018) noted that creativity and innovation are often referenced together, and the terms are sometimes used interchangeably, leading to confusion and the inability to build on prior studies. Some researchers have associated creativity with divergent thinking (Warren et al., 2018), while innovation has been considered a convergent thinking activity (Revilla & Rodríguez-Prado, 2018). Other researchers have advocated that creativity and innovation are part of a cyclical or feedback process working together rather than a process where creativity precedes innovation (Anderson et al., 2014; Isaksen, 2023). Morad et al. (2021) noted that little attention in research has been given to innovative thinking, with the focus resting on the broader areas of innovation and creativity.

Expected Results

This review will result in an overview of the relevant literature, as well as a concept map and a theoretical framework to explore the development of innovative thinking. Such results will help researchers interested in exploring innovative thinking. They will also assist practitioners in better understanding innovative thinking skills and how to enhance them within educational and organizational settings. This literature review will broaden understanding of mindsets' role in innovative thinking and experiences associated with fostering innovative thinking.

Originality/Value

Business leaders are seeking ways to expand innovative thinking and develop this skill in their workforce, and there is minimal integrated research to support them in practical ways (Hughes et al., 2018). One of the research challenges associated with understanding innovative thinking skills is the complexity of the topic illustrated in a multidisciplinary body of research (Morad et al., 2021). Given the limited study of innovative thinking compared to other types of thinking, this review can positively contribute to the literature and research on innovation and innovative thinking. Researchers can benefit from this review as it will take a fresh look at existing research across domains and seek new insights to spark new opportunities for further study. Practitioners will benefit from a consolidated summary of research that can inform learning development, career planning, and management development strategies to support innovative thinking skills in their workforce.

Practical Implications

Leaders are central to employee development and engagement, accounting for an estimated 70% of team engagement in the workplace (Gallup, 2023). Gallup's 2023 State of the Global Workplace report found that 59% of employees are disengaged at work, quietly quitting. This lack of engagement was estimated to cost the global economy \$8.8 trillion. The challenge of fostering innovative thinking in an entire workforce undoubtedly keeps organizational leaders

in global business awake at night. In two separate studies of mid-career development, Mok et al. (2021) and Mahapatra and Dash (2021) found that development opportunities are not readily available to all working professionals, with mid-career professionals often being overlooked, which can be detrimental to long-term organizational success. When an individual is engaged at work, they are more likely to contribute and exhibit innovative behavior (Mussner et al., 2017). With people at the heart of innovation, understanding how innovative thinking in individuals can be sparked, nurtured, amplified, and taught offers organizations the opportunity to unlock untapped resources for innovation.

Roles and dimensions associated with responsible leadership: An exploratory study in Africa.

Marius Ungerer

mariusu@stellnebochbusiness.ac.za South Africa STELLENBOSCH UNIVERSITY

Author keywords: collaboration, leadership practices, responsible leadership, sustainable performance, teamwork.

Abstract

a) purpose

Miska and Mendenhall (2018:123) conclude that responsible leadership (RL) studies “focus on both antecedents and outcomes of RL, suggesting that the phenomenon is increasingly considered as process rather than a state”. To date, most scholarly research on the topic of RL is still mainly conceptual, which open opportunities for more empirical studies related to the antecedents, consequences and contextual boundaries of this construct (Javed et al., 2021; Tsui, 2021). Responsible leadership is a complex phenomenon and challenging to study, but Tsui (2021: 168) encourage researchers as follows: “Responsible leadership in the twenty-first century may be one of those wicked problems that responsible researchers want to tackle.”

b) design/methodology/approach

The roles and dimensions of responsible leadership (RL) in organisations are conceptualised by Maak and Pless (2006) and Argarwal and Bhal, (2020), but empirical research that confirms the practices associated with these roles and dimensions is still scarce, especially in the context of Africa. Maak & Pless (2006: 112) confirm the need when they say, “To better understand the phenomenon of responsible leadership further research is necessary”. The identification of RL orientations is according to Miska and Mendenhall (2018) a fruitful area to investigate. In this study RL orientations refer to roles and dimensions associated with RL.

This article focus specific on exploring the way RL is practiced in case study organisations in Africa. Eisenhardt (1989: 534) explained that the case study is “a research strategy which focuses on understanding the dynamics present within single settings”. Case studies may refer to the documented history of an individual, team, organisation, or event (Zikmund 2003). For this research, a multi-case study approach was used to understand the organisational context in which RL originated, or was adopted, and implemented within a role and dimension perspective. The aim was to understand the underlying practices present within the targeted organisations that led to the manifestation of RL roles and dimensions (Eisenhardt 1989:534).

c) theoretical base

The theoretical foundation for this article is largely based on the work of Maak & Pless, (2006), Maak (2007) and Argarwal and Bhal (2020) who identified roles and dimensions of RL. These constructs are used in the primary research phase of this study where it is viewed as antecedents for RL practices to investigate how roles and dimensions related to RL create conducive conditions for mutually beneficial multi stakeholder relationships and outcomes.

d) results

This research supports the findings of Maritz, Pretorius and Plant (2011) that responsible leaders in South Africa do display the roles of an architect and change agent in doing strategy-related

work. In fact, this research confirms that responsible leaders in the case study organisations in South Africa, Nigeria and Kenya do take up all the roles and dimensions associated with RL as described by Maak and Pless (2006) and Argarwal and Bhal (2020) respectively.

e) originality/value

This exploratory study contributes to developing a perspective on how the RL role perspective of Maak and Pless (2006) and the RL dimensions (Argarwal & Bhal, 2020) are used as possible features of antecedent enabling conditions that responsible leaders create for positive multi-stakeholder outcomes and relationships.

f) practical implications

Research indicates that the new work entrants (millennials, generation z) do not want bosses; they are looking for coaches. New-generation workers need team leaders who can coach them, who value and appreciate their individuality, and who can assist them in discovering their real strengths (Ungerer, Herholdt, & Schlechter, 2021). The RL role of the leader as a coach is well-suited for the new generations entering the workplaces of today. RL as a norm-based leadership approach is relevant in a world that is constantly bombarded with scandals of leaders that show low moral integrity. Frédéric Laloux (2014: 257) states that "... enlightened leaders don't automatically make for enlightened organisations, unless they also embrace structures, practices, and cultures that change how power is held, how people can show up, and how the organisation's purpose can express itself." This article shared evidence of RL practices that contribute to changing the world towards a better place to live and to work in.

The influence of populism on the volatility of stock markets

Tatiyaporn Sirisakdakul
up202002101@edu.fep.up.pt

Portugal

University of Porto

Júlio Lobão
jlobao@fep.up.pt

Portugal

University of Porto

Author keywords: populism, volatility, stock markets.

Abstract

This paper examines the influence of populism on stock market volatility, considering 21 countries analyzing data from December 1961 to April 2022. The regression approach is used to analyse in this study. The analysis uses the HAC Newey-West estimator to handle heteroscedasticity and autocorrelation. The study's model regresses stock market volatility on populism status, incorporating control variables like economic indicators. Our results show that the stock market's behaviour will react when a populist party leads the government. In Asia, our findings indicate South Korea and Taiwan demonstrate a positive relationship with stock market volatility, whereas India and Indonesia show a negative relationship between them. Most European countries exhibited an inverse correlation between the status of populism and stock market volatility. Conversely, most countries in South America have a positive correlation between the status of populism and stock market volatility. Both countries in North America have not significant in the level. These empirical findings make a valuable contribution to the field of behavioural finance by providing insights into financial markets and political uncertainty driven by populism. Our results have implications for investors, regulators, and cooperators in making well-informed decisions and strategic planning to maintain market movements.

Review of the Implications of Artificial Intelligence on the Accounting and Auditing Profession – Will Accountants and Auditors be Needed in the Future?

Petra Halar
phalar@efzg.hr Croatia University of Zagreb, Faculty of Economics & Business

Ana Ježovita
ajezovita@efzg.hr Croatia University of Zagreb, Faculty of Economics & Business

Boris Tušek
btusek@efzg.hr Croatia University of Zagreb, Faculty of Economics & Business

Author keywords: artificial intelligence, accounting, auditing, machine learning, natural language, processing.

Abstract

a) purpose

The hype regarding artificial intelligence (AI) has been enormous over the last few years – from the simple use by ordinary people to the application in the most advanced business processes. This technology represents an interdisciplinary field which includes engineering, information and communication technology, science, statistics, neuroscience, and others. In simple words, AI is a kind of software that can imitate or stimulate human behaviour. From a capabilities aspect, artificial narrow intelligence (ANI), also known as a “weak” form of AI, capable of performing limited tasks for which it is designed and making decisions based on its training data, is widely used today. Examples of ANI include chatbots and virtual assistants, predictive models, self-driving vehicles, image and facial recognition systems, and similar. This technology has already significantly increased business productivity. On the other hand, artificial general intelligence (AGI) represents systems with comprehensive knowledge and cognitive capabilities that are more advanced and efficient than humans. AGI will have a remarkable ability to process all structured and unstructured data without training data. Until today, this technology has still not been developed. Unlike ANI, which is created to automate specific human tasks using machine learning, deep learning, robotic process automation (RPA), or natural language processing (NLP), AGI is expected to possess consciousnesses, emotions and critical thinking. Finally, artificial superintelligence (ASI) is considered a superior type of AGI, which will be incomparably better in anything compared to humans. Thus, in the context of this technology, which penetrates all areas of people’s lives and activities, privately and in business, the question is how AI affects the accounting and auditing profession. What are the expectations, responsibilities, and concerns, even ethical ones, of accountants and auditors? Additionally, the question is which type of AI most significantly impacts accounting and auditing, and in what way? Finally, accountants and auditors’ main concern is whether they will become superfluous in this new, AI-supported environment.

Related to those research questions, we developed several research objectives. Our objective is to comprehensively review current thoughts and views of existing scientific papers and research,

as well as professional papers, on the application of AI in accounting and auditing. Additionally, based on the existing literature, we will investigate which existing AI technology is the most useful in improving the productivity of accountants and auditors. Finally, we will summarise opinions on upcoming expectations from accountants and auditors in adopting AI and analyse the new knowledge and skills they will need to gain to be a competitive workforce in the upcoming years.

b) design/methodology/approach

We will conduct desk research to compose, synthesise and classify the most important aspect of AI for the accounting and auditing profession. Additionally, we will describe and compare the types and abilities of AI related to the profession. Finally, by applying the deductive approach, we will filter out the most significant application fields and needed skills for accountants and auditors to simplify the adoption of AI in their activities.

c) theoretical base

To prepare the paper, we will obtain the most significant recent scientific and research, as well as professional, papers regarding the application of contemporary information and communication technologies in the accounting and auditing profession, with particular emphasis on AI-related technologies.

d) results or expected results

The paper will result in a comprehensive review of current trends and expected perspectives of AI application in accounting and auditing profession, resulting from previously published scientific and professional papers.

e) originality/value

Our contribution in this field will include our views and development expectations regarding opportunities to improve the productivity of accountants and auditors related to the adoption of various AI types in their everyday activities, based on a comprehensive literature review.

f) practical implications

The practical implications of the paper will be directed towards raising the awareness of the accounting and auditing profession regarding the usefulness of AI and its adoption into profession's everyday tasks, as well as the need for constant education regarding various information and communication technologies, including AI.

Correlation between income and expenses from investment properties and net profit in insurance companies in Croatia

Hrvoje Perčević

hpeercevic@net.efzg.hr

Business

Croatia

University of Zagreb, Faculty of Economics and

Marina Ercegović

mmicin@net.efzg.hr

Business

Croatia

University of Zagreb, Faculty of Economics and

Author keywords: income, expenses, investment properties, insurance companies, Croatia.

Abstract

a) purpose

The main purpose of this paper is to investigate the impact of income and expenses from investment properties on the net profit in insurance companies in Croatia. More particularly, this paper explores the extent to which income and expenses from investment properties affect the net profit in insurance companies in Croatia.

b) design/methodology/approach

The research is conducted on 11 insurance companies in Croatia that have recognized investment properties in their financial statements in the period from 2017 to 2021. In order to achieve the purpose of the paper and to test the research hypothesis, descriptive statistical methods and correlation analysis are employed. The data required for the implementation of the research were collected from the publicly available financial statements of insurance companies in Croatia.

c) theoretical base

Investment properties are becoming the more and more significant item in the statement of financial position of insurance companies in Croatia. Previous researches on this topic revealed that investment properties take approximately 10,3% of the total assets in insurance companies in Croatia. So, this research explores do income and expenses from investment properties strongly affect the net profit in insurance companies in Croatia.

d) results or expected results

The research results show that there is a medium strong correlation between income and expenses from investment properties and the net profit in insurance companies in Croatia. The effect of income and expenses from investment properties on the net profit is greater in those insurance companies that applied the fair value model in measuring investment properties. In those insurance companies that applied the cost model for measuring investment properties, income and expenses from investment properties do not have a strong effect on the net profit.

e) originality/value

This paper contributes to existing findings in the field by indicating that the income and expenses from investment properties have a medium strong effect on the net profit and this effect is

greater in those insurance companies that applied the fair value model in measuring investment properties. Previous researches in the field did not investigate the impact of income and expenses from investment properties on the net profit in insurance companies.

f) practical implications

The results of this research could be interesting to accountants and managers in insurance companies since it reveals that income and expenses can have a serious impact on the net profit especially if the fair value model was applied in measuring investment properties.

Relational Capital and Sentiment Analysis

G. Scott Erickson

gerickson@ithaca.edu

United States

Ithaca College

Helen N. Rothberg

Helen.rothberg@marist.edu

United States

Marist College

Author keywords: knowledge management, intellectual capital, asset dynamics.

Abstract

a) purpose

This paper will continue a research program exploring how to better assess relational capital, one of the key components of intellectual capital (IC). IC is a concept encompassing the intangible assets of the organization, individual knowledge about a worker's job (human capital), process knowledge captured by the organization (structural capital), and knowledge about interacting with external entities, including customers (relational capital).

A variety of approaches have been proposed for evaluating the value of intellectual capital, but none has been accepted as the most favoured approach, especially across firms. One of the most popular techniques, VAIC, doesn't even include relational capital.

This research is aimed at developing a tool specifically for estimating the relational capital or related concept of brand equity through sentiment analysis. The approach would allow comparisons across firms and a means to monitor the standing of relational across time.

b) design/methodology/approach

The research applies sentiment analysis. Sentiment analysis is used to scrape the web for all mentions of designated keywords, including brands, in any and all outlets: social media, blogs, reviews, forums, and other platforms. The process can deliver results on volume of activity, sentiment (positive/negative), impact of influencers, key platforms, and key markets. Previous research has explored the use of sentiment analysis in this manner. The latest study is aimed at developing a repeatable method for accurately assessing relative brand equity/relational capital by these external, objective metrics.

c) theoretical base

As noted, previous research has explored using sentiment in this manner. Generally, brands with higher brand equity/relational capital based on other (proprietary) metrics have higher activity, not necessarily more positive sentiment but more stable, more influential top followers, and favoured social media platforms. This study will better establish a more formal model of how such variables relate to higher brand equity.

d) results or expected results

The study will provide evidence of how sentiment analysis items are correlated with high brand equities/relational capital. As a result, organizations would be able to use the tool to evaluate their own standing within their market and track how it varies over time. The results will be the first step in validating the worth and accuracy of such an approach.

e) originality/value

To our knowledge, very little work (besides our own) is going on in this area, particularly with this context—assessing the value of relational capital.

f) practical implications

As above, the results should provide a tool for further research by academics into the nature of relational capital specifically and intellectual capital in general. With a reliable tool, we can better measure and understand these concepts. On the practitioner side, as noted, the results should provide a means for monitoring brand value across time and across circumstances.

Knowledge and Know-how adapted to the digital world: a worldwide challenge

Olivier Bonnaud

Olivier.bonnaud@univ-rennes.fr

France

University of Rennes & GIP-CNFM

Author keywords: microelectronics, digital hardware, electrical consumption, future dead-end, technical know-how.

Abstract

a) purpose

Digital technology is evolving rapidly in our society. This development appears to be very useful for some of our daily activities in a wide range of applications, but it is also leading to a considerable permanent increase in the amount of data being transferred and processed. Given that all operations in this field are mainly based on electronic equipment and materials, this societal field leads to exponential growth in energy consumption (mainly electrical). Within a decade, this could lead to a deleterious global lock-in, with digital activity absorbing all the world's energy production. It should be noted that the use of artificial intelligence (AI) leads to an indiscriminate acceleration in the amount of data processed in data centers, and therefore an acceleration in energy consumption which, in many cases, is not useful to society. The societal behavior and the technologies must change. To do this, new skills and new know-how are mandatory to boot the innovation in the production of billion of connected objects each year.

b) design/methodology/approach

The methodology is based on the analysis of the evolution of data transfer in the word, on the consumption of the associated equipment, on the analyses of the losses in elementary circuits but also in circuits and systems and the architecture of circuits, systems and on the structure of the software that are not at all optimized in the present situation. Beside these analyses, an effort must be made in the acquirement of knowledge and know-how able to face the several challenges.

c) theoretical base

The theoretical base is issue of the analysis of many weaknesses in the technology and design of integrated circuits but also of the hybrid and complex equipment for which the first solutions leading to improvement are existing. Several characteristic examples will be given knowing that new approach should be developed. In the frame of the software involved in many IT applications, the continuous implementation since for than forty years led to huge number of bytes that induce a high consumption. New versions much more concise should be developed in order to decrease the number of GBytes of each software connected objects.

d) results or expected results

The setting of a national programme in France, France 2030, in agreement and coordinated with a European project, Chips act, has supported several projects in order to face the challenges. More especially, a project for 5 years which is devoted to form technicians, engineers and doctors in microelectronics with the target to contribute to the innovation and to apply the approaches that can

decrease the energy consumption via many techniques that were suggested by the microelectronics community of researchers that is also involved. In addition, the various technological approaches used to achieve these objectives, by opening up the spectrum of physics (optics, quantum, materials) and by involving multidisciplinary approaches, are also of high importance. This organization should lead to minimize the use of natural resources, knowing that microelectronics industry involves around sixty natural elements, a large amount of them being rare. The development of thin-film technologies should minimize these effects. By significantly reducing the thickness of active layers, these technologies help to minimize the use of natural resources.

e) originality/value

The originality is based on the nature of the platforms that are common to several academic institutions included in a national network. This network allows to share the equipment and functioning expenses, and to organize exchanges of practice at the national level. This practice leads to originality and innovation, thanks in particular to national educational seminars held every two years in the frame of the network.

f) practical implications

The practical implications are the increase of skills and know-how at all levels of graduation from technicians to engineers and doctors in order to answer to the need of the French and European industry in the field of microelectronic and to avoid the dead-end on the electrical energy consumption that should arrive as early as the beginning of the 30's.

Assessing the Impact of Knowledge Value on Knowledge Hiding Behavior: A Comparative Study of Chinese and German Knowledge Workers in the Automotive Industry

Vincent Ribiere

vincent.r@bu.ac.th

Thailand

Bangkok University

Kaiyu Yang

kariyoung@aliyun.com

China

School of Foreign Languages, Baise University

Anne Bartel-Radic

anne.bartelradic@iepg.fr

France

Univ. Grenoble Alps, Grenoble INP, CERAG,

38000, Grenoble

Author keywords: Knowledge hiding, evasive hiding, playing dumb ,knowledge sharing, knowledge type, Cross-cultural, China, Germany, automotive industry, serious game.

Abstract

Despite the continuous efforts to enhance knowledge sharing in organizations, a contrasting phenomenon often occurs where employees deliberately withhold knowledge from their colleagues, known as knowledge hiding. Integrating knowledge sharing and hiding, this research strives to decipher the underlying mechanisms of these seemingly contradictory behaviors, addressing the very nature of the requested knowledge.

Following a positivist research paradigm, the research utilizes a quasi-experimental design in the form of a serious game to collect data from knowledge workers from two automotive companies in China and Germany. Statistical analysis with SPSS reveals that both Chinese and German employees are generally more likely to share than hide what they know when requested by colleagues, but the degree of knowledge behaviors remains none negligible.

The investigation at the sharing and hiding level reveals no significant difference in both Chinese and German knowledge workers' responses to requests for various types of knowledge. However, the extent to which they shared what they knew and the strategies they adopted to avoid making what they knew available to colleagues are proven to have been influenced by the type of knowledge requested. While Chinese knowledge workers fully shared documents (codified knowledge) more often than experience, their German counterparts fully shared relationships more often than experience and documents.

A comparison of the two countries' knowledge workers' responsive behavior to requests for different types of knowledge revealed that German knowledge workers demonstrated more full-sharing behavior regardless of the type of knowledge requested and that Chinese knowledge workers were more reluctant to fully share what they know when asked for their established relationship knowledge.

The findings indicate that categorizing knowledge sharing and hiding into simple binary behaviors does not fully capture the complexity of employees' responses to knowledge requests. By uncovering the variations in knowledge workers' responsive behavior to request different types of knowledge, this study clarified for organizational management that due attention should be paid to the documentation of employees' existing knowledge. Specific practical implications for organizations operating in the studied countries were also generated.

Governing literacy improvement among vulnerable populations in Europe

Maciej Witkowski

mwitkowski@wsb.edu.pl

Poland

Akademia WSB

Author keywords: functional illiteracy, education and inequality, Government Policy/Provision and Effects of Welfare Programs, Education and Economic Development.

Abstract

Purpose:

The paper presents a case study of managing the process of literacy improvement among different vulnerable populations (migrants/cultural minorities) in Poland, Austria, Czechia, Italy. In this context, the objective of the paper is to present a critical analysis of key practical aspects of managing cultural clashes using the OMC method and pay attention to the usefulness of applying qualitative methods for monitoring social integration processes.

Functional illiteracy has been found to erect barriers to basic human rights, such as accessing education and equitable healthcare. The inability to effectively communicate and navigate social relationships can also contribute to social exclusion, affecting an individuals' socioeconomic opportunities, health, wellbeing, and general quality of life --effects that can perversely affect their families or dependents.

Europe's population has seen considerable shifts in the past century as a result of global political, social, economic, and environmental factors, resulting in an ever increasing multicultural, multiethnic, multi-racial, and multi/plurilingual population. These dynamics, including growing numbers of migrants and refugees arriving in Europe, place new demands on public institutions and social services. Moreover, navigating/accessing the services that do exist, requires that newly arrived as well as socially and economically marginalized populations possess particular knowledge and skills--with literacy at the core.

Adult literacy development has been seen as a key tool to promote economic and social growth and mobility, civic participation, and health equity. This development has more recently been brought to the forefront of the European policy agenda, with a priority focus on adults with low skills from vulnerable social groups. However, critics argue that contemporary language policies and programs do not take into account the increasingly pluralistic and diverse populations present across Europe, often promoting an assimilationist, monolingual agenda. This not only ignores the cultural and linguistic wealth present in these populations, but also inadequately prepares them to succeed in their communities as well as address tensions that emerge related to cultural identity and social and immigration status. It seems there is an urgent need for sensitively designed and socially and culturally responsible educational and language programs for immigrants, migrants, refugees, and other social and economically vulnerable populations.

The paper will examine the experience of the Alphabetter international research project dedicated to strategies for diagnosing and creating culturally adapted tools to counter functional illiteracy. One of the most important challenges faced by the international team of researchers was the significant diversity of approaches to the phenomenon of functional illiteracy. Despite being rooted in the common context of international comparative research carried out by UNESCO, different ways of understanding its causes, conditions and further social consequences

still exist in the individual countries of the Alfabetter project partners (Poland, Austria, Czechia, Italy, USA).

Using the experience of the Alfabetter project and exploring available quantitative data, author tries to identify universal and cultural possible causes of the phenomenon of functional illiteracy. The conditions identified can guide strategies for creating programs and tools to reduce the level of exclusion in literacy in migrant communities. The analysis takes into account the context of countries' literacy policies, attitudes toward one's ethnic identity and ethnic language, attitudes toward migrants, and attitudes toward education.

Theoretical Base:

When managing the process of solving social problems emerging in the relationships between cultural minorities and the majority society, the European Union is using a complex system involving the choice of a solution and its subsequent implementation, called the "open method of coordination" [OMC] (Peters 2018, Bieber 2016, Lawn & Greek 2012, Rhodes 1997, Witkowski 2016). Currently, the OMC is an element of organisational culture and decision-making practice of the EU in the area of social issues (Klatt, Milana 2019, Szczepańska-Woszczyzna 2018). At the same time, according to the critics of the OMC, its evaluation in practice is often limited to quantitative indicators, concentrating on temporary effects, and it is not very thoughtful (Egeberg & Trondal 2016, Heritier 2002, Le Gales 2016). In the following part of the text, based on the collected empirical data, I argue that, when solving complex social problems related to the education of adults, the application of more in-depth methods of a qualitative nature can be a useful diagnostic tool used in the process of managing the development of local communities. The author addresses the qualitative empirical material related to the situation of different populations at risk of functional illiteracy in Poland, Czechia, Italy, Austria and USA. The main practical implication of the article consists of critical conclusions related to the existing OMC practice and a proposal of overcoming them.

The operating mechanism of the OMC can be described as a manner of "producing agency and results of actions" (Williamson 2016, Zaitlin 2011, Rhodes 1997). Strategic goals are formulated at the highest level of decision making, during sessions of the European Councils and meetings of the Council of Ministers. They are the result of a shared political will, but they are earlier preceded by the "development process", in which proper agendas of the European Commission are involved. In principle, the objectives are defined in such a manner which would not force specific ways of their implementation, i.e. they can be indicated as the "convergence of goals". An element allowing for control of the management process is the selection of uniform indicators and methods for collecting and interpreting the data which enable determining the scale of the expected change, followed by the results achieved at the level of individual member states (or lower). It is believed that constant control is a necessary condition for proper operation of the system. Therefore, complex procedures have been created for periodic reporting, assessing reports, and subsequently addressing the assessments. Also, direct meetings are also organised in a top-down fashion, along with other possibilities of exchanging information between the representatives of individual elements of the management system based on the open method of coordination, and any positive experiences are presented, discussed and assessed during them (the so-called good practices). Walters and Haahr (2011: 184) emphasise that the contemplated way of conducting the policy has been constructed based on very liberal assumptions – a management minimalism limited virtually to the "creation of conditions, under which [specific spaces and processes] can function by themselves, and the actors of the social scene – rule themselves". According to this vision, the key element is to replace a single decision-making centre with an increasing number of "autonomous communities", having the will and ability to solve problems obstructing the achievement of

one's own good. The theoretically independent, temporary partnerships of individuals consisting of those who share a common fate and who remain loyal towards each other, are becoming political entities (Rose 1996: 61). In order for this solution to work, it is the role of the one who has formal authority, described as the reigning, not the governing one, to "produce agency" and the "results of actions". In this liberal, albeit, according to the assumptions, non-individualist reigning model, critical significance is being attributed to the ways of introducing "empowerment", meaning the construction of social entities and top-down strengthening of their group position, enough to make them local centres of decision making. The society is becoming an area of energy which should be channelled; a space of overlapping communities and sectors, capable of generating solutions to their own problems (Walters, Haahr 2011: 183).

The manner of ruling in the EU can be called a way of reigning via operationalisation (Le Gales 2016). "Objective monitoring" of proper change indicators has become a strategic element of the management process. A report, as a key discourse-related control element, is based on the acquisition of data with the use of a methodology which is recognised in a given area and approved. To this end, the reports are reviewed by "social stakeholders" and "renowned experts", meaning people recognised on the ground of the planned procedures as the representatives of the interested parties and people considered to be authorities in discourse. The levels of indicators are the most important elements of a report, its final instance, with reference to which a decision is made. Questioning the adequacy of using a given indicator at the moment of making the decision can mean terminating the discussion. In order to criticise or reject an "objective numerical indicator", one must have thorough knowledge about the ideas and values related to its generation and context of application.

As the "technology of agency", the methods for operationalisation of variables "depicting" the processes occurring in the EU used in the OMC are constructed on the foundation of assumptions agreed upon in a top-down manner, which at lower levels of the decision-making process are rarely subjected to a critical insight. In the terminology of governance, this process is called recurrence (Zeitlin 2011).

At this point, it should be explained how important a space for gaining influence on the course of events in the European OMC is the control of the language of reality description. The nature of the OMC is oriented at the development of solutions via a discourse-based search for a "rational" consensus on the grounds of communication principles generally shared in a political commonwealth (Habermas 2009: 15-57; Rhodes 1997). According to Habermas, a rational discourse is one in which its every participant wonders whether a given solution is possible to accept when "looking through the eyes of each individual separately" among those who could be concerned. As Habermas puts it (2009: 30), the language is becoming the "greatest medium for the coordination of actions". However, in practice, apart from rather exorbitant conditions for the existence of a rational discourse indicated by the author of the concept, it can be noticed that it works properly only when the discrepancies between the value systems of all parties to the discourse do not exceed a certain level. The experience of discourse pedagogy shows that, in matters related to basic differences between value systems dividing the cultures, there can be issues which, due to a culturally shaped world view, sometimes are not subject to compromise (Shweder 1991: 27-72; Shweder 2003: 300-302; Geertz 2005).

Method:

The conclusions presented in the text have been formulated based on studies performed in the years 2020–2023 using ethnographic methods: an in-depth qualitative interview and participatory observation. Author argue that, through qualitative analyses of this kind, we can

considerably enhance the image of reality obtained solely on the basis of monitoring quantitative indicators.

