

**Abstracts
and
Conference Materials
for the**

**15th European Conference on
Management Leadership and
Governance**

**Polytechnic Institute of Porto
Portugal**



14-15 November 2019

**Abstracts of Papers
Presented at the**

**15th European Conference on Management,
Leadership and Governance
ECMLG 2019**

**Hosted By
Polytechnic Institute of Porto
Porto Accounting and Business School
Portugal**

18-19 October 2018

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Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

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ECMLG Preface

These proceedings represent the work of contributors to the 15th European Conference on Management Leadership and Governance (ECMLG 2019), hosted by Polytechnic Institute of Porto, Porto Accounting and Business School, Portugal on 14-15 November 2019. The Conference Chair is Prof. Anabela Mesquita and the Programme Chair is Prof. Paulino Silva, all from Polytechnic Institute of Porto, Portugal.

ECMLG is a well-established event on the academic research calendar and now, in its 15th year, the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The scope of papers will ensure an interesting two days. The subjects covered illustrate the wide range of topics that fall into this important and ever-growing area of research.

The opening keynote presentation is given by Luis Borges Gouveia, from the Universidade Fernando Pessoa, on the topic of Emerging Alternatives to Leadership and Governance in a Digital Ecosystem. Then, an afternoon keynote will be given by Manuel Perez Cota, University of Vigo, Spain, on the subject The Changing Role of Industry Knowledge for Global Businesses. The second day of the conference will open with an address by Isabel Ramos, University of Minho, Portugal, who will talk about Collective Attention to Digital Transformation: how Smart Organizations use IT.

With an initial submission of 136 abstracts, after the double blind, peer review process there are 48 Academic research papers, 6 PhD research papers, 1 Masters Research paper, 1 non-academic paper and 6 work-in-progress papers published in these Conference Proceedings. These papers represent research from Australia, Brazil, Check Republic, Denmark, Egypt, Finland, Germany, Greece, India, Indonesia, Italy, Kazakhstan, Lithuania, The Netherlands, Oman, Poland, Portugal, Romania, Russia, Slovakia, South Africa, Sweden, UAE, and UK.

We hope you enjoy the conference.

Prof. Anabela Mesquita

ISCAP - Polytechnic Institute of Porto
Portugal
November 2019

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Professor Anabela Mesquita is a Professor at ISCAP. She has been the Vice Dean of ISCAP between 2007 and 2018. She is a member of the Agoritmi Center at the Universidade do Minho and the former Director of CICE (research centre) (ISCAP). She gained her PhD at Universidade do Minho in Management Information Systems in 2002. Her research interests include Knowledge and Innovation Management, Impact of Information Systems in Organizations, Life Long Learning at the Higher Education level, Social Media and e-Learning. She has been involved in several European and National research projects both as a researcher and as a coordinator. She has published numerous papers in various international journals and Conference Proceedings. She has been a member of the Programme Committee and Scientific Committee of several National and International Conferences. She serves as Member of the Editorial Board and referee for IGI Global. She also serves as AE of the IRMJ and is the Editor in Chief of the IJTHI. She serves as referee for the JCIT. She has also been evaluator and reviewer for European Commission projects.



Paulino Silva has been a Professor at the Polytechnic of Porto – Porto Accounting and Business School since February 2003 in the area of Accounting and Management. He is coordinator, researcher and coach of several international projects supported by the European Union. Paulino is an author of a number of scientific papers, namely published in the Qualitative Research in Accounting and Management journal as well as scientific communications in several international conferences in the areas of Management, Accounting and Education. He is an invited Professor in several higher education international institutions and a certified Coach with specialization in Business, Management and Teamwork. Paulino also works as a Management Consultant and Certified Business Trainer. At Polytechnic of Porto, Paulino is a specialist in Management Sciences an overseas both the Master's degree in Management and the MBA at the University of Porto. He is the president of MAERA Association (www.maera.pt), an association that promotes the connection between the academic and the business world.

Keynote Speakers



Manuel Pérez Cota, Professor, Researcher at the state-owned University of Vigo, Spain. Graduated with honourable mention in Electronics and Communications Engineering (Universidad Nacional Autónoma de México – UNAM, 1980), a Cum Laude PhD in Industrial Engineering (University of Santiago de Compostela, 1990). Director of the international research group SI1-GEAC (<http://si1-geac.webs.uvigo.es/>).

First director of the Informatics School and Department (University of Vigo). Collaborates with Master and PhD programs in different countries; supervisor in several PhDs. Part in different European and International projects. Published many books, book chapters, SCI journal articles, as well as publications in refereed conference proceedings. Associations: ACM, IEEE, AISTI, AIPO, ANALCT.



Luis Borges Gouveia is currently a professor at the Universidade Fernando Pessoa in Porto, Portugal. Since the 90's he has collected a broad experience in providing training in computer technical topics including Information Systems, Information Management and Knowledge Management. Published 15 books and 300+ scientific papers in journals, books, and international conferences. He has taken part in a

number of projects that produce value, and become sustainable services and/or products. As a supervisor, he helped 25 MSc and 10 PhDs to complete their degrees. Luis is committed to fostering knowledge in his areas of speciality and to harness people capabilities.



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Mini-Track Chairs



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Keynote Outlines

Keynote Outlines

The following are outlines for the Keynote Speeches which will take place at ECMLG 2019

Collective Attention to Digital Transformation: how Smart Organizations use IT

Isabel Ramos, University of Minho in Portugal

In the area of Information Systems some research has focused on the impact of IT use on organizational mindfulness, defined as a superior form of collective attention. However, there are a few studies that apply a sound theory, explaining individual or collective attention and this talk focuses on organizational attention and IT use. It will describe an integration of two theories – an attention-based view of the firm (Ocasio, 1997) as well as attention triangulation (Rerup et al., 2009) as the foundation for studying the impact of using IT applications in (de)forming collective understandings. The talk will also discuss an early proposition of a model describing how organizational attention shapes IT USE and how IT USE impacts the quality of attention.

International Industry Knowledge to Progress

Manuel Perez Cota, University of Vigo, Spain

<https://www.youtube.com/watch?v=8l4870rETBI>

Research Paper Abstracts

Need for Investing in Education for the Work Resources of Future Society: Fit for Future or fit for now?

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Abstract: Organisations growingly face the need for investing in their employees to fulfil the requirements of modern society and improve organisational resilience. Education is supposed to facilitate individuals to build the necessary knowledge and competencies for now and for the future. Management has to show leadership to stimulate employees, so they fulfil a valuable role in work and future society. Organisations approach the importance of investing in the education of current employees for future challenges, while this focus in primary or secondary level schooling is missing. Future-oriented companies cooperate with schools to reach out to students early enough, understanding that the real need for future lies in the hands of the youths, who are still in primary or secondary education. Our research highlights shortcomings related to the concept of inclusive society: the growing divide in educational practices based on differences, wealth divides, as well as on cultural differences. The conclusions of this discussion paper regard the roles modern organisations play in better-preparing youth for dealing with future challenges. Dealing with uncertain futures is not limited to current staff. Preparing youth as future employees now for the future challenges is a task of today for avoiding problems in the future. At the end of this article we focus on the needs for finding a balance in this dynamically changing playing field.

Keywords: Management education, uncertain future, Culture in Education, Resilience

Implementing e-Human Resource Management for Improving Organizational Performance: A Conceptual Framework in the Oman Context

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Abstract: In recent years, the use of technology in facilitating the human resource management (HRM) function has increased significantly. Technology helps the Human Resources (HR) department drive for strategic goal. Information technology has been cited as a critical driver of HR's transition. Today, the use of e-HRM is a common practice in many organizations. Consequently, academic interest in e-HRM has increased in an attempt to investigate the e-HRM and organizational performance. The purpose of this study is to examine the link between e-HRM activities and organizational performance and develop a conceptual framework in Oman context which relay on transactional, relational and transformational activities. Use of e-HRM is critical in achieving both efficiency and freeing up the administrative work in order to become more strategic. E-HRM provides the HR function with the opportunity to create new avenues for contributing to organizational performance. E-HRM outcomes are mainly related to efficiency, service delivery and standardization, relational outcomes and potential improvements in organizational image. E-HRM has the capacity to transform the HR function by improving the strategic orientation of HRM. E-HRM practices in the Sultanate of Oman is of paramount importance because of its positive impact among employees to carry out their tasks and responsibilities with professionalism, competence, effectiveness and improved organization performance. A high-performance e-HRM system in Oman may help preserve the balance between the employees' personal goals and the company's performance goals. Attention to e-HRM practices in Sultanate of Oman can improve the performance of the employees which will lead to overall organizational performance.