All the acquired data – at least potentially – have a fragile nature; they can affect the lives of the research subjects in a manner which is hard to predict. I tried to present the research material in a way which would minimise this probability. Author quotes all the interviews in an anonymous version, omitting data which would allow for unambiguous identification. For most administrative and geographical units, I use fictional names.

According to the adopted research strategy, modelled on the concept of multi-sited ethnography of George Marcus (1995), the data was also acquired in numerous other situations, sometimes at a considerable spatial distance from the researched communities. The research included an analysis of consulting procedures under the OMC and an analysis of the discourse of official documents about the situation of the functional illiteracy in Europe.

The argumentation is based on an analysis of qualitative and quantitative country-specific empirical material related to the application of the European OMC model in managing adult literacy development at a local level.

Findings:

The qualitative OMC methods for monitoring processes allow for obtaining an alternative image of the course of management processes.

The purpose of the Alphabeter project was to develop and test a set of tools to support the inclusion of adults who are functionally illiterate. An adult who is functionally illiterate has difficulty engaging in activities in which literacy is required for effective functioning in their community and/or is necessary for their own development (UNESCO, 1978). Because assessments of functional illiteracy are relative to the literacy demands of any given context, the Alphabeter project team adopted an expansive, multi-dimensional view of (il)literacy to include diverse forms of basic literacies, including civic, financial, professional, and legal.

Just as literacy demands vary by context, so do does a community's demographic makeup and literacy needs overall. Given these variations, each Alphabeter partner opted to design and implement a set of tools around the specific needs of their communities. These needs were identified through a community engagement process involving focus groups with members of the target populations identified; then, each team developed a unique set of tools to support the specific functional literacy needs identified.

Actual practical implementation of an in-depth approach of the qualitative expertise in the OMC will contribute to more efficient and more thoughtful solving of social problems at cultural crossroads.

Conclusions/Implications/Limitations:

Based on empirical data, the author argues that, in the case of solving complex social problems related to the education of adults, the application of thorough methods having a qualitative nature is a useful diagnostic tool used in the process of managing the development of local communities. The argumentation is based on a qualitative analysis of a vast and unique empirical material.

The pragmatics of actions based on combining the assumptions of the OMC with the achievement of measurable and documented change indicators is the most intriguing part of

integration practices. In the context of the considerations presented above, it can be concluded that qualitative methods of monitoring the OMC processes allow for obtaining an alternative image of the course of management processes. As described based on qualitative empirical data, the situation among populations under study in terms of the implementation of the intended objectives of public policy is entirely different from what is presented in the prevalent public discourse, dominated by institutional entities of the OMC network. It seems that the actual practical implementation of the in-depth approach of the qualitative expertise in the OMC will contribute to more efficient and more thoughtful solving of social problems at cultural crossroads.

References:

1. Appiah, K. 2005. *The Ethics of Identity*, Princeton University Press, Princeton.
2. Becla, A., Tutaj, J. 2021. Analysis and Evaluation of the Information Policy of Local Governments, *European Research Studies Journal*, 24, 655-665.
3. Bieber, T. 2016. *Soft governance, international organizations and education policy convergence: comparing PISA and the Bologna and Copenhagen processes*, Palgrave Macmillan, London.
4. Egeberg, M., Trondal, J. 2016. Why Strong Coordination at one Level of Government is Incompatible with Strong Coordination across Levels (and How to Live with It): The Case of the European Union, *Public Administration* 94, 579–594.
5. Habermas, J. 2009. *Uwzględniając Innego. Studia do teorii politycznej*, PWN, Warszawa.
6. Héritier, A. 2002. New Modes of Governance in Europe: Policy Making without Legislating?, *Political Science Series* 81, 1-33.
7. Lawn, M., Grek, S. 2012. *Europeanizing education: governing a new policy space*, Symposium Books, Oxford
8. Le Galès, P. 2016. Performance measurement as a policy instrument, *Policy Studies* 37, 508-520.
9. Marcus, G. E., 1995. Ethnography in/of the World System: The Emergence of Multi-Sited Ethnography, *Annual review of anthropology* 24, 95-117.
10. Milana, M., Klatt, G. 2019. Governing Adult Education Policy Development in Europe: A critical appraisal of the Renewed Agenda for adult learning. In *Handbook of Vocational Education and Training: Developments in the Changing World of Work*, edited by S. McGrath, M. Mulder, J. Papier, & R. Suart, Springer, Switzerland 1-25.
11. Nadalutti, E. 2017. Is Cross-border Cooperation Underpinned by an Ethical Code of Values? A Theoretical Analysis. *Regional & Federal Studies* 27, 41–62.
12. Peters, B. 2015. Approaches to Understanding Coordination. In *Pursuing Horizontal Management*, edited by B. Peters, University Press of Kansas, Kansas 45-73.
13. Peters, B. 2018. The challenge of policy coordination. *Policy Design and Practice* 1(1), 1-11.
14. Rhodes Rod A., 1997. *Understanding Governance. Policy Networks, Governance, Reflexivity and Accountability*, Open University Press, Buckingham.
15. Rose N. 1996. Governing "Advanced" Liberal Democracies. In *Foucault and Political Reason*, edited by A. Barry, T. Osborne, University Colledge London Press, London, 65-80.
16. Shweder, R. A. 1991. *Thinking Through Cultures: Expeditions in Cultural Psychology*, Harvard University Press, Cambridge.
17. Shweder, R. A. 2003. *Why Do Men Barbecue? Recipe for Cultural Psychology*, Harvard University Press, Cambridge.

18. Szczepańska-Woszczyzna, K. 2018. Strategy, corporate culture, structure and operational processes as the context for the innovativeness of an organization, *Foundations of Management* 10, 33-44.
19. Szczepańska-Woszczyzna, K. 2021. *Management Theory, Innovation, and Organisation: A Model of Managerial Competencies*, London, Routledge.
20. Walters, W., Haahr, J. H. 2011. *Rządzenie Europą*, PWN, Warszawa.
21. Williamson, B. 2016. Digital education governance: data visualization, predictive analytics, and 'real-time' policy instruments, *Journal of Education Policy* 31, 123-141.
22. Witkowski, M. 2016. *Polityka i antropologia*, Nomos, Kraków.
23. Zeitlin J., 2011. *Transnational Transformations of Governance: The European Union and Beyond*, VossiuspersUvA, Amsterdam.

The Role of Arab Culture and Organisational Context in The Development of Work-Life Balance Practices: A Case Study of Gaza, Palestine

Mahmod Abubaker

M.Abubaker@leedsbeckett.ac.uk

United Kingdom

Leeds Business School, Leeds

Beckett University

Author keywords: Arab Culture, Organisational Context, Development of Work-Life Balance, Gaza, Palestine.

Abstract

Purpose: This paper reviews types of WLB (Work-Life Balance Policies) that have emerged in research in Western countries, and considers their applicability in Arab countries in general, and in Gaza, Palestine in particular.

Design: A qualitative study has been undertaken with employees of telecommunication companies, with thematic analysis to identify new kinds of WLB in the Arab culture.

Findings: The WLB policies identified in the two companies were often quite different from those identified by Western researchers, and were guided by Islam, cultural factors and the needs and aspirations of female employees. The internal investors identified had adapted their policies to meet the cultural requirements of an Arabic society. This paper contributes to debates on the effectiveness of, and the need for culturally adapted WLB policies. Additionally, this case study adds a new theoretical base, advocating the importance of WLB policies which are adapted to local cultural conditions in ways which meet the aspirations of international business models.

Originality: The WLB practices identified have not been described previously in any detailed study. The WLB policies and practices identified require further research studies using both qualitative and quantitative methodologies.

Limitations: This qualitative study was undertaken by a researcher embedded in the culture, using an autoethnographic research model. The possibility of subjective bias in perception of the social system, interviewing modes, and value bias used in data analysis cannot be discounted. Thus replication in Gaza and in other cultures is required.

Tacit knowledge during disruptive times: how well did we share and preserve tacit knowledge during and after the COVID-19 pandemic and why?

Kimiz Dalkir

kimiz.dalkir@mcgill.ca

Canada

McGill University

R. Willson

rebekah.willson@mcgill.ca

Canada

McGill University

Author keywords: Tacit knowledge, COVID-19, Disruptive times.

Abstract

Introduction

Few organisations, if any, were prepared for the pandemic. COVID-19 caused a significant disruption resulting in loss of work in extreme cases and new unfamiliar ways of working for others. Many employees had to suddenly start working from home (WFH) and determine how to communicate and collaborate with colleagues using new technologies (Fouad, 2020). In some organizations, such as IT services, employees were able to work from home and remain effective. In fact, Irkey and Tufecki (2021) found that in the IT services company they studied, performance actually improved during the pandemic. However, knowledge workers (a term first used by Peter Drucker in 1959 to mean “high-level workers who apply theoretical and analytical knowledge, acquired through formal training, to develop products and services” (p. 93)) are more likely to be able to WFH.

When WFH, it is important to consider how knowledge is being preserved and shared, including tacit knowledge. One important consideration is what sorts of plans were in place within an organization. This will include business and knowledge continuity plans. Business continuity is the “capability of an organization to continue the delivery of products and services within acceptable time frames at predefined capacity during a disruption” (ISO 2019, clause 3.3) and a business continuity plan is “documented information that guides an organization to respond to a disruption and resume, recover and restore the delivery of products consistent with its business continuity objectives” (ISO 2019, clause 3.4). According to the US Federal Emergency Management Agency (FEMA) , “one in five small businesses spends no time creating or maintaining a business continuity plan for their organization. Unfortunately, 90% of these businesses are likely to fail within a year if they’re unable to resume normal operations within five days.”

While one would expect such plans to provide helpful guidance to knowledge workers during a pandemic, Ammirato et al. (2021) carried out a critical review of the literature on KM on pandemics and natural disasters and found,

“There is a basic even crucial difference between pandemics and other natural disasters. Pandemic is not a single, discrete, and time-bounded event” (p. 416).

Knowledge continuity management (KCM) ensures that valuable knowledge, especially tacit knowledge, is not lost due to turnover. Turnover can range from anticipated retirements to resignations with two week’s notice (Dalkir, 2017).

A qualitative pilot study will be carried out to understand how the abrupt transition to WFH affected knowledge workers. We will look at ways in which tacit knowledge was or wasn't successfully shared and preserved. We will look at the nature of the work to be done and other individual, social, and organizational factors, including whether knowledge continuity plans proved helpful. Participants will be recruited from companies that successfully endured pandemic and those that did not, with a particular emphasis on SMES as they are the "canaries in the coal mine" – more vulnerable in general to knowledge loss due to their size. This paper will focus on one overarching research objective, to better understand how tacit knowledge fragmented during the pandemic and what barriers and inequalities were created/exacerbated for individuals and organisations.

KM and the pandemic

While KM is important during "normal" times, it becomes even more critical during times of uncertainty. It became obvious what had been and what had not been well documented as well as the navigational ease of finding one's way through the organization's IT infrastructure. Knowledge workers had to quickly be brought up to speed and supported when learning new ways of working. For example, libraries shifted to electronic resources, schools shifted to remote teaching, and everyone shifted to Zoom or Teams to collaborate online.

One key KM benefit is to ensure that valuable knowledge from current and former employees is preserved in a way that it can be efficiently and effectively made available to employees (Hajric, 2021). Ideally, if you have "done KM right", you will be less vulnerable during a crisis as all employees will have access to the most accurate and up to date information available through a central location such as a portal. Tacit knowledge is knowledge that is at greatest risk of being lost as it is not documented and only a few people may even be aware of its existence. Most valuable knowledge (or know-how and know-why) will remain highly tacit as documenting is not always feasible. It is therefore just as critical to know who to ask what – and how to reach them. KM can render this "who knows what" knowledge more explicit, for example, by building and maintaining an expertise locator system.

Apte et al. (2022) note that "Organizations not only tried to leverage existing knowledge management (KM) practices but also were compelled to critically relook at the efficacy and effectiveness of KM practices" (p. 1). They surveyed an engineering firm that had well-defined KM processes and IT infrastructure even before the pandemic. They found the number of formal interactions, such as formal meetings, increased which produced greater quantities of documented knowledge such as meeting agendas and minutes. Serendipitous or informal meetings did not occur. While KM was much more appreciated during the pandemic, they highlight the need for further research to address the complexity and diversity of factors involved in knowledge continuity (e.g., social, psychological factors).

Ammirato et al. (2021) conducted a systematic literature review on KM during natural disasters and pandemics. They found that while there is literature on KM in natural disasters, little exists for longer-term disruptive events such as a pandemic. They note issues of tacit knowledge loss and interrupted knowledge continuity at a societal level. For example, the dissemination of health information (and misinformation) from scientific experts and decision makers to citizens. The results of our study are expected to be applicable societal KM and KCM.

Ideally, KCM should be proactively inclusive. Organizations have been mostly reactive when a critical employee leaves and they realize that their knowledge is not widely shared by others. In addition, not everyone will be affected to the same extent. Marginalized knowledge workers may find it much harder to access tacit knowledge remotely, "Individuals on the periphery of

organizational knowledge-sharing networks, due to inexperience, location, or lack of social capital, may struggle to access useful knowledge at work” (Valentine et al., 2017). This group includes newly hired employees (especially those who began working during the pandemic). This phenomenon of inequity (or the “digital divide”) was very apparent at the global level, with those in lower socioeconomic classes, for example, with less remote access.

Theoretical Framework

Transitions involve “people’s responses during a pass of change” (Kralik, Visentin, & van Loon, 2006, p. 320) caused by a disruption. Transitions Theory examines the nature of transitions (types, patterns, and properties), transition conditions (facilitators and inhibitors that are personal, community, and societal) and patterns of response (process and outcome indicators) (Im, 2011). Transitions Theory has been successfully used to study tacit information and knowledge early career academics gained from colleagues (Willson, 2018, 2019). This framework will provide a foundation for examining tacit knowledge exchange including knowledge continuity and emergency planning.

Approach and Methodology

This paper will provide some preliminary results on how the COVID-19 pandemic affected the tacit knowledge in organizations. This is part of a larger study on the effects of disruptions on work. The focus of this paper is on how organizations can help knowledge workers better connect to both content and people when they WFH. We will interview knowledge workers from small- to medium-sized Canadian companies from different sectors and sample both successful and less successful ones to see how resilient they were. Organisational resilience is operationalised as organisations that had strong infrastructure, policies, and procedures to support employees and the necessary changes to their working practices (e.g., WFH) so that work could be carried out with relatively little disruption. Examples of sectors with high resilience include finance, insurance, and IT (Lund et al., 2020). Examples of sectors with low resilience – often those that deal with physical materials – include engineering, architecture, medicine, and creative industries. There are currently only a few studies that are looking at resiliency with respect to how tacit knowledge was managed. Given our premise that tacit knowledge is difficult to share remotely, we will conduct in-person interviews to gather more in-depth and less “formal” feedback from participants.

Preliminary results will be used to discuss key individual and organizational barriers and enablers to remote knowledge sharing during and after the disruptive pandemic event. Key contributions will include a compilation of best practices for tacit knowledge exchange and preservation which can be applied in a wide range of knowledge-intensive organizations. The findings are also scalable up to the societal level to help better manage tacit knowledge for future global disruptions.

We hope to expand the project and explore additional case studies and would welcome interested TAKE participants to help us catalyze the formation of a community of scholars addressing these critical research issues.

References

1. Ammirato, S., Linzalone, L., & Felicetti, A. (2021) Knowledge management in pandemics. A critical literature review, *Knowledge Management Research & Practice*, 19:4, 415-426, DOI: 10.1080/14778238.2020.1801364
2. Apte S, Lele A, Choudhari A. (2022). COVID-19 pandemic influence on organizational knowledge management systems and practices: Insights from an Indian engineering services organization. In, *Proceedings, Knowledge and Process Management*. Mar 28:10.1002/kpm.1711. doi: 10.1002/kpm.1711. PMCID: PMC9088537.

3. Dalkir, K. (2017). Knowledge management in theory and practice. Third Edition. Boston, MA: MIT Press. Chapter 12. Knowledge continuity management.
4. Drucker, P. (1959). The Landmarks of tomorrow. NY, NY: Harper and Row. Page 93.
5. Fouad, N. A. (2020). Editor in chief's introduction to essays on the impact of COVID-19 on work and workers. *Journal of Vocational Behavior*, 119, 103441. <https://doi.org/10.1016/j.jvb.2020.103441>
6. Hajric, E. (2021)..How knowledge management can help your business cope with Covid19 or any crisis. Wagepoint. Retrieved Jan. 9. 2023 from: <https://wagepoint.com/blog/how-knowledge-management-can-help-your-business-cope-with-covid19-or-any-crisis/>.
7. Im, E.-O. (2011). Transitions theory: A trajectory of theoretical development in nursing. *Nursing Outlook*, 59(5), 278-285.e2. <https://doi.org/10.1016/j.outlook.2011.03.008>
8. International Labor Organization (ILO, 2020). ILO monitor: COVID-19 and the world of work. Third edition updated estimates and analysis. 2020. https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/briefingnote/wcms_743146.pdf Retrieved May 5, 2020
9. International Labor Organization (ILO, 2020b) COVID-19 impact on the collection of labour market statistics. Retrieved May 6, 2020 from: <https://ilostat.ilo.org>
10. International Standards Organization (ISO, 2019). ISO 22301:2019 Security and resilience — Business continuity management systems. Retrieved from: <https://www.iso.org/standard/75106.html> on Jan. 11, 2023.
11. Irkey, T., and Tufekci, A. (2021). The Importance of Business Continuity and Knowledge Management during the Pandemic Period. In, *Proceedings of the 7th International Management Information Systems Conference*. Online, 9–11 December 2020, 74, 18. <https://doi.org/10.3390/proceedings2021074018>.
12. Kralik, D., Visentin, K., & van Loon, A. (2006). Transition: A literature review. *Journal of Advanced Nursing*, 55(3), 320–329. <https://doi.org/10.1111/j.1365-2648.2006.03899.x>
13. Lund, S., Madgavkar, A., Manyika, J., & Smit, S. (2020, November 23). What's next for remote work: An analysis of 2,000 tasks, 300 jobs, and nine countries. McKinsey & Company. <https://www.mckinsey.com/featured-insights/future-of-work/whats-next-for-remote-work-an-analysis-of-2000-tasks-800-jobs-and-nine-countries>
14. Valentine, M., Tan, T., Staats, B. R., & Edmondson, A. C. (2017). Inequality in Knowledge Repository Use in Scaling Service Operations. Harvard Business School Technology & Operations Mgt. Unit Working Paper, (13-001), 2012-1.
15. Willson, R. (2018). "Systemic Managerial Constraints": How universities influence the information behaviour of HSS early career academics. *Journal of Documentation*, 74(4), 862–879. <https://doi.org/10.1108/JD-07-2017-0111>
16. Willson, R. (2019). Transitions theory and liminality in information behaviour research: Applying new theories to examine the transition to early

Emotional Intelligence and academic achievement

Rita Sousa

f3748@ulusofona.pt

Portugal

ULHT

Author keywords: Emotional intelligence, Self-leadership, Organisational behaviour, school success.

Abstract

The EI (Emotional Intelligence) has increasingly shown a positive effect on academic success, due to a process that emphasises the impact of emotions on memory and, consequently, on learning.

Even so, the influence of emotions on an individual's cognitive performance has been controversial, since research relating these variables has reported some inconsistent results.

In this particular case, this project aims to analyse, on the one hand, the advantages/impact of the existence of the EI Curricular Unit (in the light of the HERO model), as well as to evaluate the influence of EI on the academic success of students on the HRM degree course at Universidade Lusófona - Centro Universitário de Lisboa, in order to understand whether the future extension of new Emotional Intelligence development programmes/training could be advantageous for the development of the University's academic community, in order to create value for psychological capitalisation.

This study was carried out on a sample of 232 students from the 1st, 2nd and 3rd year of the HRM degree programme at UL - CUL by applying a questionnaire (is it necessary to say the origin of the questionnaire?). It included questions for sociodemographic characterisation, an evaluation of academic success and another part with a scale for evaluating the participants' EI.

The data was statistically analysed using the Statistical Package for the Social Sciences (SPSS).

How to develop eco-leadership: Opportunities and challenges in the digital age

Maria Alves

mjoaojustino@gmail.com

Portugal

Tecnologias

Universidade Lusófona de Humanidades e

Paula Figueiredo

pcrisf@gmail.com

Portugal

Tecnologias

Universidade Lusófona de Humanidades e

Joao Farinha

farinhajoao@yahoo.com

Portugal

ISLA Santarém

Author keywords: Leader, Eco-leadership, leadership development, environmental sustainability, organizational culture.

Abstract

a) purpose

Nowadays, leaders increasingly must take a more active role in organizational processes, such as the current digital transition or paradigm shift to industry and society 4.0, and the integration of the pillars of social and environmental sustainability into organizational policies, strategies, and processes.

Promoting a vision, a culture, an attitudinal matrix, and a set of socio-professional behaviors is, in the first and last instance, the responsibility of top management (Saif et al., 2023), whose leadership is essential to successfully promoting a culture of innovation in organizations.

The aim of this research is therefore to identify the opportunities and challenges in the context of the digital age for developing eco-leadership, i.e. how to promote its development.

b) design/methodology/approach

The essay is the methodological approach followed for this research. This approach is assumed to be the most effective for analyzing recent developments in this type of leadership, which is also very recent. The focus of the essay is to clarify the concept of eco-leadership and try to identify how to promote its development through the opportunities and challenges of the digital age. Specifically, the aim is to point out ways of developing eco-leadership through the developments found in the literature review.

c) theoretical base

According to Western (2008, 2018, 2019), four types of leadership discourse have become predominant over the last 100 years, styles that reflect the fundamental variables and objectives of a given period - controlling (focused on efficiency and productivity) and therapeutic (centered on interactions and motivation) styles, with an operational focus; messianic (with a vision, charisma and culture oriented towards the community); and the current eco-style (connectivity, participation and ethics are the central dimensions), with a focus on strategy. This last style is the subject of this essay. This type of leadership aims to meet the demands and needs of a networked, highly connected, and interdependent society. In this context, from a theoretical

perspective, eco-leadership includes transversal values, such as the social purpose of an organization, in that it exists to create shared value that is not limited to shareholders or the organization; creating models and processes that contribute to more flexible and adaptive, learning and dynamic organizations; promoting an ecosystem mentality that observes, respects and innovates work networks characterized by cultural values of sharing, both internal and external (Western, 2019).

Eco-leadership emerges as a response to the disruptions in three ecosystems that are shaping today's major decisions - the digital revolution, the hyper-globalization of the economy, people and goods, and the climate emergency from local to global levels. Theoretically, its qualities are a focus on the interconnectedness and interdependence of interpersonal relationships, a systemic ethic, a spirit of leadership, and the promotion of participation as a strategy for fostering inclusive feelings and behaviours of belonging in all employees of an organization (Western, 2019).

Eco-leadership guides leaders internally and externally - internally, eco-leaders have to develop participatory, connected, ethical and purpose-driven processes, which can be subject to the four types of leadership, if the context so requires; externally, this type of leadership guides the organization in the processes of adapting to the technological, social and environmental ecosystems (Western (2019).

Stokes & Dopson (2020) reaffirm the importance of eco-leadership based on the results of 25 representative interviews conducted with current leaders from different types of organizations about what they identify as needing improvement - being responsible for performance and results, but not controlling them, and learning to shape the context with their colleagues, promoting collective power, rather than quickly positioning themselves on the front line.

Stokes and Dopson (2020) define five relevant competences that contribute to the emergence of eco-leadership processes: i) To lead, you have to talk, i.e. develop and strengthen narratives, deliberately shaping the discourses that develop in the organizational context; ii) Cultivate collective intelligence to create an environment in which and with which collective intelligence is stimulated; iii) Create environments with constant feedback, seeking to understand situations, influencing curiosity, identifying patterns, i.e. understanding trends and shaping perceptions of them; iv) Co-create structure so that all members evolve and have space for participation; a certain formal redistribution of power to the grassroots as a condition of participation, understanding trends and shaping perceptions; iv) Co-creating the structure so that all members evolve together and have room for participation; a certain redistribution of formal power to the grassroots as a condition for participation, sharing and evolution. Co-creating a leadership distribution network, with which different collaborators can assume leadership positions; and, v) Encouraging participation and the diversification of opinions in order to solve complex problems, generating psychological security for different perspectives that may arise.

d) results or expected results

It is hoped to pave the way for the development of eco-leadership skills.

e) originality/value

Eco-leadership is a growing area of research and practice. Because it is a holistic approach, it is key to facing the environmental challenges of the 21st century. The added value of the research is being able to identify how to promote the development of eco-leadership in the context of the digital age. The results of the studies point to the potential to develop a new generation of leaders committed to building a more sustainable future. However, it is important to present a model for developing eco-leadership that guides, trains, and supports new leaders.

f) practical implications

In addition to the theoretical implications on the subject, the aim is to identify in practical terms what needs to be done in terms of training and developing new leaders who incorporate environmental sustainability into the organizational culture. Considering eco-leadership as a change in mentality and practices on the part of leaders, it is necessary to promote the development of leadership skills in line with sustainability.

Cletzer , D. A., & Kaufman, E. K. (2018). Eco leadership, complexity science, and 21st Century organizations: A theoretical and empirical analysis. In B. Redekop, D. Gallagher, & R. Satterwhite (Eds.), *Innovation in Environmental Leadership* (pp. 96–122). Routledge. <http://doi.org/10.4324/9781315205892>

Grossman, R., Campo, M.S., Feitosa, J., Salas, E. (2021). Cross cultural perspectives on collaboration: Differences between the Middle East and the United States. *Journal of Business Research* 129 , 2–13. <https://doi.org/10.1016/j.jbusres.2021.02.031>

Guzmán, V.E., Muschard, B., Gerolamo, M., Kohlb, H. and Rozenfelda, H. (2020). Characteristics and Skills of Leadership in the Context of Industry 4.0. *Procedia Manufacturing* 43, 543–550. <https://doi.org/10.1016/j.promfg.2020.02.167>

Kaliannan, M., Darmalinggam, D., Dorasamy, M. & Abraham, M. (2023). Inclusive talent development as a key talent management approach: A systemic literature review. In *Human Resource Management Review* 33. <https://doi.org/10.1016/j.hrmr.2022.100926>

Kasapoğlu, O.A. (2018). Leadership and Organization for the Companies in the Process of Industry 4.0 Transformation. *International Journal of Organizational Leadership*, 7(3) 300–308.

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3337610

Kaufman, E.K., Kennedy , R.E., and Cletzer , D.A. (2019). Understanding the Nature of Eco Leadership: A Mixed Methods Study of Leadership in Community Organizations . *Universities Council on Water Resources . Journal of Contemporary Water Research & Education*, 167 , 33–49

<https://doi.org/10.1111/j.1936-704X.2019.03310.x>

Saif, N., Goh, G.G.G., Ong, J.W. & Khan, I.U. (2023). Green transformational and transactional leadership in fostering green creativity among university students. *Global Journal Environment Science Management* 9 (1–12).

https://www.gjesm.net/article_697069_2f393404d69dc6f6896a8a8368febde1.pdf

Stokes & Dopson (2020). *From Ego to Eco: Leadership for the Fourth Industrial Revolution*. Saïd Business School. University of Oxford. 1–20. *From Ego to Eco-Leadership for the Fourth Industrial Revolution.pdf* (ox.ac.uk)

Western, S. (2008). *The Eco Leadership Discourse. Connectivity and Ethics*. In Western (2008) *Leadership: a critical text* . Sage. <https://uk.sagepub.com/sites/default/files/upm>

Western, S. (2010). Eco-leadership: Toward the development of a new paradigm. In B. Redekop (Ed.), *Leadership for environmental sustainability* (pp. 36–54). Routledge.

Western, S. (2018). *The Eco-Leadership Paradox. Leadership Paradox*. Chpt 3, In B. Redekop, D.R. Chpt 3, In B. Redekop, D.R. Gallagher, and R. Satterwhite (Eds.), Gallagher, and R.

Satterwhite (Eds.), *Innovation in Environmental Leadership: Innovation in Environmental Leadership: Critical perspectives critical perspectives..* 4848--61.61. Routledge.

Western S. (2019). *Leadership a critical text*, 3rd ed. Sage, 3rd ed. Sage Publicatios.

The Return to the Office Needs Human-Centred Design: Here's Why and How

Rui Patricio

rui.s.patricio@gmail.com

Portugal

Universidade

Europeia,

IADE,

Faculdade de Design, Tecnologia e Comunicação, UNIDCOM/IADE

Francine Nickel

Nickel.francine@gmail.com

Portugal

Universidade

Europeia,

IADE,

Faculdade de Design, Tecnologia e Comunicação

Author keywords: Employee Experience, Human-Centered Design, Work Models, Socialization, Office Space, Future of Work.

Abstract

a) Purpose

The return to the office in the post-pandemic made it clear that employee experience (EX) is an urgent issue for companies to ensure the success metrics they so desperately desire, both internally and externally. Rather than focusing strictly on employee engagement and retention, organizations are developing an integrated focus on the employee experience, bringing together the whole work environment, HR, and management practices that impact people at work (Flynn & Mazor, 2017). The post-pandemic is imposing a new lifestyle for everyone, personally and professionally (Yogiama, 2021). Currently, people are constantly questioning the status quo, and in the job market, it is no different; amidst so many options, employees are rethinking what they want for themselves, and companies can, and should, take ownership of this volatility, listening to employees and seeking to deliver meaningful experiences according to their emerging needs and aspirations (Emment et al., 2021).

Understanding how to redesign the entire employee experience in new work models becomes crucial to creating a work environment that provides satisfaction, well-being, and productivity. Human-centered Design (HCD) is a process that involves understanding the needs and perspectives of users with empathy so that products, services, and systems can be built that are easy to use, aesthetically pleasing, and meet the users' needs (Adams, 2001; Zoltowski et al., 2012; Giacomini, 2014). Adopting Human-Centered Design approaches that seek empathy and collaboration to develop solutions that directly respond to human needs contributes to identifying and addressing employees' desires. Therefore, the purpose of this paper is to answer the research question: How can companies use HCD approaches to improve EX in the return to the office?

b) design/methodology/approach

The paper conceptualizes EX, connecting it with Human-Centered Design (HCD). A cross-comparison of academic and industry studies was developed to identify opportunities to redesign the EX in the return to the office and to support the development of new work models. The analysis was based on state-of-the-art approaches from discussing the interplay between EX and HCD. It demonstrates more visually which models are more relevant to be used today to redesign employees' experiences by meeting the challenges of new work models, particularly the needs of the office space and new ways of working. This approach delivers a systematization of academic and industry contributions by discussing the importance of using HCD in EX to meet the new needs of employees, highlighting crucial gaps and overlaps.

c) theoretical base

The academic and industry debate is mainly driven by remote work and not so much by what companies should ask employees to do when working in the office space (Bartleby, 2021; Kirschner et al., 2022; Appel-Meulenbroek et al., 2022). The paper addresses this gap and argues that designing good employee encounters in the office space fosters engagement, strengthens team relationships, and makes the presential work more appealing and meaningful. Otherwise, employees will need more arguments to leave the more convenient and less costly remote work environment (Bartleby, 2021).

d) results or expected results

Results show that the office space is essential for the stimulation of creativity among employees because it promotes an environment of communication, exchange of ideas, tools to perform the work, training, and learning, among other aspects; either during the actual working hours or in the moments of coffee, lunch and breaks at the office space (Materns, 2011; Rietzschel & Zacher, 2015; Zaccai, 2016; Kane et al., 2021). One of the main factors influencing creativity is socialization, that is, contact, mutual exchange of ideas, and integration. Socialization helps employees build relationships and connections with their colleagues. When employees interact, they learn about each other's strengths, weaknesses, interests, and personalities (Zaccai, 2016; Cochran, 2021). This knowledge helps them work together more effectively and build trust, leading to better collaboration and teamwork.

d) originality/value

The paper contributes to a greater understanding of EX meaning in new work models and opens research opportunities for exploring how companies need to readapt to multiple types of workplaces, and how employees will interact with each other. For managers, it offers actionable insights for the hybrid working model, redesigning the EX, focusing on socialization, creativity, and serendipity as the primary implementation drivers of office space interactions.

The actionable guidelines and identified priorities can help companies understand the new employee journey and redesign experiences (EX), focusing on the time employees are working in the office space, explaining why The Return to the Office Needs Human-Centred Design. Rethinking the office space and human interactions thought HCD approach bring experiences that cannot be delivered in the virtual mode (Bartleby, 2021).

e) practical implications

Designing the employee experience with a human-centered design approach can have several implications for managers, particularly on how The Return to the Office Needs Human-Centred Design, e.g., define how many days employees must be at the office; create open and flexible spaces to integrate and promote meaningful socialization events that could lead to a more creative environment; provide a room where employees can gather to play board games and interact with each other; develop events for new hires for socializing and entertainment, sharing the vision and the company's goals, among other policies and actions.

Roaming Talents: Soft Skills and Learning Strategies of Digital Nomads

Rodolpho Tsvetcoff
rtsvetcoff@gmail.com Portugal Universidade Europeia, IADE,
Faculdade de Design, Tecnologia e Comunicação, UNIDCOM/IADE

Rui Patricio
ruis.patricio@gmail.com Portugal Universidade Europeia, IADE,
Faculdade de Design, Tecnologia e Comunicação, UNIDCOM/IADE

Ana Daniel
anadaniel@ua.pt Portugal Universidade de Aveiro

Yannara Negre
ynegre@gmail.com Portugal Universidade Europeia, IADE,
Faculdade de Design, Tecnologia e Comunicação, UNIDCOM/IADE

Author keywords: Digital Nomadism, Soft Skills, Entrepreneurship, Innovation~Education.

Abstract

a) purpose

Digitalization has facilitated asynchronous, mobile, and progressively interconnected work. This new landscape has given rise to various work configurations and trends. For certain professionals, self-employment is becoming commonplace, taking the shape of freelancing, entrepreneurship, temporary work, contract, crowd working, maker movements, and digital nomadism (Aroles et al., 2020; Jarrahi et al., 2021). Digital nomads are a category of knowledge workers who can perform their professional activities from any location and take advantage of this mobility to travel, thus creating a unique lifestyle that blends work and leisure (Cook, 2022).

Numerous studies focus on the lifestyle facet of digital nomadism, but other aspects, such as the soft skills development of digital nomads, are generally neglected. As digital nomads manage their personal lives as entrepreneurial projects (Mancinelli, 2020), developing soft skills becomes crucial. Therefore, it is relevant to explore whether their remote status and the blend of professional and personal life might require a distinct set of soft skills, which is the purpose of this paper.

b) design/methodology/approach

The research is based on an exploratory approach, which is well suited when subjects have scarce material available (Kunisch et al., 2022), using the principles of qualitative data analysis, which is essential to comprehend if theory and empirical research align (Eisenhardt, 1989). These approaches are aligned with the research questions: What entrepreneurship and innovation soft skills are looked for by digital nomads to support their work/life arrangements? (RQ1) Which methods and approaches do digital nomads use to develop soft skills? (RQ2). To answer the research questions, semi structured interviews were conducted with a sample of nine remote workers residing in Portugal who have adopted or are currently experiencing the digital nomadism lifestyle. Thematic analysis was then applied to identify patterns throughout

the dataset, being a more relatable and flexible way to analyze qualitative data (Braun and Clarke, 2006). The research describes how the technological advancements opened the door for new work arrangements, followed by the reviewing of concepts like digital nomadism, the future of work, and soft skills associated with entrepreneurship and innovation. Subsequently, it delineates the evolving soft skill requirements of digital nomads, drawing from literature and the results of a qualitative data analysis stemming from semi-structured interviews with these professionals.

c) theoretical base

The academic literature is focused in categorizing digital nomads regarding how their professional and personal endeavors are entangled in this unique lifestyle (Bozzi, 2020; Mancinelli, 2020; Thompson, 2019). Other aspects of digital nomadism routine are overlooked, such their soft skills development. In social media, digital nomadism might seem a boundary free life, but without a set of soft skills, it can lead to an unsustainable undertaking. Some authors already described how discipline is an important factor (Cook, 2020), but there is no updated framework regarding the soft skills and learning methods digital nomads prefer, especially in the post pandemic context.

d) results or expected results

Results reinforced the literature review, but also revealed emerging skills, including empathy, self-care, and openness. Additionally, it is observed that digital nomads favor learning environments that facilitate social interaction. This is due to the strong community building facet that encompasses digital nomadism.

d) originality/value

The research contributes to the development of learning approaches that are more suitable for digital nomads, among the myriad of learning methods available – online and offline. It also aims to expand the knowledge about the soft skill development process applied to the digital nomadic community. In this way, it is intended to contribute to research in soft skills development, allowing organizations and individuals who plan and design solutions to foster these skills within this community to do so more effectively. It also supplies an updated framework, driven by the post-pandemic context.

e) practical implications

The updated framework of this research is of particular interest to researchers exploring digital nomadism, providing organized insights into the soft skills and learning methods digital nomads prefer. The framework can also support studies in open innovation, workplace theories, collaborative networks, and innovation teams. Public officers aiming to enhance economic development through policies for digital nomad attraction or worker training can leverage the framework for innovative solutions. Additionally, coworking space managers and professionals can use the findings to design improved services and products, fostering shared knowledge in environments like coworking spaces.

Self-initiated expatriate adjustment. A systematic literature review

Gabriela Strzelec

gabriela.strzelec@ue.wroc.pl

Poland

Wroclaw University of Economics and

Business

Author keywords: Self-initiated expatriates, adjustment, systematic literature review.

Abstract

a) Purpose: Since the first article on SIE (1997), the number of studies on the adaptation of self-initiated expatriates has slowly increased over the following years. After 2011, more and more scientists began researching this field. Themes (nodes) related to the adaptation of self-initiated expatriates are intercultural adaptation, work, antecedents, expatriation assessment results, dimensions, career, and motivation.

The analysis of full-text articles so far clearly shows that the adaptation of self-initiated expatriates refers to the assumptions of the BMO model (Black, Mendenhall, Oduou).

Although it is undoubtedly groundbreaking, it refers to a few essential factors in the adaptation process. Moreover, it does not indicate the long-term dimension, which, as previous literature reports show (e.g., Haselberger, 2013; Brewster et al., 2014; Lazarova et al., 2019; Strzelec, 2021), is the starting point when assessing the adjustment process in the country of delegation.

b) design/methodology/approach: The article is based on the structured literature review (SLR) method. The diagram used in the review is PRISMA.

c) theoretical base: The theoretical basis is a query based on keywords and synonyms used to describe self-initiated expatriates. A starting date was set, i.e., 1997, when the first article on SIE appeared, and an end date when the review was closed, i.e., 2023.

d) results or expected results: The result of the systematic literature review is to present the existing state of knowledge in the adaptation of self-initiated expatriates (SIE), b) identify existing research gaps, and c) indicate emerging trends and directions for future research.

e) originality/value: The review aimed to highlight research gaps. As the conducted SLR shows, most empirical publications are based on the model of Black et al. Only one article... confirms the use of Haslberger's 3D model. The dominant research clusters are motivation, family, and work.

f) practical implications: Although theoretical, the article contains implications for practitioners dealing with the adaptation of self-initiated expatriates. It should be noted that this is a group of employees—international people who independently initiate their trip abroad. Therefore, the expatriate is responsible for preparing and implementing the mission. The adaptation process is also different than in the case of assignment expatriates. However, SIE are people with extensive international experience, although not always in the professional field.

The Information Professional as a Consensus-builder, AI translator, and Orchestrator of Change

Daniela Oliveira

daniela.information.oliveira@gmail.com

Canada

Independent

Researcher

Author Keywords: Knowledge taxonomies, information professional training, Responsible AI, knowledge management, AI translation training, facilitation training, Sustainable Development Goals.

Abstract

Much of the work of knowledge managers, librarians, and other information professionals (IPs) has been changed in the light of emerging technologies. IPs have been urged to learn how to employ new technologies such as artificial intelligence. A natural consequence would be to concentrate IP training programs on enhancing the development of technology-savvy profiles and including data science and coding in curricula. Although this contribution acknowledges the importance of technology-enabling skills for the future IP, it argues that some skills at the base of the profession are not to be neglected. In fact, sound development and implementation of artificial intelligence, demand humanity-old skills such as negotiation, collaboration and, in general, facilitation skills. These skills have a long tradition in librarianship and were incorporated in knowledge managers' toolbox as means to produce taxonomies intended for organizational use.

Conflict and knowledge hiding: The role of envy, competitiveness, and ethics

Radwan Kharabsheh

r.kharab@hu.edu.jo

Jordan

Hashemite University

Author keywords: Knowledge hiding, task conflict, relationship conflict, envy, benign envy, jealousy, competition.

Abstract

There is little research that examined the effect of relationship and task conflict on knowledge hiding. For example, while Semerci (2019) presented basic proof for a main effect of relationship conflict on knowledge hiding, research does not show clearly how and when relationship and task conflict lead to knowledge hiding. Peng et al., (2020) framed knowledge hiding phenomenon through affective events theory and social comparison theory. However, Peng et al. (2020) proposed a certain sequence of the directions of the effects and relationships. Also, Peng et al. (2020) and past research on the topic argued that studies have consistently shown that conflicts arising during a task over method or content can lead to positive outcomes due to healthy and constructive criticism, while relationship conflicts can lower group performance, harm group creativity, and increase counterproductive work behavior. Peng et al. (2020) argued that only relationship conflict interplays with jealousy and may result in knowledge hiding while task conflict does not affect knowledge hiding. The interplay between these variables is also complicated by personal values because there are differences in personal values related to collective and individual societies. This study challenges these assumptions and argues that task conflict may also create envy and competition and therefore trigger knowledge hiding. In addition, this study distinguishes between envy and benign envy. The relationships are also assumed to be affected by the ethical framework in the workplace. This study introduces more variables (in addition to relationship conflict, competition, and envy) such as task conflict in addition to contextual and personal variables like personal values, benign envy, and work ethics.

This study examines the effect of task and relationship conflict, competition, envy, and benign envy on knowledge hiding and examines the mediating effect of envy on the conflict-knowledge hiding relationship. The study found that task conflict increases envy while relationship conflict does not. The study also found that benign envy does not affect KH, relationship conflict or task conflict but positively influences innovation. Both relationship and task conflict were not found to affect innovation.

Silver Generation Values in GrandTechs Business Models

Monika Klimontowicz monika.klimontowicz@uekat.pl	Poland	University of Economics in Katowice
Justyna Majewska justyna.majewska@uekat.pl	Poland	University of Economics in Katowice
Elena Gruber Lngr3486@umwelt-campus.de Umwelt-Campus Birkenfeld	Germany	Trier University of Applied Sciences,

Author keywords: business models, customers values, longevity and ageing, silver generation, financial innovations.

Abstract

a) purpose

The paper's purpose is to analyse the extent to which FinTechs business models address the needs of silver generation.

b) design/methodology/approach

The FinTech phenomenon is widely discussed today as an example of a successful merger between technology and financial services. Its business activity is becoming increasingly interesting as a subject of scientific research. The term FinTech covers three categories: fintech activities, enabling technologies and policy enablers. Fintech activities can take various forms and may be performed in different sectors of the financial industry. As a result, in addition to FinTech, which stands for Finance + Technology, other neologisms have emerged: InsurTech, PayTech, PropTech, WealthTech, RegTech, LegalTech, BigTech, etc. (Harasim & Mitreęa-Niestrój, 2018; BBVA, 2018). Those neologisms reflect their key activity.

However, a niche also known as GrandTech has emerged within the FinTech sector. It focuses on combining financial technology with seniors' specific needs. Addressing the financial needs of seniors is becoming increasingly important as populations age and longevity increase. The population above 65 is the fastest-growing demographic. This group is also referred to as the Silver Generation, baby boomers or the grand generation.

The ageing society presents a number of challenges that traditional financial services as banks are not designed to address. As a result, they do not meet the specific needs of seniors. Services are often less personalised, and the closure of many branches and the resulting loss of face-to-face financial advice centres further strains the relationship between banks and seniors. As they approach retirement age, seniors face difficulties in managing their finances, planning for retirement, and accessing appropriate financial products and services. They also face increasing physical limitations. This population needs solutions that are tailored to their specific needs and provide them with the necessary support and assistance. Thus, the question arose whether the non-banking institutions referred to as GrandTech have the innovative capability to address

those needs. The subject is extremely important due to this generation's technological and financial exclusion.

Studies directly dedicated to GrandTechs as a specific type of FinTech company and their business models are a relatively new field of research. This paper aims to fulfil this gap. The multidimensional character of this exploratory research causes the necessity to apply inductive and deductive research methods, together with comparative analysis. The theoretical analysis conducted in the paper for defining GrandTech from the perspective of business models and market behaviour is based on an in-depth literature review. The empirical part of the paper includes the case studies analysis. The results present the selected GrandTech business models, their features, and assessment of their ability to create and deliver value for silver generation.

c) theoretical base

The paper develops the theory and research in the field of organisational innovations, with special attention paid to innovations in FinTech business models. It also enriches demographic research on older generations and knowledge concerning their financial needs (KYC research).

d) results or expected results

The study aims to answer the following research questions:

Q1: What is the GrandTechs' marketplace in the FinTech industry?

Q2: How does the scientific interest in FinTechs reflect GrandTechs?

Q3: How are the silver generation needs reflected in the value proposition of the GrandTechs business models?

Q4: What are the key features of analysed business models (similarities and differentiators)?

e) originality/value

To the best of the author's knowledge, this is one of the first attempts to empirically analyse GrandTech business models from the perspective of their capability to address the silver generation's needs.

f) practical implications

The research results have significant practical implications, and they may help in the process of incorporating the silver generation needs into FinTech business models. Additionally, it presents some insights referring to this generation's financial and technological inclusion.

Revolutionizing HRD through Digitalization

Gary Mc Lean

garynmclean@gmail.com Thailand National Institute for Development Administration (NIDA), Bangkok, Thailand

Aitana González Ortiz de Zárate

aitana.gonzalez@ucm.es Spain Complutense University of Madrid, Spain

Author keywords: HRD, digitalization, AI, automation, transformation, curriculum.

Abstract

A revolution is heating up in human resource development (HRD). Technology, in various forms, has always interacted with HRD in its various forms, just as it has influenced the world of business generally. More and more attention has been directed at digitalization in HRD driven, today, primarily with the rapid developments in artificial intelligence (AI) and machine learning. Using a narrative literature review, we first explore how digitalization, the application of technology to automate and optimize HRD processes, and AI have impacted and are impacting HRD. Second, we explore possible ways in which HRD will be transformed with emerging applications of digitalization and AI. Last, we reflect on the role of HRD curriculum and its potential to develop HRD professionals as leaders in this transformation.

To meet the first goal of this review, we explore the following areas, reflecting general digitalization, machine intelligence, and human knowledge work:

1. **Authoring.** Especially in repetitive tasks, such as developing job descriptions, onboarding and training materials, and goal setting, among others, AI is already proving to be effective and efficient and is likely to become more so.
2. **Performance Management and Coaching.** Two-way communication tools can provide instant feedback on performance, allowing supervisors to coach employees at the moment of need. Digital systems can improve the determination of whether performance lies in the system or within individual employees for continuous improvement. Digitalization can provide data to assist in succession planning and determining when employee acquisition is needed. Metrics are also useful in talent management, helping to identify high performance workers, succession planning, workforce adjustments, and so on.
3. **Personalization and Continuous Learning.** No longer is it necessary to develop and deliver mass training. By tracking individual performance digitally, employees can receive training that is individually customized for them, allowing for continuous learning in response to rapid developments in the workplace. The same is true for any application in which individualization is helpful.
4. **Analytic Metrics.** Many factors in addition to performance can be tracked digitally. Though connoting big brother, with subsequent invasion of privacy, such metrics can support a remote workforce, determine time on task and screen time, interaction time with colleagues and clients,

time on training, wait times for client call-ins to improve staffing and robotic applications, and so on. Analyses of these metrics can provide insights not available previously.

5. Robotic Continuous Improvement. We are all familiar with the applications of robots in manufacturing and customer service. With digitalization, those systems can be improved automatically based on feedback loops.

6. Employee Engagement and Autonomy. Digitalization and the resulting metrics allow employees to do their work with less human supervision. This autonomy allows employees to be more creative and more engaged in their work.

7. Employee Wellbeing and Life Balance. When appropriately applied, employees in many jobs can choose their own work and break times. Further, accessing the benefits of digitalization may allow employees to be more efficient and effective, allowing for less stress and time on the job. Apps are also available to encourage employees to have better mental health.

8. Attrition Reduction. Prediction models can be created based on causes for attrition and behaviors associated with attrition. Interventions can be applied when attrition behavior is identified. It can also help improvement of supervisor/management coaching when behavior associated with attrition is identified.

9. Simulations. Training is most effective when the training environment matches the work environment. However, in high-risk situations (such as the military) or when expensive products are consumed, simulations can be the answer. Tools such as virtual reality (VR), augmented reality (AR), and mixed reality (MR) can overcome these challenges.

10. Digital Dialogues. Presently, this is at a mostly elementary stage, such as phone calls designed to answer questions. As this function develops, as we are currently seeing with the use of Chatgpt, more and more complex conversations will be available, perhaps even developing to provide counseling in employee assistance programs (EAP), career development sessions, conflict management, employee assessment of organizational culture, and so on.

11. Communities of Practice. Digital platforms allow employees to have more dynamic interactions for purposes of collaboration to share knowledge, innovate, problem solve, team building, and so on.

12. Credentialing. Through the application of technology, such as blockchaining, employee skills can be tracked and verified, allowing organizations to provide employees with certification or credentials of their competence.

13. Soft Skills Development. As digitalization increasingly takes over routine tasks, it will become increasingly necessary for employees to develop emotional, cultural, and spiritual intelligence; innovation and creativity; and critical thinking. These are competencies that digitalization is not likely to develop for a long time, if ever. Thus, HRD will need to focus more effort on development in these areas.

14. Ethics. The continuing development of digitalization will require more attention to its application. This will require attention to transparency, equal access to the benefits of digitalization, attention to copyrights, accuracy of metrics, and so on.

All of these applications will persist and continue to develop, perhaps even to the point where society will need to redefine work as being anything that people enjoy doing (Skinner, Walden

II) or to the point where only five percent of the population will be employed in meaningful work (Buckminster Fuller).

Second, we explore possibilities in which HRD will be transformed with emerging applications of digitalization and AI.

Last, we reflect on the role of HRD curriculum and its potential to develop HRD professionals as leaders in this transformation. Where will higher education fit into this transformation? Studies of HRD curriculum have shown little emphasis on preparing HRD professionals to be leaders in this transformation. The lag has been significant, and HRD programs may continue to rely on industry to develop such competencies among HRD graduates who are ill-prepared in the area of digitalization.

We will draw conclusions on the impact of AI in HRD, on possible transformations of the HRD function based on developments of AI, and on the role of AI and its place in HRD curriculum to develop HRD professionals and leaders.

The results of this study will have implications for HRD leaders and academics, as it will integrate updated reflections in the field and the influence of AI derived technologies.

The study presents the limitations implied by the use of the narrative literature review as the method, with a language limitation of studies published in English and Spanish.

Investigating how the Horizontal and Vertical Individualism and Collectivism Cultural Values Influence Maximizer Decision-Making and Entrepreneurial Intentions in the United States: Study 3

Daniela Dimitrov

daniela.dimitrov@unco.edu

United States

University of Maryland

Author keywords: Horizontal and Vertical Individualism and Collectivism Cultural Values, Maximizer Decision-Making and Entrepreneurial Intentions, United States.

Abstract

Study 1

A preceding research study was conducted exploring the influence of individualistic (I) and collectivistic (C) cultural orientations of US entrepreneurs (current and potential future entrepreneurs) on their decision-making styles (satisficing and maximizing) and their overall entrepreneurial intentions. An extant cultural instrument was used to assess I and C of participants - the SINDCOL questionnaire that measures “subjective individualism (I) and collectivism (C)” (Triandis & Singelis, 1998, p. 37). The data gathering phase of Study 1 was performed in the fall of 2021 and the spring of 2022 in the United States among business major undergraduate students in a mid-western public university. The total number of Qualtrics surveys collected was 205. The data results and conclusions led to the suggestion to conduct several additional studies that compare the generally individualistic US results with those of a collectivistic culture. In addition, the data from Study 1 suggested that a more specific assessment of the cultural orientation was needed as well as a differentiation between the types of Individualistic (I) and Collectivistic (C) personal cultural orientation. The more specific aspects suggested were the dimensions of Horizontal vs. Vertical individualism and collectivism (HI, VI, HC, and VC). The Research Model can be viewed in Figure 1.

On testing five hypotheses, the findings of Study 1 concluded that: 1) Those who maximize their decisions will have a more individualistic cultural view; 2) Individualism will be positively related to entrepreneurial intentions in the US; 3) Individualism will be negatively related to social entrepreneurial intentions in the U.S.; 4) Maximizing will be positively related to entrepreneurial intentions in the U.S.; 5) Maximizing will be positively related to social entrepreneurial intentions in the

U.S. Interestingly, even though this was not a specifically posed research question, when it comes to the desire to start socially oriented business (i.e., those with the primary purpose of solving a specific social mission), Individualism (I.) had a negative relationship with social entrepreneurial intentions. This suggested that culture may play a role in the type of new ventures individuals start, with those who are more individualistic favoring for-profit business over social enterprises.

In the US sample, men were significantly more likely to be I. and showed significantly higher EI. There was no significant correlation between gender and EI, nor between ethnicity and EI.

A second model was established (Figure 2) where maximizing was significantly related to individualism, but individualism was not related to social entrepreneurial intentions. This led to the conclusion that there is no mediation effect of individualism on the relationship between maximizing and social entrepreneurial intentions (Soltwisch, Dimitrov & Hojnik, 2023).

Study 2

In addition, a Study 2, which was a second stage of Study 1 was conducted in Slovenia among business students via another Qualtrics survey. The timeframe of the study was Spring 2022 and the Slovenian students' cultural orientation was measured for V and H variations of I and C (Soltwisch, Dimitrov, & Hojnik, 2023). A new research question was added, compared to Study 1. How do VI, HI, VC, and HC influence the propensity of young Slovenian entrepreneurs to be involved in social enterprises? Students from the University of Ljubljana and the University of Primorska in Slovenia completed a survey measuring the studied variables. Students were asked to select the country where they were born or spent the greatest part of their formative years 1-10. Out of 152 students who completed the questionnaires, 107 indicated they were from Slovenia or spent their formative years there, and thus were included in the analysis. The same Research Model was used as in Study 1 (Figure 1). The model consisted of five hypotheses. The Slovenian student sample was later compared to the US sample from Study 1, which is the focus of a different paper. Triandis and Gelfand (1998)'s 16-item scale, measuring four items for each cultural orientation VI, VC, HI, and HC, was used in this study. Measuring vertical and horizontal dimensions of individualism was expected to reveal the connection between maximizing and status distinctions (VI) as well as the desire to make decisions autonomous (HI). In addition, consistent with study 1, the Maximizing Tendency Scale (MTS) of Highhouse et al., (2008), Entrepreneurial Intentions Scale (Linan & Chen, 2009), and Social Entrepreneurial Intention Scale (Hockerts, 2017) were also used to measure maximizing (M), entrepreneurial intentions (EI), and social entrepreneurial intentions (SEI), respectively. Slovenia is "with a total entrepreneurial activity (TEA) score of around 6.66, according to the most recent Global Entrepreneurship Monitor (GEM) data report (GEM, 2021). In comparison, the US has a total entrepreneurial activity (TEA) score of 23.06 (GEM, 2021 report)" (Soltwisch, Dimitrov, & Hojnik, 2023, p. 10). Slovenian culture was previously discussed as predominantly collective, where economic decisions were based on mutual benefit

rather than personal gains. People in Slovenia ranked socially based values as their top priority (Musek, 2004). Their family bonds were strong; they have traditional values, and prefer to remain near their homes. It was not uncommon for several generations to cohabitate in one household (Penger, Dimovski, & Peterlin, 2015). Based on Hofstede Insights (2022) Slovenia has an individualism score of 27, which makes it a collectivist society. In comparison, the US individualism score is 91, which makes it the most individualist society. The data suggested that among all students, those who maximize their decisions are more likely to pursue entrepreneurship post-graduation. This relationship was mediated by participants' VI, VC, HI, and HC cultural orientations, finding that maximisers who are more VI may be significantly more inclined to pursue entrepreneurship than those who are more VC.

In Study 2, multiple regression analysis was used to determine the relationships between maximizing and the two individualism and two collectivism dimensions of culture were considered. The control variables (like in Study 1) remained to be age and gender, which accounted for any variations in the entrepreneurial intentions (EI). Maximizing was significantly related to higher VI. Similarly, maximizing was significantly related to HI. Slovenian students who maximize proved to be more individualistic on both the vertical and horizontal dimensions,

offering further support for H1 in Figure 1 (Soltwisch, Dimitrov, & Hojnik, 2023). The relationships between maximization (M) and VC and HC were tested through multiple regression analysis resulting in a slightly negative, but insignificant, relationship between M and VC and HC.

Furthermore, in Study 2, the relationships between M and entrepreneurial (EI) and social entrepreneurial intentions (SEI) were tested using multiple regression analysis, with the controls of age and gender one more time. Maximizer Slovenian students showed to have greater EI, but this time at a marginally significant level (Soltwisch, Dimitrov, & Hojnik, 2023). Maximizing did not increase SEI among Slovenian students. Similar to what was found in Study 1, parallel mediation was employed using model four of the bootstrapping process described by Hays and Preacher (2013) with 5,000 samples in order to test whether the cultural dimensions (I and C) mediate the relationship between EI and M. There were no such interaction effects found. The mediation results of Study two can be found in Figure 3.

Brief Comparison Between Study 1 and Study 2

Maximizing Orientation

By comparing students in the US with students in Slovenia (Study 1 and Study 2), it became apparent that the normative environment within national borders plays an important role in shaping the way individual's may consider entrepreneurial opportunities based on their personal cultural perspectives. Similar to students in the US, Slovenian students who maximize their decisions were far more individualistic than those who were more satisficing in their choices (Soltwisch, Dimitrov, & Hojnik, 2023). This result was true for both vertical and horizontal dimensions of individualism for Slovenia, but could not be duplicated for the American sample. In Study 2, Soltwisch, Dimitrov, and Hojnik (2023) concluded that maximizing (M) is related to status distinctions through comparative analysis (VI) and a desire for autonomy in making decision independently (HI). "Because maximizing may be an inheritable trait (Saad et al., 2020), this outlook of persistently searching for better alternatives may shape the way individuals interact with others throughout their life, altering their cultural perspective" (p.13). How about in the US? How about in other cultures? This thought direction leads to the need of expanding the research internationally and starting with a new US cultural sample for both VI, VC and HI and HC.

Entrepreneurial Intentions (AI)

Achievement orientation is usually expressed through a maximizing decision-making style across national boundaries. However, it appears that the prevailing cultural and economic environment may play a role in the way individual's view enterprising opportunities. Similar to the findings in Study 1, Slovenian students (in Study 2) who maximized had greater intentions to start entrepreneurial ventures. The marginally significant relationship suggested that M in Slovenian may not be necessarily as EI-oriented as those in the US. In addition, M in Slovenia did not have greater social entrepreneurial intentions either (Soltwisch, Dimitrov, & Hojnik, 2023). The authors suggested that pursuing new ventures may not be the most viable means to address social problems based on the historical context of different countries. Limited funding for such undertakings at the individual level was listed as another explanation and a possible direction of a future study.

Individualistic Values

In Study 1 and 2, which directly measured individuals' cultural outlook based on their decision style (maximizing or satisficing), the results suggested some exciting applications to current theory and practice. Both, the US and Slovenia, maximizers were more inclined to apply an individualistic cultural view because they prefer to work on their own terms, pursue individual goals over collective ones, and because they are reluctant to accept prevailing norms or submit to authority (Soltwisch, Dimitrov, & Hojnik, 2023). Such independent-minded people will be best suited for the autonomy in decision-making that entrepreneurial business owners and business leaders can offer. "Perhaps individualism is useful during the early stages of taking an idea to market, but a more collective outlook garners greater support as the business matures" (Soltwisch, Dimitrov, & Hojnik, 2023, p. 14). A future research suggestion was to explore the longitudinal effects I on the EI of maximizers (M).

Social Entrepreneurial Intentions (SEI)

The individualistic cultural values did not relate to SEI in either of the 2 countries in Study 1 and 2 (the US or Slovenian). The quest for autonomy in the decision-making process might be incompatible with the serving leadership mindset of such individuals. Personal achievements and status seeking through new ventures would be more desirable occupations for individualists (Soltwisch, Dimitrov, & Hojnik, 2023).

Maximizers and Individualism

For M. who apply an I. view, the detrimental psychological outcomes of unhappiness with failure might be more expressed because they feel personally responsible for their decision outcomes. Similarly, Roets, Schwartz, and Guan (2012) found M in the US are more regretful and unhappy. "Thus, those who maximize in the U.S. may be inclined to pursue opportunities at the expense of their own well-being (Soltwisch, Dimitrov, & Hojnik, 2023, p.15). Future research suggested by Study 1 is to investigate the cross-cultural impacts of well-being on M who start entrepreneurial ventures (Soltwisch, Dimitrov, & Hojnik, 2023).

Future Research Suggestions of Study 1 and 2

The findings of Study 1 and Study 2 pointed to the effect that even though individual M. might be the ones to start new ventures, team interaction is what is critically necessary for success, which was also in unison with Lechler (2001). Further research was suggested on the nature of a founding team that combines M and S as complimentary styles in its composition in order to prove exodus in a new business venture. "Similarly, it is possible that a new venture teams may need a balance of cultural perspectives to ensure that individual pursuits can be supported by collective efforts (Soltwisch, Dimitrov, & Hojnik, 2023, p. 15)." Study 1 and Study 2 of Soltwisch, Dimitrov, and Hojnik, (2023) took some important first steps toward understanding the effects of decision styles (M or S) and cultural orientation (VI, VC, HI, and HC) on EI. Identifying that individual decision-making styles and individualistic vs. collectivistic cultural perspective play a role in their approach to new ventures (i.e., their EI as well SEI).

Purpose of Present Study and Data Collection

The present study (Stage 3) was conducted in the United States during Fall of 2022 and Spring of 2023 semesters in the Business School of a mid-west public university. The research questions

were: 1) Are American business students found to have more HI and VI-oriented cultural values? Are there any with HC or VC cultural values?; 2) How does the VC and VI, as well as the HI and HC cultural orientation of students affect their decision-making styles in a business context?; 3) How do the same cultural orientations VI, VC, HI, and HC impact students' entrepreneurial intentions?; and 4) Are VI, VC, HI, and HC cultural values found to influence students' involvement

The Challenges of Banco Crédito Agrícola in Portugal to the European Commission's Sustainable Finance Action Plan

OswaldoPeuyadi

osvaldopeuyadi@outlook.pt

Portugal

Universidade Europeia

Eduardo Tome

eduardo.tome@gmail.com

Portugal

Universidade Lusófona de

Humanidades e Tecnologias

Author keywords: Sustainable finance, Knowledge management, Banco Crédito Agrícola in Portugal, strategic and cultural process changes.

Abstract

This article relates to the necessary changes that Banco Crédito Agrícola in Portugal must consider; at the level of strategy, processes and organizational culture, to meet the European Commission Action Plan for sustainable finance, published in 2018 (European Commission, 2018). The Action Plan obliges financial institutions to redirect capital flows towards more sustainable investments to ensure sustainable and inclusive growth, manage financial risks arising from climate change, resource depletion, environmental degradation, and social issues, as well as promote transparency and long-term vision in economic and financial activities (European Commission, 2018).

The study seeks to give greater relevance to the approach on Resource-Based View and Dynamic Capabilities supported by knowledge management as the main sustainable competitive advantage for Banking in Portugal to meet the Action Plan requirements described above.

Firstly, qualitative, and secondly quantitative methodologies were used. The qualitative part was made by analyzing the sustainability reports of the 2013-2020 period of Banco Crédito Agrícola and by interviewing key employee stakeholders of the institution. The quantitative part was made by applying questionnaires to two different samples; one representing the Portuguese population and the other, consisted of employees of Banco Crédito Agrícola based in Portugal.

We conclude that there is a relationship between sustainable finance and knowledge management in the banking sector. This relationship implies a need for strategic, cultural, and process changes in Banco Crédito Agrícola, in the context of its organizational development. Inclusion of the LGBTQ+ Community in the Military and Cadet Forces: Identifying lived experiences.

Inclusion of the LGBTQ+ Community in the Military and Cadet Forces: Identifying lived experiences.

Joanne Goodchild

j.goodchild@leedsbeckett.ac.uk

United Kingdom

Leeds Beckett University, Leeds

UK

Author keywords: LGBTQ+, Inclusion – Sense of Belonging, Military/Cadet Forces.

Abstract

a) Purpose

This study aims to explore the lived experiences of LGBTQ+ identified cadets and service members. It seeks to identify remaining barriers to full inclusion as well as positive progress that has been made. To give voice to the lived experiences of LGBTQ+ identified service members and cadets across different policy environments. Their perspectives can illuminate remaining challenges and barriers to full acceptance. To analyse the impacts of inclusive versus exclusive policies and cultures on factors like mental health, job satisfaction, career advancement, and intent to continue service among LGBTQ+ personnel. To provide recommendations based on studied research to support further reforms, training initiatives, changes in leadership approaches, and modifications to organisational environments to better support LGBTQ+ cadets and service members.

b) design/methodology/approach

Design:

- A phenomenological study using in-depth interviews to understand lived experiences of LGBTQ+ identified service members.
- A comparative case study analysis contrasting units/institutions with inclusive vs. exclusive climates.

Methodology:

- Phenomenology to illuminate personal perspectives and lived experiences.
- Grounded theory to develop an explanatory framework derived from data.

Approaches to Data Collection:

- In-depth interviews with LGBTQ+ identified personnel.
- Analysis of existing policies and diversity
- Surveys measuring wellbeing and the sense of belonging.

c) theoretical base

A growing body of research has examined the experiences and status of LGBTQ+ individuals serving in the military and the cadet forces. Kerrigan (2012) provides a historical overview, tracing the development of policies to more inclusive policies over the past decades in countries such as the United States, Canada, Australia, and the United Kingdom. The repeal of “Don’t Ask,

Don't Tell" (DADT) in the U.S. and the adoption of similar non-discrimination policies elsewhere such as the United Kingdom represent major milestones (Kerrigan, 2012). A number of studies have assessed the impacts of inclusive policy changes. Belkin (2012) found no negative effects on unit cohesion, effectiveness, or morale after DADT repeal. Parco et al. (2015) similarly found that inclusive policies had no adverse impact on readiness or performance. However, individual discrimination remains an issue. Parco and Levy (2013) found high rates of harassment, prejudice, and poor leadership support post-DADT. Continued culture change is needed to stamp out embedded biases. There are still gaps in protections for transgender service members (Parco & Levy, 2013). Many nations still ban transgender individuals from serving openly. Research has shown high rates of discrimination and mental health challenges facing transgender cadets and military members due to non-inclusive cultures and policies (Parco & Levy, 2013; Kerrigan, 2012). While great progress has been made, opportunities remain to further support LGBTQ+ individuals serving in the military and the cadet forces. Belkin (2012) promotes non-discrimination policies, mandatory training on LGBTQ+ diversity, and protection of confidentiality around sexual orientation and gender identity. Leadership engagement is critical to demonstrating inclusion as an organisational priority and value (Parco & Levy, 2013). Ongoing research should inform advocacy and policy efforts.

d) results or expected results.

Potential Results

This study hopes to provide insight into the successes and shortcomings surrounding the inclusion of sexual and gender minorities in military and cadet environments. Participants' perspectives and recommendations can inform future policy and culture changes to create more inclusive climates.

e) originality/value

-Voices of LGBTQ+ identified cadets and service members through qualitative, phenomenological methods.

-Assessment of the impacts of inclusive vs exclusive environments on key outcomes like mental health

-Development of a conceptual framework or theoretical model to advance understanding of levers for change.

f) practical implications

There are some potential practical implications of research on inclusion of the LGBTQ+ community in military and cadet forces: Inform policymakers seeking to develop or expand non-discrimination and equality regulations to include LGBTQ+ servicemembers. Provide evidence to support policy changes. Equip diversity and inclusion officers and administrators with data-driven recommendations to enhance LGBTQ+ inclusion through training, education, mentorship programs, and changes to organizational climate. Identify best practices in LGBTQ+ inclusion that can be adopted across military branches and national cadet programs to create more welcoming environments. Highlight the need for continued efforts to eliminate discriminatory policies and practices that may restrict LGBTQ+. Bring greater public awareness to the challenges still faced by LGBTQ+ members of military/cadet communities. Provide assessment tools and frameworks that leadership can apply to benchmark and track inclusion efforts over time.

Overall, the research has the potential to directly inform, and shape organisational practices, public perceptions, and leadership approaches related to LGBTQ+ equality in these institutions.

MindPowered Coaching: Nurturing Organizations and Individuals for High Performance (A New Pragmatic Approach to Management Consulting)

Alvin Oh

alvin@wisdomconsultancy.com.sg

Singapore

Wisdom Consultancy

Author keywords: coaching, nurturing, organizations and Individuals, high performance, management consulting

Abstract:

In the ever-evolving landscape of organizational development and coaching methodologies, a novel approach known as "MindPowered Coaching" has emerged, promising a transformative journey towards unlocking the full spectrum of human potential. This article delves into the principles, techniques, and implications of MindPowered Coaching as a cutting-edge paradigm in the coaching industry where management consultants are exposed to the intricacies of consulting with a new practical approach.

MindPowered Coaching revolves around the premise that the mind is a powerful tool that, when harnessed and optimized, can propel individuals towards unprecedented levels of success, fulfillment, and well-being. Rooted in cognitive enhancement strategies, this coaching methodology integrates neuroscience, positive psychology, and mindfulness techniques to foster holistic growth.

The article explores key components of MindPowered Coaching, including cognitive reframing, neuroplasticity exercises, and mindfulness practices. By leveraging the plasticity of the brain, individuals can rewire thought patterns, overcome limiting beliefs, and cultivate a mindset conducive to achievement. The coaching process is designed to enhance cognitive functions, such as focus, creativity, and resilience, thereby enabling clients to navigate challenges with heightened clarity and effectiveness.

Furthermore, MindPowered Coaching emphasizes the role of self-awareness and emotional intelligence in personal development. Consultants employing this approach guide clients in developing a deep understanding of their thoughts, emotions, and behaviors, fostering greater self-mastery and emotional resilience.

The article also discusses the potential applications of MindPowered Coaching in various domains, including leadership development, career advancement, and stress management. Real-world case studies and testimonials highlight the tangible impact of this coaching methodology on individuals striving for personal and professional excellence. It uncovers how a people centric approach to consultancy finds its greatest impact from the Mind, which harmonizes with the Emotion and Soul that empowers individuals' confidence and thoughts to be more effective problem solvers.

As the demand for innovative consulting approaches continues to rise, MindPowered Coaching emerges as a promising frontier in the quest for human optimization. By bridging the gap between

Strategies for Bioeconomy Development: Insights into Brazil's New Industrial Policy

Luciana Santa Rita

luciana.santarita@feac.ufal.br Brazil Universidade de Alagoas

Eneas Monteiro da Silva

eneias.silva@ifpa.edu.br Brazil Federal Institute of Pará

Bruno Silva Almeida

bruno.silva@ufopa.edu.br Brazil Federal University of Western of Para

Author keywords: Strategies, Bioeconomy Development, Brazil, New Industrial Policy.

Abstract

a) purpose

Recent debates belting the bioeconomy as an emerging economic model conduct this study to examine Brazil's perspective on the opportunities provided by the country's new industrial policy and the challenges associated with realizing national potential and driving neoindustrialization based on bioeconomy. Brazil has been well-known in discussions about transitioning to a low-carbon economy, given its rich biodiversity and its position as host to significant events such as the G20 meeting in November 2024 and the upcoming COP 30, scheduled to be held in the Amazon region in 2025. However, Brazil's positioning as a leader in this economy critically depends on effectively integrating its recognized biodiversity potential with the traditional industry, a gap highlighted by the need for a specific public policy for such integration. Hence, this research aims to analyze the development strategies of the bioeconomy from Brazil's new industrial policy perspective. To achieve this objective, the study will delve into the following areas: (i) outlining Brazil's industrial policies from 2002 to 2022; (ii) examining the New Industry Brazil (NIB) program; and (iii) offering a thorough examination of bioeconomy supply chains from the standpoint of the new industrial policy.

b) design/methodology/approach

Methodologically, our investigative framework acknowledges the substantial importance of the topic within the global economic landscape. This significance is not solely attributed to the escalation of environmental concerns but also the emergence of new industrialization as a pivotal factor across various nations, offering the prospect of revitalizing Brazil's economy and society by steering the industry toward a fair and sustainable future. Within this context, the contributions of the bioeconomy, investigated through the lens of contemporary theory and industrial policies, induce implications that delineate the competitiveness of Brazilian industries. Concerning our objectives, we have opted for a descriptive methodology, which aims to provide a comprehensive overview of the investigation (Cruz et al., 2012; Merchán-Hamann; Tauil, 2021). Our research approach is qualitative, acting as a vehicle for exploring and comprehending a social issue, as underscored by Creswell (2010). Moreover, our analysis is structured as a case study, aligning with the framework outlined by Yan (1991). Data collection encompasses both

bibliographic research, delving into the foundational topics of our study, and documentary research, entailing the identification of principles from the New Industrial Policy, as well as the examination of reports, databases, and similar documents relevant to our subject issue. To summarize, during the literature review phase, our research endeavored to identify and access sources that addressed industrial policy development plans within the specified timeframe. This encompassed the retrieval of articles and institutional documents. This procedure was adopted to extract essential information related to industrial policies, resource allocation, and areas affected by cuts and contingencies. Data collection constitutes a fundamental process for the research, as it has provided the necessary natural material for the analysis of previous governments' industrial policies and the current ones. With the data at our disposal, it will be possible to advance to the analysis stage, where trends, impacts, and implications will be identified and discussed. Finally, the data phase focuses on the case study in the Brazilian industry, aiming to highlight, through institutional documents, a perspective that allows inferences to be made about the phenomenon of industrial public policy and the bioeconomy, with special attention to the Brazilian new industrialization policy.

c) theoretical base

As a contribution to the proposed work, it is important to highlight that the new global climate paradigm focused on a low-carbon economy has placed Brazil at the center of government agendas in a debate led by the world's largest economies, which are directing policies and incentives towards a green transition aimed at addressing environmental issues and simultaneously promoting sustainable economic growth. Brazil, currently seeking to position itself as a protagonist, has lost ground in the global debate center due to delays in advancing sustainability-focused industrial policies. Nonetheless, the growing interest in bioeconomy solutions for the challenges of the green transition opens a new window of opportunity for the country to reclaim a leadership role, especially for the Amazon due to its vast biodiversity and accumulated knowledge. Additionally, the current context has great potential to expand the participation of the national industry in multi-billion-dollar markets for forest-compatible products and thus structure future pathways toward sustainable development. The bioeconomy represents not a new business area, and different concepts have emerged in the literature over the last decades. For benchmarking purposes, over 50 countries have defined their national bioeconomy projects based on three predominant visions worldwide, namely: bioecological, biotechnological, and bioresources. Among the numerous projects, the bioeconomic complexes of Europe, China, and the United States are the most relevant (Varga, Pinto, & Lima, 2023). The European model prioritizes a bioresource-based bioeconomy, gradually replacing fossil and chemical products with biological ones. Highlights include the Green New Deal and the Green Dream Industrial Policy. China, on the other hand, focuses on the biotechnological bioeconomy, creating an economic cycle with subsidies in informatics, biochemistry, genetics, and nanotechnology. Nature becomes an accelerator of the green industry; however, this vision requires substantial investments in research and cutting-edge laboratories. Finally, the strategy of the United States transitions between the strategies adopted by China and Europe, combining bioresources and biotechnology. The main pillars are outlined in the project titled Advancing Biotechnology and Biomanufacturing Innovation for a Sustainable, Safe, and Secure American Bioeconomy (The White House, 2022).

d) results or expected results, originality/value, and practical implications

Given the context, it becomes evident that for Brazil to play a prominent role in the emerging bioeconomy, there is a need for acceleration in the development of public policy aimed at integrating biodiversity with industry. From this perspective, the novelty of this study lies in the integrated analysis of the Brazilian bioeconomy and industrial policy, providing valuable insights into how the country can leverage its bioeconomic potential to drive the development of a sustainable economic model. These insights should be viewed as tools that can influence the formulation of industrial policies and strategies for sustainable economic development in Brazil, especially in advance of growing environmental concerns and the need for economic modernization. Expected results include a detailed analysis of Brazilian industrial policies from 2002 to 2022, the identification of the New Industry Brazil (NIB) program, and a comprehensive overview of bioeconomy supply chains under the new industrial policy. Practical implications include identifying gaps and opportunities in Brazilian industrial policy regarding the bioeconomy, which can guide the formulation of strategies for economic development centered on the compatible use of natural resources. Additionally, this study can provide inputs for decision-making in government and the private sector, helping to promote the integration of biodiversity with industry and drive innovation and sustainable growth in Brazil.

CSR in Morocco: Myth or reality

Rajae Lahssioui

rajae.lahssioui@pwr.edu.p

Poland

Wroclaw University of Science and Technology

Author keywords: CSR, SMEs, multinational companies, Sustainability.

Abstract

Corporate social responsibility (CSR) has emerged as a significant aspect of business operations globally, enclosing a range of initiatives aiming to balance between social, economic, and environmental factors. However, Moroccan companies are met with opportunities and challenges when it comes to putting CSR ideas into practice. This is a result of the intricate interactions between cultural, legal, and financial considerations. This study aims to answer the following research question: what are the challenges and opportunities present for implementing CSR practices in Moroccan companies ? This research will analyze the CSR initiatives undertaken by Moroccan multinational corporations operating both domestically and internationally, examining their impact on local communities, environment, and stakeholders. In addition to that, this article will explore the challenges faced by small and medium-sized enterprises (SMEs) in Morocco while adopting CSR practices, and identify strategies to overcome barriers and leverage opportunities for sustainable business growth. It employs a literature review combined with scientific reflection. This research advances knowledge by: (1) analyzing and synthesizing existing literature on corporate social responsibility (CSR) in Morocco; (2) integrating the perspectives of multinational corporations and small and medium-sized enterprises; and (3) outlining future directions for empirical studies centered on the knowledge gap between the theory and practice.

Corporate governance and its impact on improving public management in Portugal

Maria da Conceição da Costa Marques

mcmarques.pt@gmail.com

Portugal

Polytechnic of Coimbra,

Coimbra Business School ISCAC, Coimbra Portugal

Author keywords: corporate governance, public sector, efficiency, effectiveness, results, performance.

Abstract

Corporate governance, initially associated predominantly with the private sector, is increasingly present in the public sector. This movement reflects a growing demand for efficiency, transparency and accountability, crucial elements for the proper functioning of government organizations. In this context, we will explore the principles and challenges of corporate governance applied to the public sector. Fundamental issues such as transparency, accountability and fairness in public management deserve to be highlighted in the running of public administrations. The essential principles of corporate governance in the public sector, which include accountability, citizen participation and fiscal responsibility, will be addressed in depth. Our purpose is to analyze how the principles of corporate governance align with the objectives of efficiency and effectiveness in the public service, as well as to examine the rules and regulations that guide corporate governance in the public sector. We will discuss how these instruments contribute to promoting good management practices, as well as identifying and analyzing the specific challenges that arise when implementing corporate governance in the public sector. We will consider factors such as bureaucratic complexity, the diversity of interests and the nature of public funding. We will exemplify cases in which effective corporate governance practices have been successfully implemented in government organizations, highlighting positive results in terms of efficiency, service delivery and citizen satisfaction. In this way, corporate governance in the public sector proves to be a crucial element in building solid and accountable government organizations. Despite the inherent challenges, the application of fundamental principles and the adoption of good practices have the potential to transform the way the public sector operates, generating significant benefits for society as a whole.

Public policies affecting the seed industry and their role in relation to the market working

Francesco Zecca Zecca
Francesco.Zecca@uniroma1.it

Italy

Uniroma Dipartimento di Management

Author keywords: Public policies, Seed industry, Market

Abstract

The mergers of multinational chemical-pharmaceutical have deeply reshaped the global seed industry, reducing the number of leading firms integrating firms with complementary activities and product offering. However, the current wave of consolidation in seed markets is not a new phenomenon. As the American scholar Philip H. Howard stated back in 2009, in the last 40 years the commercial seed industry has undergone a dramatic transformation, shifting from a competitive sector of agribusiness - made up essentially of small and family-owned companies - to an industry controlled by a handful of multinational chemical-pharmaceutical corporations that made their way into the seed industry by acquiring smaller companies and merging with competitors.

Over the years the global seed industry has undergone major structural changes determined by the progressive interaction of different drivers, namely scientific advances like hybridization and Genetic Modified Organisms (GMO) technologies that lead to private investments in the industry along with innovative products as hybrid seeds and GM seeds; government policies that have generally sought growth in agricultural productivity worldwide by the means of different policies such as R&D(Research and Development) policies and Intellectual Property(IP) laws aimed at fostering innovation or biosafety/GMO regulations implemented in order to ensure food and environmental safety; business strategies put in place by firms in the seed industry and potential entrants in order to obtain or extend market share, such as in-house R&D in plant breeding, mergers and acquisitions (M&As) and pursuit of IP rights through cross licensing IP to gain access to new technologies and new markets.

Overall, these government policies and business strategies have sustained incentives for seed and biotech firms to merge and integrate both horizontally and vertically in the global seed industry over the last years. The increased role played by multinational operating in the seed sector has happened along with the rapid increase of the market control determined from the market sales of GMO seeds so that today at global level almost 190 Million of hectares of land are planted with GMO seed and since 2012 the land cultivated with GMO crops in Developed Countries has been exceeded by that of Developing Countries that in 2017 made up the 53% of the estimated world area under GM crops, a share that it is expected to grow further according to ISAAA(International Service for the Acquisition of Agri-biotech Application). In consonance with the economic analysis coming from the literature, over the last two decades prices of seed have increased, reflecting the driving role of GMO seed in international production and trade and the higher seed production costs. In the case of GMO crops in fact, the higher cost of seed reflects the particular market power and structure but also the necessity to cover the great amount of R&D investments needed in order to produce them. Another main reason behind the increased price of seed globally is evidently the high R&D expenditure in plant breeding which

has been growing at a global level since private investors have been increasingly attracted by greater private return and expectation of higher profitability from improved seed.

Consequently, seed market concentration has raised concerns among public authorities and policymakers, farmers and the wider public opinion, all alarmed by negative consequences on prices, biodiversity, product choice and food security. Ensuring biodiversity and farmers' access to seed market¹ has always been crucial in order to build a sustainable and resilient food and agricultural system, especially in Developing Countries where the rural sector represents the major economic activity and plays a key role in sustaining livelihoods of rural communities. As Van Mele et al. (2011) underlines in a study published by FAO, the question of seed provision enjoys a great deal of attention in the field of agricultural development policies given that access to seed supply is one of the main determinant of farmers' food security and profitability.

The development of seed varieties is a key activity in a time of rising global population and depleting natural resources, global agricultural policies must find a way to ensure rising productivity and at the same time sustainability of the agricultural system. In his work about the long history of selective breeding and hybridization, Kingsbury (2009) stressed how innovation has led to high performing varieties of seed that have been one of the main determinants of larger gains in agricultural productivity, thus contributing to food security all over the world. On the one hand, the role of individual farmers in the identification and sustainment of productive seeds as well as the preservation of local systems of seed exchange and sale, are still very important in large part of "traditional" farming system. On the other hand, as the western agricultural economies developed in the early part of the 20th century, they moved toward an increased adoption of high-yielding varieties that were once part of self-sufficient communities (Fernandez-Cornejo,2004). This lead directly to the core of the research questions: how do we get to the current wave of consolidation and what is it all about? Which are the main consequences and to what extent consolidation in the seed market have an impact on farmers livelihood in Developing Countries and affects their food security and food sovereignty? Is there something that policy makers can do in order to prevent the negative externalities that this market concentration is bringing about?

Accordingly, the aim of this paper is trying to answer these questions firstly by taking a general overview of the seed sector. In order to do so, the first part identifies which are the main seed sources and the crops dominating the market along with the role that genetically modified seeds are playing in the seed sector. Reference to international seed trade patterns will be done along with the factors affecting prices of seed at global level and ultimately which are the major actors leading the recent trend of consolidation and the main drivers behind the structural change in seed industry. Secondly, the focus will shift on the main implications caused by the unprecedented concentration now sweeping across the sector that has been accompanied by a revolution in business tactics and technologies. These changes have major implications in terms of how and to what extent challenges like climate change and global hunger will be addressed. Even if the increasing connections between the various sectors and the globalized nature of food systems – make it difficult to attribute specific impacts to specific developments at a given link of the chain. The third and fourth parts of this work will analyze the policy framework that refers to the seed sector: it is in fact showed which role can be played by the governments in relation to the control over large firms for the benefit of smaller firms; besides, it is specified which policies and recommendations can be also applied in the private and public sector, having in mind their specific objectives and plans of actions. According with the OECD the role of the Competition authorities will be provided in order to understand in which way the merging of

firms can be regulated and achieved in a fair manner. Focus will be displayed on their position about the control over the merging mechanisms between seeds industries.

Other complementary policies such as the ones concerning the avoiding of barriers to entry, the facilitation of the access to intellectual property or genetic resources and the R&D promotion have been examined in order to provide a clarification of which are the main trends when talking about seed sector consolidation. Since it appears clear that from the domestic and International political and law level there is still the need to operate for the small farmers, or in specific terms for the local seed breeders of Developing Countries, a critical reflection has been made, pointing out the negative effects determined from the behavior adopted by the multinationals. For this reason, this paper will be putting evidence to those realities, from NGOs to common “bottom-up” strategies adopted by civil society. The methodology adopted is that of the traditional revision based on specific eligibility criteria identified considering the characteristics of the research aims previously indicated. In particular, the eligibility standards adopted concerned the application of keywords without time constraints of publication, referring to both indexed academic articles and, as previously stated, contributions deriving from grey literature to ensure greater thoroughness of the sources. The keywords taken into consideration facilitated the selection process by increasing the level of specificity of the analysis. In the selection work, all those articles considered not to fully meet the criteria mentioned were excluded. The articles selected on these bases, amounting to more than 50, were subjected to a critical evaluation that led to a synthesis and interpretation of the qualitative evidence considered a priority for the advancement of knowledge.

Bibliography

1. Bonny, S. (2017), “Corporate Concentration and Technological Change in the Global Seed Industry”, *Sustainability*, Vol. 9/9, p. 1632.
2. Ciliberto, F., G. Moschini and E. Perry (2017), “Valuing Product Innovation: Genetically Engineered Varieties in U.S. Corn and Soybeans”, *CARD Working Paper*, No. 17-WP-576, Center for Agricultural and Rural Development, Iowa State University.
3. Fernandez-Cornejo, J. (2004), “The Seed Industry in U.S. Agriculture: An Exploration of Data and Information on Crop Seed Markets, Regulation, Industry Structure, and Research and Development”, *USDA Agriculture Information Bulletin* 786.
4. Fuglie, K. (2016), “The growing role of the private sector in agricultural research and development world-wide”, *Global Food Security*, Vol. 10, pp. 29-38.
5. Howard, P. H. (2008), *Visualizing Consolidation in the Global Seed Industry: 1996-2008*, *Sustainability journal*, 2009, 1, 1266-1287, Basel. p. 1281.
6. ISAAA (2017), *Global Status of Commercialized Biotech/GM Crops in 2017*.
7. Kingsbury, N. (2009), *Hybrid : the history and science of plant breeding*, University of Chicago Press.
8. OECD (2012), *OECD Seed Schemes: A synthesis of international regulatory aspects that affect seed trade*, OECD Publishing, Paris.
9. Van Mele, P., Bentley, J.W. and Guéi, R.G.(2011). *African Seed Enterprises: Sowing the Seeds of Food Security*. CAB International, Wallingford, UK, 256 pp.

Navigating Knowledge Systems in African Governance for a Resilient Knowledge Economy

Kemi Ayanda

olukemi.ayanda@gmail.com

Zambia

UNICAF, Saarland University, NEOM

Author keywords: Knowledge Systems, African Governance, Knowledge Economy, Policy Learning, Sustainable Development.

Abstract

This paper embarks on a comprehensive exploration of knowledge systems entwined within the intricate fabric of African governance, unravelling multifaceted dynamics and regional nuances that shape the continent's developmental trajectory. The central objective is to provide a nuanced and in-depth understanding of how knowledge ecosystems influence governance practices across diverse African regions, with a specific emphasis on variations from North to South.

Utilizing a critical analytical framework, the study unveils historical imprints that have left a lasting impact on contemporary knowledge landscapes in Africa. Notably, it emphasizes the prevalence of centralized knowledge systems in North Africa, influenced by historical legacies and concentrated power structures. Simultaneously, it addresses the disruptive knowledge landscape in Central Africa, shaped by prolonged conflicts and fragile state institutions, leading to significant knowledge disruptions and educational challenges.

The synthesis of traditional and modern knowledge paradigms in West Africa becomes a focal point, highlighting the coexistence of these diverse systems amid cultural, linguistic, and ethnic diversity. The study delves into the role of communalism and oral traditions, showcasing their significance in decision-making and the preservation of historical knowledge. Moving to Southern Africa, a distinct emphasis on knowledge for development and social justice is observed, with universities playing pivotal roles in shaping these systems, particularly in addressing socio-economic inequalities.

East Africa emerges as an educational hub, boasting educational diversity and innovations in digital technology. Knowledge systems in this region extend beyond conventional boundaries, addressing issues related to agricultural development, climate resilience, and youth empowerment through education. The comparative analysis then extends globally, drawing distinctions with knowledge systems in Europe, North America, Asia, and Latin America.

The theoretical base of this exploration is rooted in governance theories, knowledge management principles, and an understanding of the socio-cultural dimensions influencing policy outcomes. By employing a comparative lens, the paper contextualizes Africa's distinctive position within the global knowledge landscape, enriching the theoretical framework with practical insights.

Anticipated results encompass a comprehensive understanding of the challenges and opportunities embedded within Africa's diverse knowledge systems. Identifying gaps in policy learning mechanisms becomes a cornerstone, advocating for a paradigm shift in the governance approach. The study emphasizes the interconnectedness of trade networks, technology-driven

service delivery, and the pivotal role of higher education institutions, recognizing them as catalysts for sustainable development.

The originality of this work lies in its holistic approach, seamlessly weaving together diverse regional narratives into a cohesive tapestry. Beyond contributing to academic discourse, this paper holds practical implications for policymakers, community leaders, and development practitioners. By emphasizing cohesive investigations, the study becomes a catalyst for transformative actions that empower communities, inform policymaking, and pave the way for sustainable development in Africa.

This paper serves as a cornerstone for advancing the understanding of the intricate interplay between knowledge systems and governance in Africa. With its nuanced, comprehensive, and contextually rich analysis, it becomes an instrumental contribution to the discourse on knowledge, governance, and their collective impact on Africa's trajectory towards resilience, prosperity, and sustainable development.

a) purpose

The purpose of this paper is to provide a comprehensive understanding of how knowledge systems influence governance practices across diverse African regions, with a specific emphasis on variations from North to South.

b) design/methodology/approach

Utilizing a critical analytical framework, the study unveils historical imprints that have left a lasting impact on contemporary knowledge landscapes in Africa. Notably, it emphasizes the prevalence of centralized knowledge systems in North Africa, influenced by historical legacies and concentrated power structures. Simultaneously, it addresses the disruptive knowledge landscape in Central Africa, shaped by prolonged conflicts and fragile state institutions.

c) theoretical base

The theoretical base of this exploration is rooted in governance theories, knowledge management principles, and an understanding of the socio-cultural dimensions influencing policy outcomes. By employing a comparative lens, the paper contextualizes Africa's distinctive position within the global knowledge landscape, enriching the theoretical framework with practical insights.

d) results or expected results

Anticipated results encompass a comprehensive understanding of the challenges and opportunities embedded within Africa's diverse knowledge systems. Identifying gaps in policy learning mechanisms becomes a cornerstone, advocating for a paradigm shift in the governance approach. The study emphasizes the interconnectedness of trade networks, technology-driven service delivery, and the pivotal role of higher education institutions, recognizing them as catalysts for sustainable development.

e) originality/value

The originality of this work lies in its holistic approach, seamlessly weaving together diverse regional narratives into a cohesive tapestry. Beyond contributing to academic discourse, this paper holds practical implications for policymakers, community leaders, and development practitioners. By emphasizing cohesive investigations, the study becomes a catalyst for

transformative actions that empower communities, inform policymaking, and pave the way for sustainable development in Africa.

f) practical implications

This paper serves as a cornerstone for advancing the understanding of the intricate interplay between knowledge systems and governance in Africa. With its nuanced, comprehensive, and contextually rich analysis, it becomes an instrumental contribution to the discourse on knowledge, governance, and their collective impact on Africa's trajectory towards resilience, prosperity, and sustainable development.

Faculty Development Research and Practice: Partnering with Human Resource Development

Tam To Phuong

phuongtotam@ftu.edu.vn

Viet Nam

Foreign Trade University, Hanoi

Gary N. Mc Lean

garynmclean@gmail.com

United States

Texas A&M University, USA

Author keywords: Faculty Development Research, Practice: Partnering, Human Resource Development.

Abstract

Enhancing academic standards, fostering student success, and adapting to the multifaceted challenges faced by higher education institutions. Recognizing faculty as the most vital human resource, it is imperative to adopt a human resource development (HRD) approach to invest in their growth, ensuring a sustainable future for both individuals and the broader national human capital. Faculty development, originally centered around sabbatical leaves, has evolved over the past five decades into a distinct field with a diverse range of practices, research, and dedicated professionals. Approaching faculty development as a collaborative endeavor among various stakeholders is crucial for fostering institutional and individual excellence, ultimately benefiting the broader community. This presentation aims to explore faculty development within the framework of HRD in higher education. It provides an overview of the evolution of faculty development, offers definitions, discusses common goals, explores theoretical frameworks, reviews current research and practices, identifies key features, and presents recommendations for future practice and research. By bridging faculty development with HRD, this presentation seeks to support faculty members, institutions, and students in the critical yet often overlooked realm of higher education HRD.

Corporate Social Responsibility in India

Ekta Sharma

ektas55@gmail.com

India

Ahmedabad University

Gary McLean

garynmclean@gmail.com

United States

University of Minnesota Twins cities

Author keywords: corporate social responsibility, sustainable development goals, financial performance.

Abstract

India is one of the fastest developing economies, but it faces numerous socio-economic problems, such as hunger, poverty, unemployment, gender inequity, and illiteracy. CSR funding at the corporate level could tackle these socio-economic problems, providing support to the nation's overall development. Several questions, however, remain to be addressed. Thus, for this study, we focused on exploring the relationship between a company's gross and net profits and its expenditures for CSR; and mapping the specific CSR activities used to address each of the 17 UN-SDGs.

The data were gathered from the published annual reports (2019-20) of 60 Fortune 500 Indian companies. analysis of data showed a positive and moderate to strong correlation between CSR expenditures and gross profit ($r= 0.72$) and CSR expenditures and net profit ($r=0.39$) for the sample. Also, there is a positive and moderate to strong correlation between CSR expenditures and gross profit ($r= 0.72$) and CSR expenditures and net profit ($r=0.63$) for only the companies making a profit in the financial year considered. This indicates that company CSR expenditures were aligned more with gross than net profits.

Linking the business process view and competence modelling using the ESCO classification - use case of a sales and distribution process

Ronald Orth

ronald.orth@ipk.fraunhofer.de

Production Systems and Design Technology IPK

Germany

Fraunhofer

Institute

for

Maria Kretschmer

maria.kretschmer@ipk.fraunhofer.de

Production Systems and Design Technology IPK

Germany

Fraunhofer

Institute

for

Jens Mathis Rieckmann

jens.mathis.rieckmann@ipk.fraunhofer.de

Production Systems and Design Technology IPK

Germany

Fraunhofer

Institute

for

Author keywords: competence development, skills, ESCO, business processes, modelling, use case.

Abstract

a) purpose

As a consequence of the digital transformation, the skills and competences required of employees are undergoing significant change. This poses major challenges for small and medium-sized enterprises (SMEs) in particular. They rarely have sufficient capacity to systematically deal with skills development and training strategies. In many cases, the company's strategic orientation with regard to digital transformation is also not fully developed. This makes it difficult to make a target-oriented assessment and weigh up the areas in which skills need to be developed and expanded in the medium term. The partners of the KIRA Pro project have set themselves the goal of developing and providing solutions suitable for SMEs for the planning and realisation of agile further training concepts. The modelling of skills and the creation of skill profiles play a central role in this in order to be able to design customised personnel development concepts. The experiences from the project form the basis for this conference paper.

b) design/methodology/approach

Competence models provide a system for categorising current and future relevant competences. They provide a framework for defining requirements for employees' knowledge, skills and behaviour and can also be used as a basis for identifying skills gaps in the company. Competence models are therefore an important tool in human resources management and the basis for corporate competence management.

A huge number of competence models have been developed in science and practice. In this context, a general distinction can be made between a more specifically activity-oriented and a holistically integrative view of competences. Against this background, researchers at Fraunhofer

IPK have developed a catalogue of competencies that aims to integrate the specifically activity-oriented and the holistically integrative view of competencies. The competence catalogue is based on the evaluation of over 20 competence models from science and practice and structures the content using the classic classification into the following competence dimensions: Professional and methodological competences, personal and activity-oriented competences, social competences, leadership competences and digital competences.

Based on this holistic, integrative view of competences, the competence catalogue was expanded with the European ESCO classification, which can be assigned to the group of specifically activity-oriented competence models. Here, the focus is on the professional level of action in specific work situations. The multilingual framework contains descriptions of more than 3,000 occupations and almost 14,000 skills associated with these occupations.

c) theoretical base

The theoretical basis covers the areas of competence management and business process management. Among other things, this includes the integration of the holistic perspective and the activity-oriented perspective of competence modelling. Classic business process management approaches help to combine these perspectives of competence modelling.

d) results or expected results

A prototype was developed that focuses on the sales process and uses the role of a "sales manager" as a specific example. For this purpose, the job profile description and the associated skills, competences and knowledge domains were used on the basis of the ESCO classification. The results have been illustrated in a web-based environment so that they are easily accessible to users and can be utilised for purposes such as the planning of role-based skills development programmes.

e) originality/value

The approach combines (for the first time) classic competence management approaches and models with the ESCO classification on a conceptual level, but also in the concrete application through the technical integration of the database in a web-based application. This makes it possible to visualise and modify specific roles transparently. The integration combines the operational perspective of process management with the perspective of human resource development using skill-based role profiles. This fosters the analysis of operational skills and the derivation of development fields.

f) practical implications

The conceptual work described in this paper has laid the foundation for the practical application of process-orientated competence management in two German SMEs from the manufacturing sector. The implementation took place as part of the KIRA Pro project, in which adaptive learning paths were generated for selected individuals based on their skill profiles and development needs, which are also aligned with the business goals.

HR Data Analytics

Katarzyna Krupa

Katarzyna.tracz-krupa@ue.wroc.pl
Business

Poland

Wroclaw University of Economics and

Vincent Cassar

vincent.cassar@um.edu.mt

Malta

University of Malta

Sylwia Przytula

s_przytula@wp.pl
Technology

Poland

Wroclaw University of Science and

Author keywords: data analytics, HR, decision, making process.

Abstract

1. Current state of research in this area

A number of theoretical papers have attempted to unveil the dynamics underlying the use, or lack of use, of data as a powerful resource to enable effective decision making and strategic planning amongst HR professionals (Marler & Boudreau, 2017; Jain & Jain, 2020). However, almost all the published works have provided an informed opinion about the extent that HR professionals handle data for this purpose while one of the first studies to explore this extent is by Cassar et al., (2023) who examined the perceptions of a number of HR professionals about their use of data for higher level strategic decisions compared to their more traditional / current role as HR managers. Overall, their study revealed that (1) HR professionals are least likely to adopt data as part of their decision-making ammunition partly because of their scepticism and partly because they lack the skills and competencies to use data effectively; (2) HR professionals still trust in their interpersonal and leadership competencies to engage actively with their employees rather than feeling the need to resort to data in assuming a more strategic role; (3) HR professionals believe that the combination of their skills and utility of data could render their role more strategic; and (4) HR professionals show a higher degree of resistance to allowing data take over their more traditional role of 'handling people'. That study drew two main theoretical explanations that help the advancement of this investigation: First, the need to investigate better the associations between HR professionals' combined sense of control and utilization of data. Second, is to understand the dynamics that enhance the need for professional growth amongst HRM leaders.

2. The description of the research problem and the justification of its choice

Our study aims to appreciate how these relationships may shed light on what is more likely to determine the uptake of HR data analytics and how these factors impact specific adoption behaviours.

Therefore our second study attempts to explain the reasons and perceptions put forward by HR managers in the first study and propose a conceptual model which is presented in Figure 1 below:

Drawing from Cassar et al., (2023), our conceptual model draws on two broad theoretical explanations that account for these relationships. The first is the Job Demands-Resource (JDR) model (Demerouti & Bakker, 2011). The second is the Theory of Planned Behavior (TPB) (Ajzen, 2011). In terms of JDR, we envisage that HR professionals are reluctant to utilise data analytics because of the demands arising from dealing with data, the threat of AI which may disallow them to look at the individual beyond an asset, their fear that the HR professional may lose his/her job, and the lack of analytical skills they possess. On the resources side, there is clearly an appreciation of their need to serve as strategic-returners (HR professionals fail to link their people's performance to company performance) and their ability to steer human behavior towards the attainment of important company goals. In terms of TPB, it is clear from the first study that HR professionals are dead set to certain beliefs (e.g. fear of the unknown) and also possess a degree of control and specific norms that guide their reasoning as to why HR data analytics may be damaging if it substitutes 'traditional' HR. The scepticism of the promise of data into delivering more strategic value was well noted in our investigation. Thus, this is likely to lead to a situation where the mental model of HR people is set in their ways because of the bias that they perpetuate. Hence our conceptual model initially argues that HR people's norms, beliefs and control will determine the level of intention and propensity to even consider Data analytics before the potential use of HR data analytics in their decision making. Our conceptual model also speculates that these three conditions are likely to fuel wrong ideas in the form of biases (e.g. availability heuristic) which given its magnitude may reduce and feed on the intention to consider the use / adoption of data analytics. However, we argue that this is also moderated by the evaluation of demands / resources. Hence managers who consider their professional resources to be substantially effective in their role as HR professionals over and above their perceived demands (e.g. not having the skills to analyse data) will be more likely to push down any link between their mental model and their bias and similarly their intention.

3. The description of methods that will be taken to solve the research problem The study will adopt a quantitative approach to examine the relationships between the variables shown in the conceptual model. More specifically, self-report questionnaires will be used to collect data from a wide sample of practicing HR professionals. Multivariate analyses using SEM will be used to examine direct and indirect effects and also examine the moderating / buffering effect of the demands / resources. A number of hypothetical propositions based on the theoretical explanations shall be tested to understand better how professionals' mental model of data impacts the intention and eventual adoption of data analytics for effective decision making.

4. Expected input into research and or practical implications The study will shed light on the relationships that emerged from the results of the first study and provide a contribution by examining how HR practitioners' way of thinking (mental model) based on the notion of expected role behaviours, control of their actions and beliefs on the use of data determines the extent of actually adopting HR data analytics. It examines the relative importance of a number of factors on adoption of HR data analytics which from a practical perspective may help to understand more systematically those aspects that require addressing compared to others.

References

1. Ajzen, I. (2011). The theory of planned behaviour: Reactions and
2. reflections. *Psychology & health*, 26(9), 1113-1127.

3. Cassar, V., Tracz-Krupa, K., Przytula, S., Rank, S., Fabri, S., & Bezzina, F. (2023).
4. Placing data analytics into the HRM leaders' tool kit: Practitioners' views of data
5. analytics. *Psychology of Leaders and Leadership*.
6. Demerouti, E., & Bakker, A. B. (2011). The job demands-resources model: Challenges
7. for future research. *SA Journal of Industrial Psychology*, 37(2), 01-09.
8. Jain, P., & Jain, P. (2020). Understanding the concept of HR Analytics. *International*
9. *Journal of*
10. *Emerging Technologies*, 11(2), 644–652.
11. Marler, J., & Boudreau, J. (2017). An evidence-based review of HR analytics.
12. *International*
13. *Journal of Human Resource Management*, 28(1), 3–26.

The InnoGreen Project's Green Business Innovation Canvas: Adopting innovative green practices

Sandra Dingli

sandra.m.dingli@um.edu.mt

Malta

The Edward de Bono Institute,

University of Malta

Adina Cocu

adina.cocu@ugal.ro

Romania

Department of Computer Science and

Technology, University "Dunarea de Jos" of Galati - Romania

Emilia Pecheanu

Emilia.Pecheanu@ugal.ro

Romania

Department of Computer Science and

Technology, University "Dunarea de Jos" of Galati - Romania

Author keywords: business model canvas, business model innovation, green business innovation canvas, sustainability, green practices.

Abstract

Environmental sustainability gained importance following the Covid 19 pandemic as the challenges which the world is facing today need to be urgently addressed. The pandemic created an increase in environmental awareness as the restrictions positively impacted individuals and the world. However, with the lifting of the pandemic restrictions, factors related to lack of environmental sustainability have re-emerged. InnoGreen (Innovative entrepreneurs leading green businesses) is an Erasmus+ project which is in the final stages of its life cycle. Sixty interviews with entrepreneurs in eight European countries were conducted and the data collected was used to elicit innovative sustainable practices and to compile case studies. The project partners have designed a Green Business Innovation Canvas (GBIC) and are developing an e-learning platform. This is in line with the European Commission's Green Deal which aims to make Europe the first climate neutral continent by 2050. This paper describes some of the innovative green practices and some of the case studies. The research contributes to the literature by being the first to demonstrate how the GBIC may motivate enterprises to adopt more green practices and foster business model innovation.

The Erasmus Programme and its Influence on Human Capital and Employability in Portugal

Diana Costa

1007diana7001@gmail.com

Portugal

Universidade

Lusófona

de

Humanidades e Tecnologias

Author keywords: ERASMUS, mobility, human capital development, employability, global managers.

Abstract

Erasmus is an internationally renowned program funded by the European Commission. While it is widely acknowledged for facilitating mobility, particularly among students, its scope extends far beyond. Erasmus aims to foster both individual and group mobility to enhance learning, collaboration, equity, excellence, innovation, and the overall quality of education in Europe. It predominantly supports innovative and high-quality research endeavors. Participants, whether students, professors, or staff members, engage in this program with the expectation that its benefits will outweigh the associated costs. Although this international experience is constantly growing, it still needs to be more thoroughly analysed. Therefore, this research aimed to understand whether ERASMUS can be considered an investment that contributes to the development of the human capital of those involved and whether this growth, resulting from the experience, will influence the perception of employability and enable the development of global managers. To this end, a mixed-method research study comprising 51 interviews and 315 questionnaires was conducted. The findings indicate that while each group exhibits distinct motivations, benefits, and barriers, they ultimately derive significant advantages from the experience, which, in certain cases, even facilitates the enhancement of their human capital. Nonetheless, this progress fails to impact perceptions of employability or aid in the development of global managerial skills. For future research, we recommend a more comprehensive analysis of the program, including the identification of potential disparities based on participant characteristics and the countries involved.

Evaluation of the performance of public sector policies: criteria, future evolution, and legal regulation

Andrea Garlatti

andrea.garlatti@uniud.it

Italy

University of Udine

Irina Dokalskaya

irina.dokalskaya@uniud.it

Italy

University of Udine

Author keywords: performance evaluation, public administration, decision-making policies, legal regulation.

Abstract

a) purpose

Identify the main problems and drawbacks, as well as strengths in the current mechanism of identification and evaluation of the performance of public spending.

b) design/methodology/approach

This research involves the study, also from a critical point of view, of the performance evaluation approach in the context of the Italian public sector considering the possible suggestion of the guidelines considering the transition from the resource management system to the results management system. The context in which this research was carried out is represented by the regional executive authorities.

The exploration of practices on the evaluation of public spending is represented by the systematic analysis of the existing situation following the different steps:

- develop systematic knowledge about past efforts to define criteria for evaluating public spending;
- identify the characteristics that guide the authorities' decision-making processes on the approach to evaluating the performance of public spending;
- collect empirical material through a series of different techniques such as questionnaires and interviews.

Realistic evaluation logic, focusing on context, mechanisms, and outcomes, is used as a framework to investigate the evaluation process (Pawson et al., 2004; Wilson and McCormack, 2006). To generate CMO configurations (CMOCs), i.e., the possible contexts (Cs), mechanisms (Ms) and outcomes (Os) are used to understand and explain (examine) how the process of evaluating the performance of the public expenditure is managed, as well as to highlight the role of the programmatic approach to public expenditure planning.

c) theoretical base

The concept of performance and the need to measure it were already present in the work of Taylor (1911) and their usefulness for the governance of local administrations was identified by

Ridley and Simon since 1943 (Poister, Streib, 1999). However, only with the managerial approach to public administrations, the New Public Management (Osborne, Gaebler, 1992; Snell, Hayes, 1993; Hood, 1995; Garsombke, Schrad, 1999; Lynn, 2006), has the need for pursuit of results and performance measurement, through the introduction of Performance Management systems (Pollitt, Bouckaert, 2000; Hood, 2005; Van Dooren, Bouckaert, Halligan, 2010; Mettler, Rohner, 2009; Nielsen, 2014; Gerrish, 2015), which became the nucleus of intellectual thought in the field of public finance.

Performance evaluation in public administration has developed and refined in recent decades due to strong requests from internal and external institutional subjects to public administration to increase productivity, or to offer the same services while decreasing and stopping the increase in public spending (Ruffini, 2010). The identification of connections between the resources used and the expected results, considering the peculiarities of public services and consequently the methods and difficulties encountered in measuring their results, has become a priority aspect for public administrations, especially in the context of limited financial resources at their disposal.

The center of attention, therefore, are the public administration systems and the networks in which these systems are inserted to define, implement, and evaluate public policies, activities and services provided to users (Valotti et al. 2010). In Italy, the growing interest in performance evaluation is not only due to the problem of the economic sustainability of the system, but also to the effects of the profound political and organizational changes observed in the last 20 years (Solipaca et al, 2013). Among the most important themes of the recent turning point in the public administration reform was that of open data and transparency, as useful tools to make the work of the public administration and the results it produces more understandable. Unlike international experiences, however, in Italy a "particular type of transparency seems to prevail focused on the right-duty to information, but above all on the objective of increasing widespread control over public administration" (Corteselli, 2016).

d) results or expected results

The research included the outcomes: the evaluation process through an exploration of the activities of the regional authorities and the possible influence of legal regulations on the impact of performance evaluation, as it provides insights into the entire process of development of approaches for evaluating performance in different contexts, as well as for further evaluation processes. The research contributes to extending the debate on the organizational, legal, and methodological basis for managing the process of public spending evaluating in terms of performance. The problems of the mechanism for identifying and evaluating of budget allocations remains controversial, especially in the context of the transition from the resource management system to the results management system.

e) originality/value

The importance of the research consists in trying to analyze, possibly also from a critical point of view, the scientific and methodological approach, as well as to explore the legal framework, performance evaluation and applicability of the implementation of public spending. The scientific novelty of the research consists in understanding the result-based approach through the mechanism of its evaluation.

f) practical implications

The practical significance is that the conclusions generated in this research could help improve the development of the methodological framework aimed at evaluating the performance of budget expenditures.

The elusive nature of Values – What do we really mean by integrity?

Karen Vollum-Dix

k.vollum-dix@leedsbeckett.ac.uk

United Kingdom

Leeds Beckett University

Author keywords: integrity, values, ethics.

Abstract

a) purpose

Desk research of organisational websites, annual reports and professional codes of ethics shows integrity to be amongst the most frequently mentioned values; organisations want to be seen as having integrity and want their employees to act with integrity. The purpose of this research is to explore the meaning of the value, integrity, and to establish whether it has a single, universal meaning, or whether there are different perceptions of its meaning. The findings of this research will have implications for organisations. If there is a single, universal understanding of a concept (integrity), then setting behavioural expectations is relatively easy to communicate and implement. If there are different perceptions of what a concept (integrity) means, then the setting of behavioural expectations becomes more complex.

b) design/methodology/approach

The research approach was phenomenography which is the study of variation and difference in people's perception of a phenomenon, an appropriate approach since the purpose of the research was to establish whether there are variations in people's perception of integrity. The epistemology in phenomenography is constructionism, accepting that there is no absolute objective truth, and that truth and meaning emerge from engagement with the real world. This integration of objectivity and subjectivity is non-dualism; a fundamental assumption of non-dualism "is that all forms of matters are interconnected," Poonamallee (2010 p191), and this is a key characteristic of phenomenographic research. It is an empirically based, qualitative approach describing the different ways in which a phenomenon (in this case integrity) is understood, experienced, perceived or learned about from the individual's point of view, (Berglund, 2006 p1; Marton, 2004 p97). Phenomenography is a second order perspective, where the researcher is interested in patterns of understanding and logical interrelationships between categories of understanding (Barnard et al 1999, Reed (2006 p1). Phenomenography focusses on the variation in people's thinking, and not on the reasons why they think in the way they do, or why the variation exists (Kaapu et al, 2006). Hence the purpose of phenomenography is to learn and understand, through understanding the variation in perceptions and opinions of others (Brown & Sice, 2005 p29).

c) theoretical base

In phenomenography, the researcher 'brackets' their knowledge during the data collection and analysis phase, and the literature review takes place afterwards. The literature therefore serves

not so much to guide the direction of the research, but to take the research results and position them within the existing theoretical context. Schein (2010 p23) suggests that “values are open to discussion, and people can agree to disagree about them.” He also observes that the espoused or verbalised values of people and organizations do not always correlate with their behaviours, and that we may observe two people seemingly behaving in the same way, but whose motivations differ. A greater understanding of values seems necessary to see how people and organizations can achieve better performance. Robinson (2014) argues a case for the need for dialogue. If integrity is being true to self, then one must know oneself, and be sufficiently settled in that self to enable consistency of behaviour. Integrity is not just about one’s own opinion, though, how can a person know enough about another to know whether they are being true to him or herself? Some aspects of self only become known through feedback from others, through observation or discussion, so Robinson (2014 p52-53) suggests that integrity may be “less an individual and more of a social virtue, and to do with how individuals and organizations view their identity and present their identity,” it is not quantifiable, nor is it about moral perfection, instead it is relational, dynamic, developmental and social, requiring dialogue which engages “both affective and cognitive meaning,” and critical reflection. Integrity is a value identified by Barrett (2014) as being positive and life affirming, though he does not define what he means by integrity. In Glover et al (1997 p1320), integrity is defined with honesty as “honesty/integrity: the individual’s beliefs about the way he or she should tell the truth and do what he or she thinks is right,” if telling the truth relates to honesty, then their simple definition of integrity is “doing what he or she thinks is right.” They say that integrity is a competence value, which they define as one which “when violated, arouse in the individual feelings of personal inadequacy,” as opposed to a moral value which is “interpersonal such that, when they are violated, the individual has feelings of guilt.” Viewing this definition considering the comments made by Robinson (2014) shows how inadequate the Glover et al (1997) definition is; what a person thinks is right may have no moral value and may not be what anyone else thinks is right. Literature confirms that a values driven approach is beneficial to organisations, and that there is likely to be variation in people’s perception and understanding of individual values.

d) results

Some respondents described integrity in terms of themselves, “keeping my word,” whilst others defined it in terms of other people, “integrity means I can trust people and that they are being authentic, I think what you see is what you get.” People described their own integrity in terms of ‘consistently behaving in a way that is true to one’s own moral values,’ ‘being the best person one can be,’ and ‘in a way that means other people can trust you.’ People judge whether others have integrity based on the extent to which they can ‘trust them to act consistently in doing the right thing.’ Further, in determining whether others have integrity, some assess the behaviour of others against their own moral standards, whilst others determine whether they act in a way that is expected of them, whether they are authentic, and seem to be acting in a way that is true to who they are. Integrity is a core value, to do with moral standards and doing the right thing. It is also about consistently being true to your values and to your word. It is related to other values these being fairness, honesty, authenticity, trust, and respect.

Integrity has no single, simple definition, and is perceived differently by different people. When observing the behaviour of others, people may assume, or judge whether they are acting with

integrity, however, all that can be observed is the behaviour, and not the intention or motivation behind that behaviour.

e) originality/value

Whilst there has been prior research on values and on integrity, there has been no previous research using the phenomenographic approach to explore the variations in perceptions of values, and specifically of integrity. This research is therefore original and adds a different dimension to our understanding of values and integrity.

f) practical implications

“Companies which are most successful over the long term are those which incorporate their cultural values at the core of their everyday business operations, i.e. they implement values-based management practices,” Peat (2003 p2). Organisations are better able to communicate and incorporate their cultural values if there is a shared understanding of what those values are and what they mean in terms of behaviours and attitudes. This research contributes to that shared understanding.

Bibliography

Barnard, A., McCosker, H., and Gerber, R., (1999), Phenomenography: A qualitative research approach for exploring understanding in health care. *Qualitative Health Research*, Vol. 9 No 2 pp212-226. Sage Publications Inc.

Barrett, R., (2014). *The Values-Driven Organization (unleashing human Potential for performance and profit)*. Routledge, Abingdon.

Berglund, A., (2006). Phenomenography as a way to research learning in computing. *Bulletin of Applied Computing and Information Technology*, 4(1). http://www.citrenz.ac.nz/bacit/0401/2006Berglund_Phenomenography.htm Accessed 15.06.2016

Brown, J., and Sice, P., (2005) “Towards a Second Order Research Methodology” *The Electronic Journal of Business Research Methodology* Volume 3 Issue 1, pp 25-36, available online at www.ejbrm.com, Accessed 24.2.2019

Crotty, M., (1998), *The foundations of social research, meaning and perspective in the research process*. Sage Publications, London

Glover, S.H., Bumpus, M.A., Logan, J.E. and Ciesla, J.R. (1997) Re-examining the influence of individual values on ethical decision making. *Journal of Business Ethics* Vol 16 pp1319 – 1329.

Kluwer Academic Publishers. Netherlands

Kaapu, T., Saarenpää, T., Tiainen, T., and Paakki, K., (2006), *The Truth is Out There - Phenomenography in Information Systems Research*, Researchgate

Marton, F., (2004) Phenomenography. In *Educational research, methodology, and*

measurement: An International handbook (2nd ed), edited by Keeves, P.J., New York: Pergamon pp95 – 101.

Peat, R., (2003) Values drive value, University of Auckland Business Review, Volume 5, No 220032

Poonamallee, L., (2010), Advaita (non-dualism) as metatheory: A constellation of ontology, epistemology and praxis, A Transdisciplinary and Transcultural Journal For New Thought,

Research, and Praxis, 6(3). Retrieved from: <https://digitalcommons.mtu.edu/business-fp/332>. Accessed 27.02.2019

Reed, B.I., (2006) Phenomenography as a way to research the understanding by students of technical concepts. NUTAU:Technological Innovation and Sustainability. Sao Paulo, Brazil, 1-11.

Robinson, S. J., (2014) Integrity and Dialogue, Journal of Dialogue Studies Vol 2, No 2, pp 49 -69

Schein, E.H., (2010) Organizational Culture and Leadership. 4 th Edition. Jossey Bass, San Francisco USA.Segal, S., and Jankelson, C., (editors) (2016) Face to Face with Practice. Ashgate Publishing, Gower. Oxon.

Active learning and gamified business simulation in the training of industrial engineers

Igor Lopes Martinez igor.lopesmartinez@gmail.com	Cuba	Universidad Tecnológica de La Habana
Armando Ramón Cuesta Santos armandocuestasantos@gmail.com	Cuba	Universidad Tecnológica de La Habana
Gaby Neumann gaby.neumann@th-wildau.de	Germany	Technical University of Applied Sciences Wildau
José Alberto Vilalta Alonso josealbertovilalta@gmail.com	Cuba	Universidad Tecnológica de La Habana
Maria Sonia Fleitas Triana mfleitastriana@gmail.com	Cuba	Universidad Tecnológica de La Habana
Beatriz Barrios Brito beabarrios1999@gmail.com	Cuba	CUJAE

Author keywords: experiential learning, supply chain competencies, game-based learning.

Abstract

Active learning is seen today as a competence to be achieved by employees to perform in the field of logistics and supply chain. Rapid technological advances and growing educational needs make innovations in teaching vital to engage and encourage academic audiences. This proposal highlights the effective use of business simulations as a cutting-edge tool for improving learning outcomes. The problem that has arisen in the training of industrial engineers at CUJAE is the need to overcome the lack of integration of subjects, disciplines and content of the degree, achieving at the same time greater participation and protagonism of the student in the construction of knowledge. teamwork, motivation, commitment, critical thinking, and problem-solving skills. As a result, we obtain the characterization of active learning as a fundamental method together with the recurrence of business simulation with gamification, contrasting the "before" and "after" of the same group of students when applying Active Learning, involving a sequential "before-after" type experiment according to its logical structure.

Comparison of EU countries based on digital development and sustainable development indicators

Blazenka Knezevic
bknezevic@net.efzg.hr Croatia University of Zagreb, Faculty of Economics and Business

Nika Simurina
nsimurina@net.efzg.hr Croatia University of Zagreb Faculty of Economics and Business

Nataša Kurnoga
nkurnoga1@net.efzg.hr Croatia University of Zagreb Faculty of Economics and Business

Author keywords: digital economy and society index (DESI), SDG indicators, EU members, digital development, sustainable development.

Abstract

a) purpose

Since 2015 European Union devoted significant resources to support digitalisation efforts in member countries, especially after the COVID-19 crisis. The resources are aimed at filling in digital gaps between countries in terms of broadband infrastructure and connectivity, level of digital integration, availability of digital services, and related human capital development. Digitalization and digital transformation influence the achievement of UN SDGs, but the question is “can effects of digital transformation already be observed in SDG indicators provided by member countries?” Therefore, this paper aims to analyse EU member countries by available DESI indices and their selected SDG indicators and to draw conclusions on digital improvement on indicators addressing poverty reduction, inequality reduction, climate change and sustainable consumption.

b) design/methodology/approach

In this study, we will analyse secondary data available for EU member states in EUROSTAT database such as: DESI index and its components and selected SDG indicators in areas: poverty and inequality reduction, climate change and sustainable consumption. We will use inferential statistical methods to classify countries and to observe differences among countries.

c) theoretical base

In theory, digital transformation and digital development are strategic terms including the integration of digital technology into all areas and aspects of business in a certain market which

can lead to increased performance of the national economy. The correlation between the implementation of digital technologies in business and sustainable development is a widely analysed topic in the scientific literature. However, the empirical evidence of the influence of digital technology on sustainability is still insufficient and blurred on the level of national economies.

d) results or expected results

By application of inferential statistical methods on a set of secondary exact data from EU countries, we expect to observe in which EU countries DESI indices and selected SDG indices are on high, medium or low levels and based on this we will draw conclusions on differences among countries and among relationships between digital development on some aspects of sustainable development.

e) originality/value

The digital technology can contribute to the achievement of better working conditions, better salaries, reduction of inequalities etc. However, there is a lack of papers that empirically scrutinize relationships between digital society indicators and indicators of sustainable development. Thus, this analysis will provide empirical insight into the existing and potential future effects of digital society development on reaching SDGs on the country level.

f) practical implications

In a digital society, ICT is intensively used in each sphere of economy and human life. By this analysis we expect to find the answer does digital development have positive or negative impacts on sustainable development indicators in EU countries at the moment? Based on this empirical analysis results, stakeholders involved in digital transformation in EU markets will be able to change or to adjust their digital development policies and strategies to foster sustainable development and to promote positive effects on achieving SDGs.

Intrinsic factors of remote work quality: a comparative analysis towards EUROFOUND vision of sustainable work

Lorena Bastos Portugal University of Aveiro

Marlene Amorim
mamorim@ua.pt Portugal University of Aveiro

Mário Rodrigues
mjfr@ua.pt Portugal University of Aveiro

Author keywords: quality of work, digital technologies, remote working, sustainable work, employee well-being.

Abstract

The increasing adoption of digital technologies in both personal and professional environments has sparked a growing interest in re-evaluating the factors that determine job quality and workers' well-being. This article aims to provide a guided overview of the various existing perspectives and proposals on job quality indicators and to critically evaluate the various empirical approaches to measuring job quality, as suggested in the literature. This research investigates the determinants of job quality, with an emphasis on work environments that employ digital technologies.

This study builds on a structured literature review to identify indicators of quality of work, and to identify models and scales that are used to monitor it. Building on the results of the review the study then discusses the prevalent indicators and scales of work quality towards the approach of sustainable work proposed by EUROFOUND, to identify opportunities to improve the scales to address the specifics of remote and hybrid work contexts.

The study involved three stages, namely: (i) planning the structured literature review and conducting the bibliometric analysis of the articles in the literature; (ii) reporting the findings towards the development of a framework for the assessment of the quality of work; (iii) exploring the refinement of existing models and scales to incorporate the sustainable work approach and elements of digital work contexts.

The concept of quality of work life (QWL) refers to the conditions and practices in organisations that promote the well-being of the workforce. It covers various aspects such as fair pay, development opportunities, healthy working conditions, and work-life balance. Work design plays a crucial role in improving QWL, but progress in this area has been fragmented and unevenly distributed across the workforce (D. Guest, 2022). QWL aims to create a comfortable working environment for employees at all levels, which is associated with satisfied employees and better business results (Shchetinina et al., 2022). Interest in QWL has fluctuated over time, but recent developments such as digitalisation and the growth of precarious employment have reignited interest in tackling the challenges of the contemporary workplace (D. E. Guest, 2022).

Factors influencing QWL include fair compensation, constitutionalism, social integration, and the development of human capabilities (Hilda Safira Ayu Rulita Jati et al., 2022). QWL has a positive and significant effect on employee performance, and organisational commitment mediates this relationship.

The work offers a concise overview of models and scales that have been in use for assessing the quality of work and extends this body of knowledge by incorporating elements from the perspectives of sustainable work, and digital work contexts. As such the research offers a timely approach to assess and understand the challenges of managing workers in digital contexts, offering guidance for managerial decisions concerning the characteristics of jobs, teams and workspaces. Specifically the work allows for the development of a framework and variables to assess the quality of work in digital contexts, laying the ground for the implementation of self-assessment and diagnose tools to support the improvement in working conditions of teams.

The research has implications for the supervision of organisational human resources, adding to the methodologies of HR managers, as well as the literature, in which it offers insight into the impacts of quality of life at work, introducing numerous factors responsible for the productive performance of individuals working remotely.

References

Guest, David, Angela Knox, and Chris Warhurst. "Humanizing work in the digital age: Lessons from socio-technical systems and quality of working life initiatives." *human relations* 75, no. 8 (2022): 1461-1482.

Jati, H. S. A. R., Harahap, A. A., Soz, D., & Mamoto, B. J. (2022). Quality of Work Life: A Literature Review. *International Journal of Research and Innovation in Social Science*, 6(12), 154-158.

Mobility in Higher Education' s contribution to economic competitiveness and cohesion in EU: trends and outcomes

Beatriz Dias

I53074@aln.iseg.ulisboa.pt

Portugal

ISEG Universidade de Lisboa

Elsa Fontainha

elmano@iseg.ulisboa.pt

Portugal

ISEG Universidade de Lisboa

Author keywords: economic competitiveness, knowledge economies, tertiary education, EU policies, mobility in higher education.

Abstract

a) purpose

A recent report from the Joint Research Centre (JRC) on EU Competitiveness acknowledges that in 2021 the European Union still faces some challenges in becoming as competitive and innovative as possible and identifies some areas for improvement (Marschinski et al., 2021). Despite the European Union (EU) strategies for change and the focus on knowledge and innovation as a source of competitiveness and growth, when compared to other economic powers, like the US or Japan, the EU still struggles in productivity. The role of education and innovation, mainly in the form of R&D, is identified as a relevant source of competitiveness and, a clear distinction is made between the better performers, in the north, and the worst performers, in the south (Marschinski et al., 2021, pp. 28). This research intends to focus on the path Europe chose and still invests in to maintain its competitive status in the global economy and the role allocated and performed by education and knowledge to attain that goal. In line with all the investments made to achieve the full potential of Higher Education (HE), mobility in HE has been a priority for the EU. The social, cultural, economic, and professional skills gained from an experience abroad are not only looked for in any company or business but also competences that the EU wants to extend to its students, wherever they're from. Mobility in education doesn't just entail graduate students since, with the current Erasmus+ program, secondary schools also participate in exchange programs with students from all over Europe and researchers, teachers and administrative staff can learn, teach, and work without constraints from physical or legal and bureaucratic frontiers.

b) design/methodology/approach

Methodology: For the period of 2015-2016, a hierarchical cluster analysis (using the average linkage between groups method, and the squared Euclidean distance), with no limit to the clusters formed, compares Tertiary education enrolment, Quality of the education system, Quality of math and science education, and the Quality of scientific research institutions.

Data: The Global Competitiveness Index, published every year by the World Economic Forum, is one of the most used databases to analyse a country's performance, determined by several

fundamental pillars, and its competitive place in the global economy. Thus, this report is updated constantly, to reflect on the changes in markets and economies and to adjust the pondered weight of each pillar to competitiveness (Schwab, 2019). The latest editions use a methodology revised in 2018, that relies on 12 pillars, divided in four main categories: i) Enabling Environment, which measures aspects like macroeconomic stability, quality of institutions and infrastructure, and ICT adoption; ii) Human Capital, which measures health and society's skills; iii) Markets, which evaluates markets and the financial system; iv) and, finally, Innovation Ecosystem, which analyses the business environment and innovation.

c) theoretical base

Despite the recent pandemic crisis, the EC remains focused on the six priorities already defined: A European Green Deal, A Europe fit for the digital age, An economy that works for people, A stronger Europe in the world, Promoting the European way of life and A new push for European democracy (Bassot, 2021). Knowledge and education have, once again, a great impact on how these priorities turn into realities. As the EC pursues a more digital Europe, where everyone should have access to information and be able to work with the new ICTs, it intends to incorporate digitalization into markets and security (Bassot, 2021). An economy that works for people focuses on "employment, skills, and social protection" (Bassot, 2021, pp. 9). Finally, by wanting to Promote the European way of life, the EC's "envisages inclusive education and training from early childhood to higher education, improved employment opportunities and skills recognition, better access to health services and to adequate and affordable housing" (Bassot, 2021, pp. 14). Internationalization and student mobility are at the core of the Bologna Process and there is a clear increase in students and researchers who continue their work abroad, not only within and outside the EU/EHEA (European Commission/EACEA/Eurydice, 2020). Actions like financial support and scholarships, alongside the credits system and degree comparability, are the most adopted strategies to attract foreign students. However, financial support is only one of the main obstacles to mobility and, even though the coordination of degree systems was helpful, there is still much room for improvement when measuring mobility and determining its causes and effects (Teichler, 2019). The Bologna Process "has been both a manifestation and a catalyst for internationalisation" (European Commission/EACEA/Eurydice, 2020, pp.123), without pinpointing results and visible effects. Additionally, this inaccuracy can allow for mobility to be thought of because of other transformations, such as digitalization, reduction of travel costs and time, as well as a natural desire to travel and migrate (Sin, Veiga & Amaral, 2016). The latest goal for mobility is one of the examples of the poorly done reports on mobility. When, in 2009, the BP Work Group defined that by 2020 at least 20% of graduates should take part in some kind of international experience, the imbalances between countries were clearly not considered (European Commission/EACEA/Eurydice, 2020).

d) results

Conclusions, Limitations and future research avenues

Analysing the different strategies and policies promoted by the EU, either through its official programs and funding schemes, either through its role in intergovernmental projects and cooperation, it's important to notice that economic growth, associated with economic competitiveness, has been a constant concern and a goal for the EU. By associating competitiveness, knowledge and education, the EU has been transforming and developing HE

towards what it's considered more attractive, more transparent and, especially, more innovative. Promoting mobility in HE has been one of the key points in the EC's educational program. Creating international experiences, allowing students, teachers, and administrative staff to develop their skills in another country, is considered fundamental for a highly skilled population, in a society that should become more integrated and, in the end, more European.

However, gaps and disparities in competitiveness and growth still represent a great divide in the EU. As seen through the reports done on innovation and competitiveness of MSs and regions and confirmed by the cluster analysis done in section 3.1, there is a great distance between countries, and, especially, between North and South. Germany, Belgium, Finland, Sweden, Denmark, and the Netherlands stand out, not only as most competitive, better innovators, but also as countries with educational systems more attractive, with better quality and capable to attract and retain more students, and, consequently, more talent, as seen in section 3.2. The cohesion countries still pose a challenge for the EU. Struggling to become more competitive and catch up to the rest of the EU, the repercussions in their educational system are visible. Even though most of these countries have improved their education and adhered to the standards and guidelines of the EU, they're still not attractive enough and are not capable of retaining the talent they attract. It's worth noticing the role the UK plays in mobility in HE. Even though it wasn't attractive in EU funded programs, it was the primary choice (by far) of mobile students. Combining that with its role as a competitive and innovative country, it has a clear appeal and advantage when educating and maintaining a highly skilled, knowledge society. Limitations and future research avenues: The analysis of learning mobility in tertiary education in the EU is subject to several difficulties. First, even though the EU promotes mobility in higher education, there is no centralized entity to assess the results of policies and programs put into action. The analysis of competitiveness from the GCI and the EU's reports is also a result of a methodology and data estimated by different entities, that result to interviews and analysis from experts in each country analysed. Despite its credibility and strength as an expert's analysis, it's important to notice that different entities will necessarily provide different results, and, to some extent, different measures and actions from the countries studied. As for future research, it will be interesting to see what happens to mobility, either degree mobility or funded by the EU. In the outcome of Brexit and the new restrictions to migration in the UK, will it maintain its role as the most preferred country for graduates? With the advance in technologies and education at a distance that became standard with the pandemic crisis, will mobility promoted by the EU change its patterns? Will the EU be capable of diminishing the disparities in graduates' mobility and recover the role it envisioned for mobility in the HE? In conclusion, there is a lot more to explore on mobility in HE and how it impacts competitiveness and innovation in a country, especially, what motivates a student, teacher or researcher to choose a country but, most importantly, what motivates one to stay.

e) originality/value

Contribute to a better knowledge of the association between the competitiveness and the education policies studying the HE 'students mobility.

f) practical implications

Try to contribute to a better knowledge of the dynamic of student's mobility and the association with knowledge progress, innovation and competitiveness of European Union.

References

- Aleksejeva, L. (2016). Country's competitiveness and sustainability: Higher Education Impact. *Journal of Security & Sustainability Issues*, 5(3). [http://www.tb.lt/Leidiniai/Journal%20of%20Security%20and%20Sustainability%20Issues/2016-5\(3\)-full.pdf#page=51](http://www.tb.lt/Leidiniai/Journal%20of%20Security%20and%20Sustainability%20Issues/2016-5(3)-full.pdf#page=51)
- Bassot, É. (2021). The six policy priorities of the von der Leyen Commission: State of play in spring 2021. *European Parliamentary Research Service*. [https://www.europarl.europa.eu/RegData/etudes/IDAN/2021/690584/EPRS_IDA\(2021\)69058_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/IDAN/2021/690584/EPRS_IDA(2021)69058_EN.pdf)
- Brunazzo, M. (2016). The history and evolution of Cohesion policy. In *Handbook on Cohesion Policy in the EU*. Edward Elgar Publishing. <https://doi.org/10.4337/9781784715670.00014>
- European Commission/EACEA/Eurydice (2020). The European Higher Education Area in 2020: Bologna Process Implementation Report. Luxembourg: Publications Office of the European Union. https://eacea.ec.europa.eu/national-policies/eurydice/sites/default/files/ehea_bologna_2020.pdf
- European Commission. (2020). *Research & Innovation Valorisation Channels and Tools: Boosting the Transformation of Knowledge Into New Sustainable Solutions*. Luxembourg: Publications Office of the European Union. <https://op.europa.eu/pt/publication-detail/-/publication/f35fded6-bc0b-11ea-811c-01aa75ed71a1>
- European Commission, DG for Education, Youth, Sport and Culture. (2020). *Education and training monitor 2020*. <https://op.europa.eu/webpub/eac/education-and-training-monitor-2020/en/chapters/foreword.html#foreword>
- Joint declaration of the European Ministers of Education. (1999). The Bologna Declaration of 19 June 1999. https://www.ehea.info/media.ehea.info/file/Ministerial_conferences/02/8/1999_Bologna_Declaration_English_553028.pdf
- Joint declaration on harmonisation of the architecture of the European higher education system. (1998). Sorbonne Joint Declaration. Paris. https://ehea.info/media.ehea.info/file/1998_Sorbonne/61/2/1998_Sorbonne_Declaration_English_552612.pdf
- Krstić, M., Filipe, J. A., & Chavaglia, J. (2020). Higher Education as a Determinant of the Competitiveness and Sustainable Development of an Economy. *Sustainability*, 12(16), 6607. <https://doi.org/10.3390/su12166607>
- Lumino, R., & Landri, P. (2020). Network time for the European Higher Education Area. *Educational Philosophy and Theory*, 52(6), 653-663. <https://doi.org/10.1080/00131857.2019.1708328>
- Marschinski, R., Amores, A.F., Amoroso, S., Bauer, P., Cardani, R., Csefalvay, Z., Genty, A., Gkotsis, P., Gregori, W., Grassano, N., Hernández, H., Martínez Turégano, D., Nardo, M., Pataracchia, B., Potters, L., Ratto, M., Roman, M.V., Rueda Cantuche, J.M., Sanchez Martinez, M., Tacchella, A., Tübke, A., Vezzani, A., *EU Competitiveness: Recent Trends, Drivers, and Links*

to Economic Policy, EUR 30571 EN, Publications Office of the European Union, Luxembourg, 2021, ISBN 978-92-76-28950-0, <https://doi.org/10.2760/856014>, JRC123232.

Schwab, K. (2019). The Global Competitiveness Report 2019. http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf

Schwab, K., & Brende, B. (2014). The Europe 2020 competitiveness report: building a more competitive Europe. In World Economic forum, Insight report, Geneva. http://www3.weforum.org/docs/WEF_Europe2020_CompetitivenessReport_2014.pdf

Teichler, U. (2019). Bologna and student mobility: a fuzzy relationship. *Innovation: The European Journal of Social Science Research*, 32(4), 429-449. <https://doi.org/10.1080/13511610.2019.1597685>

Treaty on European Union (2007). Lisbon. https://eur-lex.europa.eu/eli/treaty/teu_2012/oj

Veiga, A., & Magalhães, A. (2019). Quality as politics and as policies and the importance of instruments. *HIGHER EDUCATION AFTER BOLOGNA*, 51. https://doi.org/10.14195/978-989-26-1620-9_2

The Portuguese Experience of Vocational training – 2000-2020

Eduardo Tomé, eduardo.tome@gmail.com Universidade Lusófona Lisboa, Portugal

Keywords – training, Portugal, long run

The recent history of training in Portugal has been marked by the operations funded by the European Social Fund (ESF). Those operations effectively defined the Portuguese training market since 1986. Tomé 2012 and 2013 analysed the situation until the beginning of the 21st century. After that, the European Commission made four surveys on training in Portugal for 2000, 2005, 2010 and 2020. The aim of this paper is to put together those surveys and find the fundamental trends or regularities that emerge from them. Valuable insights about the Portuguese training market in the long run should be derived from the aforementioned analysis.

~

Migration of Slovenes to Portugal

Manca Friškovec

manca.friskovec@gmail.com

Slovenia

ULHT

Author keywords: Slovenes, migration, Portugal, old theory, new ideas, explorative study.

Abstract

This research paper analyzes Slovenes who have permanently migrated to Portugal. The study explores various aspects of their migration journey, including motivations for moving, preparations made, initial impressions upon arrival, encountered cultural differences, language proficiency, economic factors influencing migration decisions, influence on cultural identity, and perceived quality of life in Portugal compared to Slovenia. Data collected from interviews reveal diverse motivations for migration, ranging from employment opportunities to personal relationships and cultural attraction. While some interviewees reported minimal preparation before moving, others had been contemplating the move for a longer period. Initial impressions of Portugal varied, with interviewees expressing fascination with the culture and climate but also encountering challenges in adaptation. Cultural differences, language barriers, and economic factors played significant roles in shaping the migration experience. Despite facing challenges in the job market, interviewees reported positive impacts on their cultural identity and perceived quality of life in Portugal. The findings highlight the complexity of migration experiences and provide insights into the diverse factors influencing migration decisions and adaptation processes among Slovenian migrants in Portugal.

Exploring the Interplay Between Artificial Intelligence, Emotional Intelligence, and Knowledge Management: A Conceptual Framework

João Farinha

joao.farinha@islasantarem.pt

Portugal

ISLA Sanfarém

Maria de Fátima Pina

maria.pina@islasantarem.pt

Portugal

ISLA Santarém

Author keywords: Artificial Intelligence, Emotional Intelligence, Knowledge Management, Conceptual Framework~, Interdisciplinary Perspective.

Abstract

As Artificial Intelligence (AI) continues to permeate numerous sectors of society, its implications extend beyond technical advancements to profound impacts on human behavior, cognition, and organizational processes. Emotional Intelligence (EI), a critical aspect of human interaction and decision-making, plays a pivotal role in shaping individual and collective responses to AI-driven innovations. Concurrently, Knowledge Management (KM) practices, essential for organizational learning and adaptation, are being transformed by AI-enabled technologies. This paper endeavors to construct a comprehensive conceptual framework elucidating the intricate interplay among Artificial Intelligence (AI), Emotional Intelligence (EI), and Knowledge Management (KM). Drawing upon interdisciplinary insights from psychology, cognitive science, information systems, and management, this framework aims to provide a nuanced understanding of how AI influences emotional intelligence and, subsequently, knowledge management processes. By synthesizing theoretical perspectives and empirical evidence, this paper offers valuable insights for both scholars and professionals seeking to navigate the evolving landscape of AI-driven knowledge ecosystems. Through an interdisciplinary lens, this framework not only enriches theoretical discourse, but also informs practical strategies for harnessing AI's potential while preserving and enhancing emotional intelligence and knowledge management practices.

Understanding social benefit driven organizations in health: a scoping review and the Portuguese experience

Ana Dias

anadias@ua.pt

Portugal

DEGEIT, University of Aveiro, Aveiro,

Portugal; GOVCOPP, University of Aveiro, Aveiro, Portugal

Conceição Cunha

ccunha@ua.pt

Portugal

DEGEIT, University of Aveiro, Aveiro,

Portugal; GOVCOPP, University of Aveiro, Aveiro, Portugal

Joaquim Alvarelhão

jalvarelhao@ua.pt

Portugal

School of Health Sciences, University of

Aveiro, Aveiro, Portugal; IEETA, University of Aveiro, Aveiro, Portugal

Author keywords: social enterprise, social corporation, social organization, social venture, social firm, health.

Abstract

This work arose from an interest in delving a little deeper into the topic of social benefit driven organisations, with application in health, appreciating how research has been carried out around this field. It also aims to present the Portuguese experience in this area, specifically in the context of "Portugal - Social Innovation", a public initiative to promote and support social innovation in Portugal (inovacaosocial.portugal2020.pt).

A scoping review was carried out to identify and map evidence on this topic, namely the focus of analysis, main actors, and regions under study. For this purpose, an electronic search was performed, in November 2023, without any limit for language or date, in two databases, Scopus and Web of Science, using the keywords 'social enterprise', 'social corporation', 'social organization', 'social venture', 'social firm' and 'health', in the references title and filtering the search for the business area, as we considered this to be the perspective of analysis to be taken in this work.

Social entrepreneurship has been encouraged by governments to promote the provision of public services, however, there is a lack of evaluation of the real impacts of social enterprises. 'Social enterprise' is defined as a form of organization that combines social and business objectives and it has been analyzed whether it has the potential to help reintegrating the economy into society, offering greater recognition of a more comprehensive and socially imbued concept of health.

The results of the scoping review reveal, firstly, that most of the research on this field is not business-oriented. It should also be emphasized that there are few primary studies, which may reflect insufficient research into the concept, particularly into its concrete application. Another issue is the diversity of topics found related to this issue, which may indicate that a path to their application is still being sought as well as the complexity of the phenomenon being researched.

As for the actors involved in collaboration with health, there seems to be a predominance of actors in the social area. As for the regions of the studies analyzed, the United Kingdom is dominant.

Regarding Portuguese experience, it seems clear that projects labelled as “health” are mainly provided by the social sector. Although financing shows private companies’ involvement, concrete action is still needed. It can be argued that governments and public initiatives to promote entrepreneurship and greater commitment of private sector, has not reached, in Portuguese context, the desired results.

The role of insurance in mitigating climate risks

Lizete Margarida Matola

lizetemargarida@gmail.com

Portugal

Tecnologias

Universidade Lusófona de Humanidades e

Author keywords: insurance, climate risks, sustainability.

Abstract

The research with the theme “The role of insurance in mitigating climate risks” will focus on an analysis of the challenges and opportunities for the insurance industry in the face of global climate change. With ongoing global climate change, extreme weather events such as storms, floods and wildfires are becoming more frequent and intense. This increases the risks for insurers, who must deal with an increase in claims and financial losses associated with these events. Insurance plays a crucial role in the financial protection of people and companies against the damage caused, in a more specific way, by these extreme weather events. They provide financial compensation to repair or replace damaged property and help mitigate the adverse economic impacts of these events. The theme highlights the importance of adaptation and resilience to climate change, both for insurers and society in general. This includes developing policies and practices that reduce vulnerability to extreme weather events and promote long-term economic and environmental sustainability. Knowing that global climate change is affecting the frequency and severity of extreme weather events in different regions of the world, it is pertinent to study the impact of climate change on the businesses and operations of insurance companies; the main challenges faced by insurers in assessing and pricing climate-related risks; It is also important to know what measures insurers are adopting to mitigate the risks associated with climate change and protect their businesses and customers; get to understand how insurers are innovating their products and services to meet growing demands for climate-related coverage and last but not least what the role of governments and public policies is in promoting climate resilience and facilitating the role of insurers in this context.

In order to answer the concerns above, the research will focus on analyzing the challenges and opportunities for the insurance industry in the face of global climate change: investigating how global climate changes are affecting the insurance industry, including the increase in frequency and severity of extreme weather events; identifying the specific challenges faced by insurers in managing climate-related risks and providing adequate coverage for extreme weather events; Also identifying opportunities for innovation and growth for insurers in the context of climate change, including the development of new products and services; and understand the role of public policies and regulatory measures in promoting climate resilience and facilitating the role of insurers in this context.

The insurance industry has faced a series of challenges related to climate change. The increasing frequency and severity of extreme weather events could lead to an increase in claims and financial losses for insurers. Furthermore, assessing and pricing climate risks can be complex and uncertain, requiring more sophisticated analysis models and reliable data on future climate patterns.

Utilisation of Delphi Processes for Knowledge Sharing in Industry 4.0 – with Applications to Cybersecurity

Andrej Bregar

andrej.bregar@informatika.si

Slovenia

Informatika d.o.o., Vetrinjska ul. 2, SI-

2000 Maribor

Author keywords: Delphi processes, group decision-making, knowledge sharing, experimental studies, Industry 4.0, cybersecurity.

Abstract

a) Purpose

Delphi is a technique of creative thinking, group problem-solving, and decision-making. It allows for the exchange of opinions through asynchronous communication. It was developed in the 1950s and has been used in various settings. The purpose of this paper is to study its usability and efficiency in the business, organisational, production, and IT systems related to Industry 4.0. Particularly, we aim to investigate knowledge-sharing and consensus-seeking capabilities among a group of collaborating business partners, stakeholders, departments, roles, or decision-makers. In addition, the study also aims to validate the applicability of Delphi processes to Industry 4.0 by introducing a decision-making methodology for the cybersecurity domain related to mitigating the vulnerabilities of assets utilised in Industry 4.0 and Industry 5.0 ecosystems.

b) Design/methodology/approach

The study includes the following research methods and approaches:

- We conduct the literature and state-of-the-art review.
- We systematise possible applications of Delphi in Industry 4.0 and analyse the strengths and weaknesses.
- We conduct an experimental study to observe the properties of Delphi processes indicating the efficiency of use in Industry 4.0, the ability of knowledge sharing, and the convergence of opinions.
- We introduce a generic Delphi process for Industry 4.0.
- We validate the usability of Delphi processes in Industry 4.0 based on the case of applying a group decision-making Delphi methodology to the domain of cybersecurity, which is closely associated with Industry 4.0 since the latter requires organisations to monitor and protect digital assets to mitigate threats and vulnerabilities and respond to cyber-attacks.
- Related to the application in the cybersecurity domain, we develop a group decision-making Delphi methodology, which allows different stakeholders, organisational levels, and security and business experts (including CISO, CEO, CTO, cybersecurity analyst, incident responder, asset manager, IT/OT system administrator, etc.) to share organisational and cybersecurity-related knowledge, assess impacts of cyber risks and

threats on organisational assets, and select cost-effective mitigation measures against cyber-attacks and vulnerabilities.

c) Theoretical base

The research covers several theoretical bases: Delphi processes, group decision processes, multiple criteria decision-making, knowledge management and sharing, Industry 4.0, and cybersecurity.

d) Results or expected results

The results include:

- The analysis and guidelines to efficiently apply the Delphi methodology for group decision-making and knowledge sharing in Industry 4.0 and Industry 5.0 processes.
- The experimental investigation of properties of Delphi processes for Industry 4.0, focusing on knowledge sharing, group decision-making, convergence of opinions, and applicability to Industry 4.0 ecosystems.
- The generic Delphi process for Industry 4.0.
- An original Delphi methodology for the domain of cybersecurity, which is closely related to Industry 4.0 as it presents one of its key integral parts aiming to protect assets in production processes, supply chains, IT services, and infrastructures.
- Application of Delphi to a cybersecurity use case focusing on cyber threat assessment and mitigation selection on multiple organisational levels, between multiple stakeholders, and involving owners of dependent assets to be utilised in Industry 4.0 processes.

e) Originality/value

It is the first study that introduces the Delphi method as an integral part of Industry 4.0 processes. In the past, Delphi has been used related to Industry 4.0 only as a research instrument to build Industry 4.0 scenarios (Culot et al., 2020), analyse Industry 4.0 technologies (Dillinger et al., 2022), or forecast future roles in purchasing and supply management (Delke et al., 2023). It has also been used to solve problems outside Industry 4.0 (Bregar, 2019). The study has a significant methodological and practical value in Industry 4.0 as demonstrated with a cybersecurity use case.

f) Practical implications

The presented research has many practical implications for group decision-making and knowledge sharing in Industry 4.0. The paper provides an overview of these implications. A specific adoption is demonstrated with a case in cybersecurity, which can benefit from Delphi processes and knowledge-sharing mechanisms in settings where several organisational levels, stakeholders, and experts should contribute to decisions on implementing effective security measures.

g) References

Bregar, A. (2019). Application of a hybrid Delphi and aggregation–disaggregation procedure for group decision-making. *EURO Journal on Decision Processes*, 7, 3–32. <https://doi.org/10.1007/s40070-018-0094-3>

Culot, G., Orzes, G., Sartor, M., & Nassimbeni, G. (2020). The future of manufacturing: A Delphi-based scenario analysis on Industry 4.0. *Technological Forecasting and Social Change*, 157, 34 pp. <https://doi.org/10.1016/j.techfore.2020.120092>

Delke, V., Schiele, H., Buchholz, W., & Kelly, S. (2023). Implementing Industry 4.0 technologies: Future roles in purchasing and supply management. *Technological Forecasting and Social Change*, 196, 17 pp. <https://doi.org/10.1016/j.techfore.2023.122847>

Dillinger, F., Bernhard, O., Kagerer, M., & Reinhart, G. (2022). Industry 4.0 implementation sequence for manufacturing companies. *Production Engineering Research and Development*, 16, 705–718. <https://doi.org/10.1007/s11740-022-01110-5>

Fake News and Lateral Thinking: Navigating the erosion of truth

Sandra Dingli

sandra.m.dingli@um.edu.mt

Malta

University of Malta

Author keywords: Fake News, Lateral Thinking, Erosion of truth.

Abstract

‘Political language ... is designed to make lies sound truthful and murder respectable, and to give an appearance of solidity to pure wind’. (George Orwell)

This presentation explores the manner in which fake news manipulates people’s perceptions and how Lateral Thinking can counteract this influence. It delves into the relationship between fake news and lateral thinking, focusing on the importance of developing a mindset that transcends conventional and traditional patterns of thought. It raises a number of questions which include:

How are fake news, doublespeak, euphemisms, and alternative facts used by the media? Are we moving further and further into a post-truth world, particularly where political language is concerned, filled with fake news, alternative facts, euphemisms, and doublespeak? How can the use of Lateral Thinking counteract these manipulative forces?

The presentation first provides a critical discussion on fake news and its use for manipulative purposes, providing some real-life examples. While fake news thrives on exploiting cognitive shortcuts and reinforcing existing beliefs, lateral thinking provides a way of thinking that encourages the challenging of assumptions and the exploration of alternative viewpoints. An interactive mini-workshop will be conducted, using random input, one of the lateral thinking tools. This will demonstrate the manner in which lateral thinking may act as a powerful supplement to traditional critical thinking skills.

Self Awareness and the development of coaches . - a qualitative study

Gonçalo Serdeira

goncalo.serdeira@gmail.com

Portugal

Universidade Lusófona de

Humanidades e Tecnologias

Author keywords: self-awareness, coaches, qualitative study.

Abstract

Self-awareness is understood as an individual's skill to recognize and comprehend oneself, encompassing emotions, thoughts, values and behaviors. This concept has been increasingly studied by various authors, who conceptualize it in various ways, highlighting its importance in personal development and conscious decision-making.

On the other hand, coaching is typically understood as a process of learning and human development, aiming to help individuals achieve their goals, whether personal or professional. In brief, coaching professionals act as facilitators, assisting their clients in identifying present challenges and subsequently implementing solutions for them.

Therefore, this study involves exploring the interconnection between self-awareness and coaching, considering the role of self-awareness in the development of coaching professionals. Recognizing the context of growing competitiveness in the organizational world, where continuous development of Human Resources skills is fundamental, this work aims to investigate how coaching can be influenced by self-awareness.

Although coaching has been the subject of numerous studies regarding its effectiveness and outcomes, a significant gap has been identified concerning the understanding of the development of coaching professionals. Thus, self-awareness stands out as a crucial competency for coaches, directly influencing their effectiveness in supporting their clients' development. However, the extent of this relationship and its impact on the development of coaching professionals remains largely unexplored.

Self-awareness is considered essential for coaching professionals, as it directly influences their ability to understand and support client development. These professionals must possess high levels of self-awareness to demonstrate high levels of effectiveness in their practices, enabling them to utilize their own "self", thus facilitating the coaching relationship. However, this further validates the lack of research dedicated to understanding how the self-awareness of coaching professionals has developed over time and how all of this impacts their practices.

To counter the reality of the lack of study, this work adopts a more qualitative approach, using semi-structured interviews as a method of data collection. The participants of these interviews consist of coaching professionals with experience and qualifications in the field. The next phase of this methodology involves analyzing the collected data and then identifying patterns and certain trends related to self-awareness and the development of coaching professionals.

Therefore, it is expected that this study will contribute to a deeper understanding of the relationship between self-awareness and the development of coaching professionals, enabling

the transmission of pertinent information for organizations to adopt effective coaching practices and professional development programs, resulting in greater benefits for both coaches and their clients.

Formulating Winning Business Strategy in the Knowledge Economy Context: The Role of Artificial Intelligence

José Maria Viedma-Marti
icms.viedma@telefonica.net
Barcelona

Spain

The Technical University of Catalonia,

Maria do Rosário Cabrita
m.cabrita@fct.unl.pt

Portugal

UNIDEMI, Department of Mechanical
and Industrial Engineering, NOVA School of Science and Technology

Author keywords: Activity-based view, Artificial intelligence, Intellectual capital benchmarking system (ICBS), Resource-based view, Winning business strategy.

Abstract

a) purpose

In the contemporary landscape of the Knowledge Economy (KE), businesses are navigating a terrain where intellectual capital, information assets, and innovation are fundamental drivers of success. Formulating a winning strategy in this context requires a nuanced approach that integrates elements of intelligence, innovation, and strategic foresight. The knowledge economy, characterized by the rapid generation, dissemination, and application of knowledge, demands businesses to not only adapt but also innovate continuously. In this dynamic environment, traditional strategic approaches often fall short of capturing the complexity and speed of change. Consequently, businesses must adopt strategies that are agile, adaptive, and deeply rooted in leveraging knowledge assets. In such a context, the ability to create economic value from those knowledge assets is highly contingent on well-formulated and well-implemented strategies. Artificial intelligence emerges as a transformative force reshaping how businesses perceive, process, and utilize knowledge. AI technologies such as machine learning, natural language processing, and predictive analytics enable organizations to extract insights from vast amounts of data, uncover patterns, and make informed decisions with unprecedented speed and accuracy. Moreover, AI-driven automation streamlines processes enhances productivity, and frees up human capital to focus on higher-value tasks.

However, the integration of AI into business strategy poses challenges and considerations. Ethical implications surrounding data privacy, bias in algorithms, and societal impacts necessitate a thoughtful approach to AI implementation. Moreover, the rapid pace of technological advancement requires businesses to continuously adapt their strategies to remain competitive and relevant.

Successful formulation of business strategy in the knowledge economy requires a multifaceted approach. It involves fostering a culture of innovation and knowledge sharing within the organization, investing in AI capabilities and talent development, and establishing strategic partnerships to access external expertise and resources. Furthermore, businesses must embrace

a mindset of experimentation and learning, iterating their strategies based on real-time feedback and market dynamics.

This paper explores the principles and tools that drive the formulation of winning business strategy within this context, particularly emphasizing the pivotal role of artificial intelligence (AI) as both an enabler and a disruptor.

b) design/methodology/approach

This article employs a mixed-method approach combining qualitative analysis and case studies to explore the pivotal role of artificial intelligence (AI) in crafting successful business strategies within the framework of the knowledge economy. The qualitative analysis delves into the theoretical foundations of strategic management and AI, drawing insights from existing literature on the activity-based view, resource-based view, AI, and the knowledge economy.

c) theoretical base

Navigating the complexities of the knowledge economy demands businesses to rethink their strategic approaches and embrace AI as a core component of their strategy formulation process. The activity-based view and the resource-based view are introduced as the building blocks of our approach. By leveraging AI technologies effectively, businesses can harness the power of knowledge to drive innovation, create value, and maintain a competitive edge in an increasingly dynamic and interconnected global marketplace.

d) results or expected results

The study anticipates uncovering nuanced insights into how AI is reshaping traditional approaches to formulating business strategy in the knowledge economy era. Expected results include elucidating the mechanisms through which AI facilitates informed decision-making, enhances organizational agility, and fosters innovation. Additionally, the research aims to identify key success factors and challenges associated with leveraging AI in strategic planning. Ultimately, the findings are anticipated to offer practical guidance for businesses seeking to harness AI's transformative potential to develop and implement winning strategies in the dynamic landscape of the knowledge economy.

e) originality/value

This study sheds light on how AI practices may inform, support, and be integrated into the strategy formulation process.

This article contributes to the existing literature by offering a novel perspective on business strategy formulation in the knowledge economy era, emphasizing the transformative potential of AI. By synthesizing insights from diverse theoretical domains and empirical studies, the research provides a holistic understanding of the interplay between AI, knowledge economy dynamics, and strategic decision-making processes. Furthermore, the study uncovers novel avenues for future research by highlighting emerging trends and unresolved questions at the intersection of AI and business strategy. Overall, the originality of this work lies in its synthesis of theoretical foundations, practical implications, and forward-looking insights, thereby advancing scholarly discourse and informing managerial practice in the rapidly evolving landscape of the knowledge economy.

f) practical implications

This article offers actionable insights for practitioners aiming to leverage AI in strategic planning and execution. It delineates strategies for deploying AI-powered tools and techniques to enhance market intelligence, optimize resource allocation, and foster organizational agility. Moreover, the study identifies best practices and potential pitfalls associated with AI integration, thereby guiding managers in navigating the complexities of AI adoption and implementation within their organizations.

The second chance for talented employees in digital reality – theoretical analysis with case application

Elizaveta Gromova

lizaveta-90@yandex.ru

Russia

Russian Presidential Academy of National

Economy and Public Administration, Saint Petersburg

Eduardo Tomé

eduardo.tome@gmail.com

Portugal

Universidade Lusófona de Humanidades e

Tecnologias

Author keywords: talented employees, agile manufacturing, work, cross-functional team, knowledge creating, digital reality.

Abstract:

The fourth industrial revolution has already changed the world. Our life includes artificial intelligence, robotics, and automation. These circumstances adjust all the usual concepts of what work is, what work actually means, how the workforce is trained and selected, and how the workplace is designed. It modifies the traditional idea of what types of work can be performed by people and machines, and redefines the segments of the workforce involved. Organizations need digital leaders who can lead transformations and determine the current development. The generation shift is an inherent reality. So, the issue of effective talent management comes to the fore. The goal of the paper is to study the talented employees' development in digital reality. Agile manufacturing is one of the effective management models now. Thus, this agile approach to management is a second chance for truly talented employees to maximize their potential by interacting with the same selected talented employees in various combinations, and constantly develop within one company, without wandering through different companies during their career. This kind of collaboration gives both a synergistic effect and contributes to the personal development of talent. The case of PJSC Severstal, one of the modern companies that successfully conducts digital transformation is given. Summarizing, agile team that initiates the creation of knowledge is a second chance for talented employees in modern realities. This study is a value for researchers in the field of modern management and practitioners.

Attitudes of Teachers and Students in Business and Economics Fields about e- learning and usage of mobile technologies for learning purposes

Blazenka Knezevic
bknezevic@net.efzg.hr Croatia University of Zagreb, Faculty of Economics and Business

Luka Buntic
lbuntic@net.efzg.hr Croatia University of Zagreb, Faculty of Economics and Business

David Sesar
dsesar@net.efzg.hr Croatia University of Zagreb, Faculty of Economics and Business

Author keywords: Distance learning, e-learning, post-COVID, mobile technologies, students' perspective, teachers' perspective.

Abstract:

a) Purpose

During the COVID-19 pandemics e-learning was only mean to carry on formal educational processes in all fields of study. Teachers and students had to adapt to distance learning extremely quickly almost without any preparation or didactical education for such kind of teaching and learning. In the post-COVID world, formal educational processes at Universities returned to dominantly classical teaching but to some extend e-learning tools and mobile technologies are used to support teaching and learning processes. Thus, it is still important to monitor how teachers and students perceive various aspects of e-learning.

b) design/methodology/approach

The analysis is based on primary data collected from more than 200 university teachers and more than 1300 university students in the field of Economics and Business in Polish and Croatian Universities at the end of 2021 and beginning of 2022. The questionnaire included general questions on sample demographics, 11 statements regarding mobile technologies in learning processes, 7 statements regarding a quality of communication, motivation, and interaction in e-learning environment, 14 statements regarding cost and effectiveness aspects of e-learning and 7 statements on contents provided within e-learning environment. Both teachers and students were asked to express the level of agreement on a 5-point Likert scale for each statement. Statistical analysis was performed to describe differences in attitudes expressed between teachers and students. Statistical tests (t-test and Mann-Whitney U-test) were performed to prove statistical significance of observed differences.

c) theoretical base

There are numerous papers addressing benefits and obstacles of e-learning. A bunch of papers is devoted to COVID-19 period when e-learning was only mean of education. However, post-COVID usage of e-learning in formal educational processes is not addressed by many authors. Dominantly, papers in area of e-learning are oriented only on one stakeholder in the educational process, either students or either teachers. There is a lack of papers aiming to explain differences in attitudes between teachers and students. Largest number of statistically significant differences was observed regarding cost and effectiveness of e-learning.

d) results or expected results

We will elaborate benefits and obstacles of e-learning as a supportive tool to classical formal educational processes at Universities in field of Business and Economics not only from one side of the story, but by addressing e-learning from two important point of views (teachers' vs. students') that differ significantly regarding various aspects of e-learning. In such manner we will get better understanding of present and future potentials of e-learning at University education. For instance, according to performed statistical tests, out of 39 claims, statistically significant difference between teachers' and students' attitudes was observed in case of 21 statements.

e) originality/value

By giving the parallel insights into attitudes and perceptions between two main stakeholders in formal University education (teachers and students) this paper makes a valuable basis for discussion on possible improvements in different areas of e-learning as a supportive tool in the formal educational processes in Economics and Business.

f) practical implications

The paper can be used as a basis for future research at other countries or at other fields of study as results are given regarding each statement separately for teachers and for students. Results are relevant as a basis for educational politics improvement and improvement of everyday practices of e- learning and mobile technology usage to support in class activities and distance learning at Universities.

Impact of the Adoption of the Accounting Standardization System on Local Government in Portugal: A Case Study

Raquel Russo da Silva
raquelrussodasilva998@gmail.com Portugal Instituto Superior de
Contabilidade e Administração de Coimbra

Maria da Conceição da Costa Marques
mmarques@iscac.pt Portugal Instituto Superior de
Contabilidade e Administração de Coimbra

Author keywords: POCAL, SNC-AP, Municipality, public accounting.

Abstract:

This study focuses on the transition from the Official Public Accounting Plan (POCP), more specifically, the transition from one of its sectoral plans, the Official Local Government Accounting Plan (POCAL) to the SNC-AP standard. The SNC-AP has had a major impact on public accounting. The main aim of this article is to explain the impact that the implementation of the SNC-AP has had on local authorities. The local authority analyzed is, according to the Financial Yearbook of Portuguese Municipalities (AFMP), a medium-sized municipality. The municipality that volunteered to take part in the case study is a municipality in the Central region of Portugal. The paper will cover subjects such as: the historical evolution of public accounting in Portugal; the POCP and the POCAL; the SNC-AP; and the SNC-AP in local authorities.

Maximizing neurodiverse employee wellbeing and potential post pandemic: opportunities and challenges

Sarah Garnham

s.garnham00@gmail.com

United Kingdom

NHS

Author keywords: diversity, employee wellbeing, pandemic.

Abstract:

The Covid-19 pandemic has been a driver of unprecedented change upon working culture. Government restrictions saw businesses undergo the largest work-from-home experiment that the world has ever seen with home working remaining the norm for many companies. This literature review will attempt to examine the efficacy of working from home and flexible working practices from a neurodiverse perspective and whether flexible working practices can boost productivity and mental wellbeing amongst neurodiverse employees. It is believed that one in seven people in the UK – 15% of the population – are neurodiverse and that they bring a wealth of benefits to businesses including creative thinking and process structuring to diversity of thought, innovation and lived experience. Neurodivergent employees can be up to 140% more productive than their peers when given the right support in the right working environment. But in order for neurodivergent employees to thrive, it is vital that more is done to remove the barriers that are often faced in obtaining the right support and working environments to suit their needs. The introduction of more flexible working styles has been a positive step forward for neurodivergent employee wellbeing, allowing those with different social preferences the opportunity to work in a way that makes them feel most comfortable. This is particularly important for neurodivergent employees, who may experience and interact with the world around them in different ways to their peers. This paper will examine how employers can implement new working styles to positively impact upon their neurodivergent employees and to improve their well-being and productivity.

The knowledge management in context of telecommuting due to Covid-19

Rômulo de Barros Teixeira

romuloci@gmail.com

Brazil

Federal University of Minas Gerais

Ricardo Rodrigues Barbosa

rbarb@gmail.com

Brazil

Federal University of Minas Gerais

Mauro Araújo Camara

mauro.camara@gmail.com

Brazil

João Pinheiro Foundation

Author keywords: Knowledge Management (KM), COVID-19, Pandemic, Home Office, Telecommuting.

Abstract:

The COVID-19 pandemic transformed people's routine and made greater use of information and communication technologies necessary so that professional and personal activities could continue. The limitations on personal meetings and social interaction were greatly aggravated. In order to understand the extent of this loss, a systematic literature review was carried out in the SCOPUS database on Knowledge Management (KM) in the context of teleworking, so that the advantages and disadvantages were observed. The findings demonstrated that the principles and instruments linked to KM can be a possible solution to minimize the impacts caused by distancing.

An Essay on Creativity in the Fourth Industrial Revolution

Peter Sharp

sharpp@regents.ac.uk

United Kingdom

Regent's University London

Author keywords: Essay, Creativity, Fourth Industrial Revolution.

Abstract:

The fourth industrial revolution has been summarised as a digital revolution in which Artificial Intelligence (AI), biotechnology and the Internet of Things (IoT) are transforming our world. Many argue that these developments are so profound that the term 'Fourth Industrial Revolution' is justified. Also, as with other 'Industrial Revolutions', the role of humans in the context of this new tide of technological change, is called into question. How should humans operate in the workplace? What roles should they perform in the future? What, if anything, is distinct about their contribution compared to AI? How should employees work alongside AI? Should people simply be replaced by AI and have more leisure time? Authors who consider the changing landscape of work have identified things humans need to focus on: the need to be flexible and continually update technical skills; the value of problem-solving; the need for resilience; and the significance of collaborative work. Another area that has been identified for humans to focus on is creativity. Many argue that it is a key element for the future success of individuals and organisations. However, there is debate about how far AI may replace creative skills of humans. Also, there is debate about how humans and AI may or may not work together creatively. There is discussion about the significance of creative activities for the wellbeing of people. This essay considers some of these issues. In conclusion, the author argues that, rather than being diminished, the significance of creativity increases as the flow of technological change continues to move forward. He justifies his case using historical examples and a projection forward which identifies areas where creativity is likely to become increasingly important economically and socially.

Dolce far niente and innovation.

Susana Oliveira

susana.oliveira@upt.pt

Portugal

REMIT Universidade Portucalense

Carla Lobo

cadsa@upt.pt

Portugal

REMIT Universidade Portucalense

Monica Azevedo

monicaa@upt.pt

Portugal

REMIT Universidade Portucalense

Author keywords: quiet time, innovation, knowledge management, wisdom.

Abstract:

Balancing stability with change is a daily challenge to both firms and individuals. Juggling the know with the unknown, the ability to promote innovation from business as usual, new knowledge from the creative power of wisdom is something that requires time and space to reflect.

Wisdom, while interconnected with knowledge, represents a higher level of cognitive and emotional understanding and application of knowledge to life's complexities. Wisdom encapsulates not just the accumulation of knowledge but its application towards a meaningful, ethical, and well-examined life. This transformation is facilitated by critical thinking, reflective judgment, and the ability to navigate uncertainty (Ardelt, 2004).

In an era dominated by incessant noise, distractions, and the relentless pace of modern life, the significance of silence as a tool for personal growth, creativity, organizational efficiency and knowledge production and transference has emerged.

According to the World Intellectual Property Organization 3.46 million patents were registered in 2023, to which 3 millions of scientific papers are added each year. One of the questions that arise from this data is how to navigate so many informations and data. The other is linked to the amount of time available to go thought it. And the most important question is how do we transform this knowledge into meaningful practices, and how do we transform it into wisdom.

"In line with the notion of bounded rationality, data from numerous studies suggest that the depth of individuals' strategic reasoning is limited and that individuals are unable to direct their attention to several topics simultaneously and with the same expertise (Herbert, S.,1954).

The insights from "How to Build a Culture That Honors Quiet Time," "The Busier You Are, the More You Need Quiet Time," and "Don't Underestimate the Power of Silence" converge on the critical importance of integrating quiet time into daily routines and organizational cultures. These practices are not just beneficial but essential for sustaining energy, enhancing focus, fostering innovation, and achieving a balanced life.

This paper aims, through a bibliometric analysis, to find some answers on the importance of quiet time on innovation and research practices and to suggest a set of practices to promote it.

To Evidence or No to Evidence! Students' experience of management teaching to management applications

Vincent Cassar

vincent.cassar@um.edu.mt

Malta

Dept of Business & Enterprise

Management, Faculty of Economics, Management & Accountancy, University of Malta

Katarzyna Krupa

Katarzyna.tracz-krupa@ue.wroc.pl

Poland

Dept of Human Resources

Management, Faculty of Management, Wroclaw University of Economics & Business, Wroclaw

Frank Bezzina

frank.bezzina@um.edu.mt

Malta

Dept of Business & Enterprise

Management, Faculty of Economics, Management & Accountancy, University of Malta

Author keywords: Evidence-based management, knowledge gap, applications of management theory, scientist-practitioner.

Abstract:

a) purpose

Evidence-based management, based on the principles underlying evidence-based medicine, seeks to provide tools and skills that help translate knowledge and research findings into high level applications to enhance quality decisions at the practitioners' level. This process initiates at the educational level and specifically in the teaching of management research and theories. This study is one of its first to explore the extent that management teaching at higher education institutional level is first, evidence (knowledge / research) based and second, the extent such knowledge is easily translatable into applications that enhance quality decisions at work.

b) design/methodology/approach

A questionnaire survey was distributed amongst students in three higher education institutions following programmes in management in the Czech Republic, Croatia and Poland. The questionnaire, based on 10 questions, sought the extent students considered the topics taught as evidence-driven (that is are backed up by strong research findings) and the extent they were taught to apply these findings into application. To this extent, students were also asked to identify typical teaching methods that enhance this learning transfer. All data were scored on a Likert or frequency based scales that allowed the use of quantitative analysis. In total 659 usable questionnaires were returned of which n=195 came from Croatia, n=214 came from Poland and n=250 came from the Czech Republic.

c) theoretical base

The current study centres around the knowledge (or research)-gap phenomenon. The knowledge-gap phenomenon is well documented in a number of critical papers including

Rousseau (2012), Barends and Briner (2014), Rynes and Rousseau (2014), and Briner and Walsh (2014). The knowledge gap underlines the notion of the inadequacy of linking the knowledge generated through research with the applications that come from such findings. This is also partly because researchers and practitioners in management do not necessarily communicate with each other and there is also a general belief that management is based on one's preferred style or course of action rather than adopting best knowledge-to-application. The aim of addressing the knowledge-gap phenomenon is to enhance better quality and evidence driven decisions that minimise error and risks and improve impact. This is a fundamental principle of evidence-based management and highlights the need to develop critical thinking and reflective reasoning about the theories and knowledge content taught in traditional management programmes. This also requires a fresh look at the way knowledge is imparted and transferred which allows such skills to be developed.

d) results or expected results

While the majority of students claimed their taught material to be evidence-based and driven by research findings, the majority of the students also claimed that the method of knowledge-delivery is passive and based on a monologue approach without much opportunity to express one's thinking about the subject matter or the opportunity to learn how to translate this material into potential applications. This implies that while the content taught is generally evidence-driven, the extent that this knowledge is easily transferable to real world applications is minimal.

e) originality/value

The overwhelming majority of evidence-based management studies are carried amongst management personnel and practitioners. This study is one of its first to explore the phenomenon amongst students of management. In this sense, one gains an opportunity to peep into the learning experience of management students and to address more effectively how teaching of critical topics of management can take a more evidence-based approach.

f) practical implications

The study sheds light on the degree of gap between knowledge and applications of management taught subjects. The results help to begin a debate on how to effectively improve the learning experience of future-managers in terms of choosing the subjects that have a strong knowledge and research driven component and the manner it is communicated to the student to enhance his and her ability to apply specific principles into practice.

Navigating the Internationalization Landscape: Present Challenges and Opportunities for Higher Education Institutions

Raquel Santos

raquel.sofia.santos@ulusofona.pt

Portugal

Universidade Lusófona de

Humanidades e Tecnologias

Author keywords: Higher Education Institutions, internationalization, transnational cooperation, mobility, European Alliances.

Abstract:

In light of the most recent European directives encapsulated in the documents "European Strategy for Universities" and "Council Recommendations on building bridges for effective European Higher Education Cooperation" (EC, 2022), internationalization emerges as a foundational element of 21st-century academia, with transnational cooperation occupying a central position in the aspirations and concerns of Higher Education Institutions (HEIs). The manner in which HEIs integrate transnational cooperation into their strategic frameworks and policies will critically shape their future positioning within the global academic landscape. Consequently, HEIs are compelled to formulate robust strategies and establish supportive structures for internationalization to overcome challenges, accomplish objectives, and meet expectations.

Achieving strategic resilience depends on effectively navigating the intricate interplay of political, social, financial and cultural constraints and opportunities — a complex task which requires the judicious allocation of resources and the creation of support frameworks and structures. This paper lights up the primary challenges posed by internationalization and transnational cooperation to HEIs' strategic frameworks and organizational structures. Drawing on recent European guidelines delineating the efficacy of a European Higher Education Area, this paper analyses the opportunities and hurdles encountered by HEIs in implementing internationalization strategies and establishing requisite support mechanisms and infrastructures. Furthermore, it contextualizes the evolution of internationalization complexity over recent decades, transitioning from sporadic mobility paradigms to the intricate web of European alliance structures.

Innovation and transformation of film festivals in the post-pandemic landscape

Mirona Mihaela Radu

mirona.radu@unatc.ro

Romania

National University of Theatre and Film "I.L. Caragiale"

Caragiale"

Author keywords: film festivals, innovation, post-pandemic, audience engagement, virtual experiences.

Abstract:

a) purpose

This study aims to examine how film festivals are adapting to the post-pandemic era and engaging with their audiences under the restrictions imposed by the pandemic. By analyzing the latest festival management practices, this research aims to identify effective strategies to overcome the current challenges. The ultimate goal is to provide a deeper understanding of the evolving landscape of the film industry in response to the social and economic impact of the pandemic.

b) design/methodology/approach

In seeking to better understand this topic, I used qualitative research methods - interviewing festival organizers, filmmakers as well as other relevant parties. The aim was to obtain first-hand feedback and information on how film festivals have managed the difficulties caused by the pandemic. In addition to this, I have analyzed the data that was made available to the public, and in the official reports, and evaluated several film festivals that used innovative strategies to tackle the epidemic. This approach enabled me to fully understand how film festivals changed and offered new concepts in the post-pandemic landscape.

c) theoretical base

This paper draws on several theories and concepts relevant to understanding the innovation and transformation in the film festival industry in the post-pandemic context. Therefore, there are concepts from the field of cultural management to analyze strategies by festival organizers to maintain relevance and sustainability in a rapidly changing environment, as well as theories related to cultural marketing and audience engagement. It also uses theoretical frameworks related to crisis management and consumer behavior to explore how film festivals have responded to the challenges and opportunities created by the pandemic and to understand the impact of these transformations on participants and the film community.

d) results or expected results

The desired outcomes in this study encompass several key areas. Firstly, there is the identification of trends concerning how film festivals are navigating film distribution and promotion in the era of accelerated digitization. Secondly, there is the analysis of how these festivals have sustained and cultivated partnerships within the film industry and other cultural sectors, despite the constraints of travel and in-person meetings. Thirdly, there is the evaluation of the impact of transitioning to online platforms on the accessibility and diversity of films showcased, with a focus on how festivals continue to champion cultural diversity and support independent producers. These outcomes collectively contribute to a better understanding of the evolving dynamics of film festivals in the post-pandemic context. The study provides insights for both industry practitioners and academic researchers.

e) originality/value

This study provides an original and valuable contribution, stemming not only from research but also from the author's personal experience as the initiator and organizer of the Film O'Clock International Festival. Launched during the pandemic in 2021, this festival has successfully held four editions and was simultaneously conducted in 8 countries along the 25th meridian with the same time zone. By analyzing the innovative strategies and practices implemented within this festival and by sharing personal knowledge and experiences, this research offers a unique and profound insight into how film festivals have adapted and evolved in the pandemic context. It contributes to promoting cultural diversity and supporting the independent film industry worldwide.

f) practical implications

By mapping innovative strategies and practices adopted by film festivals during the pandemic, this study presents a rich opportunity to improve future festival planning and management. Event organizers could use the findings and conclusions of this research to create more effective strategies for adapting to change and increasing audience engagement and participation in a digital and post-pandemic environment.

Entrepreneurship of women 50+ - an overview of motivating factors

Aldona Małgorzata Dereń
aldona.deren@pwr.edu.pl
Technology

Poland

Wroclaw University of Science and

Jan Skonieczny
jan.skonieczny@pwr.edu.pl
Technology/

Poland

Wroclaw University of Science and

Małgorzata Rutkowska
malgorzata.rutkowska@pwr.edu.pl
Technology

Poland

Wroclaw University of Science and

Author keywords: Entrepreneurship, women 50+, motivating factors.

Abstract:

Entrepreneurship is traditionally seen as an area of activity for young people, and many of the most successful entrepreneurs started their businesses in their 20s or 30s. However, in recent years there has been a paradigm shift, with an increasing number of older people starting businesses and becoming successful entrepreneurs. Women 50+ are also present in this business landscape. They are increasingly turning to entrepreneurship as a way to pursue their passions and dreams, use their professional experience, achieve financial independence, and have a positive impact on their communities. For many of them, it is also a desire to be needed and to escape from loneliness.

The topics we cover are relatively new research directions in Poland. We try to present the factors that motivate women 50+ to be professional and entrepreneurial. We portray 10 women who opposed accepted stereotypes and gender prejudices, as well as intolerance and ageism. The motives for starting a business by these women were related to their predispositions and their family, social, professional, and financial situation. The most frequently indicated reason for starting your own company was the need for independence, the desire to use experience, and the desire to maintain professional activity and achieve work-life balance..

Human Intelligence versus Artificial Intelligence: What will be the future in logistics operations?

Gaby Neumann

gaby.neumann@th-wildau.de

Sciences Wildau

Germany

Technical University of Applied

Marcus Günzel

marcus.guenzel@th-wildau.de

Sciences Wildau

Germany

Technical University of Applied

Author keywords: Human Intelligence, Artificial Intelligence, logistics operation.

Abstract:

Artificial Intelligence (AI) is one of the key drivers in technological advancements and one of the most ambivalently discussed topics these days. Large Language Models and open access AI tools like ChatGPT provide a more common user interface moving the use of AI from an expert's competence to an almost everyday tool. AI has surpassed humans at a number of tasks and the rate at which humans are being surpassed at new tasks is increasing. This comes with chances and challenges. On one hand, industries are transforming rapidly, drivers for economic growth are evolving, and technology is at an inflection point. As many examples from various businesses show, the impact of AI is real; it is contributing to more efficient and effective business operation. On the other hand, implementation of AI is accompanied by critically questioning the future relationship between machines and humans from ethical, legal, and technological perspectives. Some fear in an abstract way that machines will more and more rule the world, whereas others point on the driving force of AI expecting 'flowering countryside' everywhere. Similar to many other technology-driven innovations (and following the respective Gardner Hype Cycle) the key question will be to what extent AI can, should and will replace Human Intelligence (HI).

Against this background, the paper aims to critically discuss the current and future impact and potential of AI choosing logistics operation as example. Based upon comparing AI and HI from both perspectives, psychological and computational, the paper investigates the 'intelligence gap' within AI and identifies levels of intelligence with regard to the use of technology in physical logistics operation. To achieve these goals literature is comprehensively reviewed and empirical experiences from a logistics technology lab are analysed. Conclusions elaborate a vision on how the future of logistics operations might look like – will it be more artificially or more biologically intelligent.

WorldCoin - a case study on the knowledge economy

Tiago Silva

lx.silva.tiago@gmail.com

Portugal

Lusófona University - Lisbon

Author keywords: WorldCoin, case study, knowledge economy.

Abstract:

WorldCoin, the new innovative and safe cryptocurrency founded by Sam Altman (CEO of OpenAI, known for creating ChatGPT) has been all across the news in the countries where it is operating. Requiring an iris scan to access it, the data-privacy problems have been raising many attention from the GDPR regulatory national commissions. The purpose of this paper is to understand why is Worldcoin (WLD) a different cryptocurrency from the others 9000 active cryptocurrencies, what makes someone be willing to trade its own digital ID for a couple of euros, the allegedly downsides of signing up in a Orb (from worldcoin side and from customer side) and why is its operation being suspended in many countries like Portugal and Spain. I will try to answer this questions by making a literature review on previous papers that focus on the implementation of Worldcoin Digital Wallet on another countries (Thailand, for example) and privacy-issues with the IRIS Scan, by reviewing the Worldcoin website and with small surveys on people that have had its iris scanned in the Orb. With this paper, I'm expecting to understand the differences between scanning a fingerprint and the iris (proof of Personhood), if the concerns posed by the GDPR regulatory nacional commissions are worth noting, if the iris scan/free money is a good trade-off given the downsides and that worldcoin focuses more on people with low income and low financial literacy.

Sustainable and Operational Behaviour of Businesses in the Face of Climate Change : study of a fixed effects panel data regression from Spain vs. Morocco

Olivia Artés Seguí

olivia.artes@mail.ucv.es

Spain

Escuela de Doctorado. Universidad Católica de Valencia San Vicente Mártir, España.

Escuela de Doctorado. Universidad Católica de

Miguel Ángel Latorre Guillem

mangel.latorre@ucv.es

Spain

Departamento de Contabilidad, Finanzas y Control de Gestión, Universidad Católica de Valencia

Departamento de Contabilidad, Finanzas y

Author keywords: corporate sustainability, ESG, economic-financial ratios, industrialized countries-emerging countries Mediterranean, Panel Data.

Abstract:

Context/Purpose: The objective of this study is to investigate the effect of sustainable behaviour on operational performance between two Mediterranean countries located in the Iberian Peninsula and North Africa. This study is relevant because of the economic, social, and environmental diversity of these regions due to their diverse regulatory frameworks, levels of economic development and environmental challenges. The analysis provides a measure of the effect of corporate sustainability practices in this geographical area exposed to climate change.

Methods: The methodology used in this paper takes into account statistical analysis. In this paper we use Panel Data methodology. The sample is made up of financial information from the Orbis database. The information on sustainable performance is obtained from the ESG criteria of the Refinitiv Eikon database. This research covers the time horizon under study from 2018 to 2022.

The analysis is carried out, among others, on economic-financial ratios such as return on sales (ROS), return on assets (ROA) and return on equity (ROE). In this way, the efficiency of the companies' financial structure and dependence on debt is examined.

The study proposes a comparative analysis of corporate sustainability in these two countries, exploring the differences in sustainability between industrialized and emerging countries, and understanding the impact of corporate growth and its value on sustainability in the face of climate change.

Interpretation: The interpretation of the results of this study emphasises the importance of sustainable-economic business development being integrated into business strategies. The interpretation suggests that attention to ESG issues is fundamental to the long-term viability of companies.

Conclusion: This paper provides a comparison of sustainable behaviour and its impact on operational performance between two countries in two geographical areas affected by climate change. The results provide scientific evidence on the correlations between economic-financial ratios and business sustainability.

This study provides insight into the effect of sustainable behavior and its impact, demonstrating the need for business strategies adapted to the specific challenges of each region.

Unleashing the Potential of Artificial Intelligence for Human Resources Development Leaders

Agnieszka Zielińska

azielinska@ubb.edu.pl

Poland

University of Bielsko-Biala

Author keywords: artificial intelligence, leaders, human resources development, negative impact, underrepresented groups.

Abstract:

Purpose: The knowledge on how to navigate the changes brought on by AI, and the multifaced changes made in HRM has become especially crucial. Careful thinking and rigorous research are needed to better understand the impacts of AI on HR. Therefore, the study aims to explore particularly three following dimensions:

1) Synergy Unleashed: AI and HR Leaders in Symbiosis to enhance HR

This objective aims to reveal the positive impact of using AI by HR leaders, especially to discover:

- How AI can be useful for HR leaders?
- What HR processes are enhanced by AI in organizations (examples of processes and tools)?
- How does AI affect HR leaders, especially in data-driven decision-making and effectiveness?
- Who is the biggest beneficiary of AI?
- What are the biggest benefits of AI in HR?

2) The dark side of the AI in HR practices identified by leaders

AI has become increasingly popular but still, we do not know the negative consequences. AI can enhance organizations and support HR leaders; however, we can ask `What is the price in a short and long-time perspective? ` therefore the second sub-theme aims to reveal the negative impact of using AI by HR leaders to discover:

- How can AI be dangerous?
- What negative consequences of AI are HR leaders are worried about?
- How do HR leaders deal with the anxiety in using AI?
- Who is most negatively affected by AI?
- What are the biggest threats of AI in HRM?

3) AI-Driven Leadership in HRM – Paving the path for underrepresented groups

AI can reshape HRM leadership as more inclusive by redefining leadership and creating space for underrepresented groups in leadership positions. Equity in leadership positions is an illusion. Now AI can create more opportunities for women, neurodivergent individuals, or young leaders

of the future. Therefore, the third sub-theme aims to explore AI in the HRM in the context of leadership positions, especially to discover:

- To what extent an AI-driven approach in HRM is a path for underrepresented individuals to contribute to leaders' positions in contemporary organizations?
- How can AI assist in identifying and mitigating biases in HR processes to create a more equitable environment for underrepresented groups to thrive as leaders?
- How does AI affect women in leadership positions, especially in HRM?
- How does AI affect neurodivergent individuals in leadership positions?
- How does AI affect young leaders, especially in HRM?

b) design/methodology/approach

For this stage of the study critical review was used. Systematic Literature Review based on the PRISMA methodology and then qualitative research with semi-structured interviews are planned for the next stage of the study.

Research sample: persons who are responsible for HR area in their organisations. Titles of their job post can be like the following: Human Resources Director, Human Resources Business Partners, HR Manager, ESG Manager, Specialist of HR, or other Leaders or Directors who have a knowledge on Human Resources Management in their organisations.

c) theoretical base

Theoretical perspectives in AI and HR refer to psycho-social theories, data mining theories and innovation diffusion theory. Also, leadership theories have significant contribution in understanding decision making process and sharing knowledge or responsibilities in AI area. Researchers underline AI has an unquestionable impact on organizations including leaders and employees. It has already changed part of the HRM practices, processes and even strategy because it strongly affects job design and the labor market. Better understanding of how AI, can bring benefits to leaders by providing them tools to solve problems faster or based on objective data. However, although AI is increasingly being utilized in businesses, there is a lack of comprehensive understanding regarding the impact of AI on HRM. Newest studies show that AI revolutionizes the way that organizations attract talented applicants, hire qualified employees, train workers, manage their performance, and develop compensation and reward systems. New AI systems have several key benefits including reduced transaction times, decreased costs, improved employee service, and streamlined administrative processes; however, many negative consequences are undiscovered.

d) results or expected results

Understanding the potential of AI for HR leaders can drive innovation in HRM processes like recruitment, training methods, and employee engagement initiatives. Consequently, the knowledge of the AI in the HRM can enhance the competitive advantage of organizations that effectively leverage AI technologies in HR leadership may gain a competitive edge by attracting top talent and fostering a culture of continuous improvement. Negative consequences of AI

should be also discovered to increase awareness of them. Moreover, this research can support inclusive leadership by creating a space for underrepresentation groups at the leader positions.

e) originality/value

Taking into account previous research, as a research gap were underlined: a small number of sector- specific studies, few studies in the service sector, lack of cross-country comparisons, lack of theoretical frameworks, and lack of technology adoption theories. Regarding the content of the previous HRM and AI research as the main gaps indicate among others limited research on the outcomes associated with the use and implementation of AI in HR, no prescribed ethical frameworks regarding the application of AI in distinct HRM functions and also a small number of studies used a qualitative, quantitative, or mixed- methods approach, implying the lack of empirical evidence. Therefore, the research problem focused on the impacts of AI on HR will be explored.

f) practical implications

The outcomes of this research can support shaping future strategies for talent management, leadership development, and diversity initiatives within organizations, contributing to a more inclusive and equitable workplace environment by using AI. This research significance lies in more diverse, inclusive, and technologically-driven approach to HR and leadership development that can provide positive societal impact.

Emotional intelligence coaching as the anchor for connecting a multigenerational workplace

Michelle Strickland

michelle@one-solution.co.za

South Africa

University of KwaZulu Natal

Ana Martins

MartinsA@ukzn.ac.za

South Africa

University of KwaZulu Natal

Author keywords: coaching, emotional intelligence, leadership, multigenerational, civil engineering.

Abstract:

The study aimed to devise a coaching model linked with emotional intelligence coaching enabled through action research. The present environment, that of, Volatile, Uncertain, Complex, and Ambiguous (VUCA); including factors like the COVID-19 pandemic, the 5th Industrial Revolution and a multigenerational workforce has created many challenges for leaders at the organisation that was studied, a civil engineering organisation in South Africa (hereinafter referred to as the PCEC). The organisation faced dynamic changes, and executives needed to cope with the impact of this new era in their daily lives. Implementing a coaching model will help them develop their emotional intelligence, a key ingredient in coping with a VUCA environment.

Remote onboarding: A Bibliometric Review

Roba Elbawab

robaelbawab@gmail.com

Portugal

Universidade Lusófona de

Humanidades e Tecnologias

Author keywords: Virtual Onboarding, Remote Onboarding, Remote Work, Human Resources Practices, Organizational Socialization.

Abstract:

Digital transformation is described as using of the new digital technologies to enable significant business improvements (Vuchkovski et al., 2023). A virtual or a remote onboarding is an example of the digital transformation in human resources management. Despite the growing attention in the development of transforming the work into the remote setting, the remote onboarding field is still remarkably young, and conceptual clarity is yet to be attained. Onboarding has been identified as the process that helps newcomers to adjust to the social and performance aspects of their new tasks quickly and efficiently (Bauer, 2010).

Remote onboarding and virtual onboarding are two terms that have been developed and used interchangeably. So far these concepts and processes have been a focus since Covid-19 has occurred and all companies were urged to transfer their onboarding process to an online setting (Yarbrough and Salazar, 2023). In fact, companies did have a virtual onboarding while the new norm is having a fully remote onboarding process. This paper will delve into the organizational socialization theory and its inference on virtual and remote onboarding (Van Maanen & Schein, 1979).

A bibliometric review of virtual and remote onboarding from 2010 to 2023 was conducted on Scopus and analyzed using the VOS viewer software package. The VOS viewer software has been used to construct, visualize and analyze bibliometric networks. Bibliometric analysis examined 67 documents. This study aimed to analyze the research trend, global distribution, contributory journals and conferences in virtual and remote onboarding. This paper will also focus on the conceptual review of the virtual and remote onboarding. The paper will also analyze the associated and most common keywords.

The main research questions are first, what is the total number of studies conducted on remote and virtual onboarding from 2010 to 2023? Second, what are the different keywords used in the studies to conceptualize virtual and remote onboarding? Finally, How has the concept of remote and virtual onboarding evolved throughout the years, with the new norms of work?

The results show an exponential growth of the topic that is still growing worldwide, without identifying the difference between the two concepts. This paper will fill the gap by identifying the difference between virtual and remote onboarding. The paper will also review the development and evolution of the concepts from the human resources perspective. The present review will be helpful for academicians, practitioners, and researchers in the human resources field. The study also presents implications that could help human resources practitioners and academics while designing and developing virtual and remote onboarding.

Implications for virtual onboarding include performing one-on-one meetings to support the uncertainty and doubts of newcomers (Yarbrough and Salazar, 2023). In addition to the one-on-one meetings, the implications for remote onboarding would include team meetings (Vuchkovski et al., 2023). These team meetings would help with enhancing the psychological safety of the employees within their corresponding remote teams. Future research points in the direction of empirically assessing the application of the remote onboarding while enhancing the process of remote onboarding in companies which would increase the satisfaction of the newcomers in return increase the retention of these talents.

In conclusion, the remote and virtual onboarding is a rising topic that needs more attention. The socialization is important in the evolution of the concept. The originality of this paper is found in analyzing the concept and providing a review in an area that is quite scarce.

Big Five, Leadership Competencies, and Criterion Factors: A Case Study at Amorim Saúde Group

Micael Alves

micaeljoaoalves@gmail.com

Portugal

Universidade Lusófona de

Humanidades e Tecnologias

Author keywords: leadership, competencies, big five, satisfaction, extraordinary effort.

Abstract:

Despite extensive discussions on leadership in today's world, this phenomenon still lacks continuous and updated analysis. When intertwining leadership with personality psychology, the issue becomes particularly interesting and challenging. The combination of these themes allows us to understand how personality influences leadership, encompassing skills, satisfaction, and resulting efforts. The general objective of the research is to examine whether there are trends regarding the relationship between the dimensions of the Big Five, leadership competencies, employee satisfaction, and extraordinary effort, to enhance the technical leadership selection process and maximize the exercise of leadership.

The starting point of this research was a literature review focused on leadership and the five-factor model known as the Big Five. This review guided the choice of the most appropriate research methods. In the practical phase, a quantitative approach was adopted, using Rouco's competency model and the Big Five Inventory. Questionnaires were administered to a sample of 69 employees from Grupo Amorim Saúde.

Data analysis revealed that openness to new experiences is related to leadership competencies. Regarding satisfaction and extraordinary effort, a statistically significant relationship with openness to new experiences was observed. Additionally, leadership competencies are related to criterion factors, especially determination and proactivity. In summary, the research sought to highlight trends concerning the relationship between the Big Five dimensions, leadership competencies, employee satisfaction, and extraordinary effort, which can improve the selection process for leadership positions at the Amorim Saúde Group, thereby promoting more effective leadership within the organization.

Intrapreneurship systematic review: an individual-level overview

Rita Pelica

ritapelica@gmail.com

Portugal

ISCSP

Author keywords: intrapreneurship, systematic literature review, bottom-up, individual approach employees' behavior.

Abstract:

With the purpose to clearly conceptualize intrapreneurship at the individual level, we conducted a systematic review, within a bottom-up approach (and not business-based), following the PRISMA protocol. This innovative research aims to clarify the intrapreneurship concept, linking it to the employees' behavior and to distinguish it from other organizational-level concepts, often used as synonyms, such as corporate entrepreneurship, corporate venturing, or entrepreneurial orientation. Three research questions were posed, to achieve our objective: 1) what is the definition of intrapreneurship, considering the individual as the unit of analysis? 2) what are the antecedents and the outcomes of intrapreneurship, at an individual level? 3) what is the impact of intrapreneurship for the human resources development (HRD) programs? Our contribution for the literature is threefold. First, enriching the specific body of research of intrapreneurship (state of the art), the first one conducted with a HRD lens. Second, clarifying the intrapreneurship concept, focusing on the individual level, linking individual antecedents (such as personal resources, characteristics) and individual outcomes (for instance, wellbeing and performance), through a novel conceptual framework; third, positioning the intrapreneurship concept in the human resources literature Agenda (stepping aside from management and strategy), focusing on a personal perspective (the employee).

The critical role of enterprise in developing centres of vocational excellence (COVES) - an Austrian case study within the EU-Erasmus

Heidrun Bichler-Ripfel
Heidrun.Bichler-Ripfel@wko.at

Austria

3LoE_IAGF

Author keywords: Critical role of enterprise, centers of vocational excellence (COVES) - an Austrian case study, EU-Erasmus .

Abstract:

Centres of Vocational Excellence (CoVEs) are collaborations between universities, training providers and companies to enable new vocational training at a high level. The EU supports CoVEs through Erasmus+ and ESF funding. Company representatives play a key role in co-designing training content, providing practical training and promoting innovation. The "Energy Efficiency Consulting" qualification developed as part of the 3LoE project is an example of this cooperation, which deals with energy efficiency and sustainability and helps to increase the attractiveness of higher vocational education and training.

Introduction

Centres of Vocational Excellence (CoVEs) are institutions that offer vocational training at the highest level, with the objectives of promoting regional and national economic development. They integrate vocational education, research and innovation, and work closely with businesses, universities and other education providers. This cooperation is crucial for adapting training programmes to the needs of the labour market and for promoting innovation. The European Union provides significant financial support for the development of CoVEs, primarily through programmes such as Erasmus+ and the European Social Fund (ESF). This funding enables CoVEs to construct modern infrastructure, develop innovative educational programmes and foster international partnerships. Through these investments, the EU ensures that CoVEs play a pivotal role in shaping the future of vocational education and training and economic development in Europe.

The role of company representation in the development of qualification profiles

Business representatives, such as chambers of the industry, the skilled crafts and trades, and commerce, play a key role in the development and implementation of CoVEs. Their tasks include:

- (1) consultation and co-design: Company representatives offer important insights into the current and future needs of the industry. They advise on the design of training content to ensure that the skills taught meet the needs of the market. This is particularly important in sectors that are subject to rapid change, such as the green economy or digitalization.
- (2) provision of training places: Companies provide practical training places that are an integral part of dual training. This practical orientation is crucial in order to provide trainees with real work environments and experiences that complement and deepen theoretical knowledge.

(3) promotion of innovation and research: company representatives promote cooperation between CoVEs and research institutions in order to drive innovation. This includes support for the implementation of research projects and the implementation of new technologies and processes in small and medium-sized enterprises (SMEs).

(4) networking and knowledge exchange: Through their extensive networks, company representatives enable the exchange of best practices and experiences between different CoVEs and companies at national and international level. This promotes the continuous improvement and adaptation of training programs to new challenges and opportunities.

The importance of involving companies The involvement of companies in the development and implementation of educational content is crucial for several reasons:

(1) relevance of the training content: Companies know best which skills and competencies are needed in practice. Their involvement ensures that the training content is relevant to practice and aligned with current market requirements.

(2) promoting employability: Close cooperation with companies increases the employability of graduates. Companies not only offer apprenticeships, but also internships, project work and direct employment opportunities after graduation.

(3) practical training: Integrating practical experience into training by involving companies ensures that trainees learn in a practical and realistic way. This not only improves their practical skills, but also prepares them better for the challenges of everyday working life.

(4) promoting innovation: companies contribute their innovative strength and their latest technological developments to training. This promotes the innovative capacity of the CoVEs and ensures that training is always at the cutting edge of technology.

Case study: Development of the qualification profile "Energy efficiency consulting" as part of the 3LoE project The "Energy Efficiency Consultant" qualification profile was developed as part of the "Three- level Centers of Professional Excellence" (3LoE) project. This training was designed in close cooperation between company representatives and training providers. New law for higher vocational education (HBB law) A further aim is to develop this training as a formal educational qualification as part of the new law for higher vocational education (HBB law), which aims to raise vocational education in Austria to a higher qualification level and improve the permeability between vocational and academic education. It is intended to create flexible educational pathways that meet the rapidly changing requirements of the labor market. Aims of the training The objectives of this training program are to provide a qualification profile in the field of energy efficiency consulting for those who have already completed initial training in building installation, construction and related trades. This training is designed to enable participants to gain a deeper understanding of energy efficiency and how to assess the energy efficiency of buildings and identify potential savings. It is expected that participants will possess a profound knowledge of the principles of building physics, building technology and energy efficiency. Furthermore, they should be able to develop short-term, medium-term and long-term energy- saving refurbishment measures. The training will be based on the qualification level NQF 5. This practical and future-orientated training should enable specialists to make a significant contribution to achieving climate targets and promoting a sustainable economy.

Training content

(1) building analysis and documentation:

- inspection and survey: Recording of energy influencing variables through on-site inspections.
- documentation interpretation: evaluation of documents on energy consumption and building technology.

(2) calculation, interpretation and development of measures:

- energy performance indicators: Calculation of key figures for energy performance certificates and evaluation of existing energy performance certificates.
- energy-saving measures: Development of short, medium and long-term refurbishment measures as well as profitability calculations
- ecological and economic evaluation: Assessment of building materials and building technology with regard to their ecology and economic efficiency as well as analysis of the effects on air quality and comfort.

(3) funding opportunities and alternative energy sources:

- funding programs: Information on funding opportunities and support with applications.
- alternative energy sources: Assessment and planning of photovoltaic systems and other alternative power generators.
- summer thermal insulation: Development and explanation of measures to reduce overheating in summer.

Result through the involvement of company representatives

The practical experience and requirements of companies from day-to-day practice have been directly incorporated into the design of the training content. Through the close involvement of company representatives in the development of the "energy efficiency consultant", this professional qualification profile ensures that the qualification for comprehensive energy consulting, which is currently lacking on the market, is filled.

Significance for the economy

Training to become an energy efficiency consultant contributes to sustainable development by qualifying specialists who actively contribute to reducing energy consumption and achieving climate targets. This strengthens the competitiveness of companies and promotes innovation in the construction and energy sectors.

Conclusion

The case study of training to become an energy efficiency consultant as part of the EU co-funded 3LoE project shows how practical and future-oriented training programs can be created through cooperation between company representatives and training providers. The extended cooperation with the Ministry of Economy and Labor, which is responsible for the implementation of the HBB Act and is responsible for formal qualifications, results in a beneficial synergy for the establishment of formal qualifications in the field of energy efficiency and sustainability. Formal qualifications in continuing vocational training are urgently needed both to make the continuing vocational training pathway more attractive and to meet the increasing requirements for energy efficiency and sustainability.