Keywords: E-HRM, Organizational Performance, Information Technology, Human Resource, Competency, HR Function, Transformation

Corrupt Political Leaders and the Failures of the Institutional Checks

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Abstract: This paper focuses on the efficiency of institutional check and balances in counteracting corrupt leaders. Particularly, the analysis addresses the corruption of Italian mayors, and it relies on the sentences of the Supreme Court in the last decade. We estimate i) the likelihood of the occurrence of the civil action in the criminal proceedings ii) the likelihood of the Mayors' re-election when involved in a corruption case, as a form of social control of the corrupt leader. The results reported here reveal that the probabilities of the civil action decrease when the Mayor has a long political career, when the corruption is based on an ongoing criminal collaboration, especially when it involved mafia-groups, and when the context shows a high social vulnerability index. On the contrary, the probabilities of the civil action increase when the corrupt mayor is an entrepreneur and the corruption involves other members of the municipality. We then compare three samples of mayors as guilty, innocent and never been tried: in all the cases the political career ageing index of population and social vulnerability index significantly increase the probability of re-election. Consistent with previous studies we confirm that actors are more likely to behave corruptly where context shape insufficient institutional countermeasures to hold that individual liable. Furthermore, we add that this is particularly true in those cases of highly corrupted leaders.

Keywords: corrupt leaders, context, institutional check, re-election, civil action, Mayors

Executive Compensation, Ownership Structure and Firm Performance: An Empirical Investigation

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Abstract: This article aims at identifying the effect of executive compensation, mediated by the nature of the control, on the sustained performance of the company in a defined ownership context, in which a shareholder or group holds more than half of the voting shares. Despite the wide literature on the relationship between executive compensation and performance, there is little evidence of the lagged effect of compensation on future performance and sustainability. This is particularly significant in countries where concentrated ownership structures dominate, where the controller has incentives to control the behavior of executives and may use the negotiation of such remuneration in order to guide management for their interests or as an instrument of expropriation of minority shareholders. The present study advances along this path by including in the analysis the nature of the control and by considering the lagged effects of the vesting period on performance. Based on executive compensation data from a group of listed Brazilian companies, the effect of this remuneration on change in shareholders' wealth in the three-year period is analyzed by means of multiple regression. The results pointed out that the impact of the variable remuneration on future performance depend on the nature of the remuneration, and on the type of ownership control. Effectively, the weight of the bonus in the total remuneration does not show significant effect. However, the weight of the stock-based remuneration is negatively related with the future performance. Moreover, this result applies both to companies with a controller shareholder and to companies with control shared, but not to companies with dispersed ownership, for which there is evidence of a positive relationship between the importance of the stock-based remuneration and the future performance.

Keywords: executive compensation; emerging economy; firm performance; ownership structure

Retaining Talents: Impact on Innovation

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Abstract: Companies' competitiveness is crucial for their sustainability in the medium and long term. Much of their performance depends on their Human Resources, valuable strategic asset with relevant role in transforming inputs into fruitful outputs. Competitiveness is reached throughout investment in R&D and other intangibles and companies innovate when are able to improve the interaction quality between tacit and explicit knowledge in its core, embracing not only technological but also organizational aspects. This means that innovation depends less on physical assets and more on intangible assets. In a world of change, companies need Human Resources able to adapt to environment and its competitiveness depends on its ability to have talented workers. The biggest challenge of Human Resource Managers is precisely be able to Attract, Retain and Develop Talent. Companies that do a better Talents Management are those that have better results in terms of innovation. This study intends to understand the importance of Talent Retention in organization's success as well as what attracts Talents to companies, what holds them back, what is valued and what can drive them out of the company. As a methodology It has been applied a quantitative research and the Manpower Group employees in Portugal were the studied population. The study concludes that the power that sustainable companies have in attracting and retaining their Talent will depend on the mechanisms they are able to create to maintain and retain them, proactively acting on their attraction and avoiding voluntary departure. Companies must act on the dimensions of Employer Branding, Recruitment and Selection. They must be attentive to the economic and social environment and develop policies of retention, namely as linked with compensation and benefits, Leadership style, Performance Management, Career Management, Training and Development, Climate and Organizational Culture, Organizational Communication and Working Conditions. Finally, about voluntary departure, companies must understand the reasons why employees abandon them, so that they can continuously improve this system.

Keywords: Talent, Embeddedness, Voluntary Departure, Talent Retention, Human Resources, People Management

Using Image Repair Strategies to Achieve a Competitive Advantage in Public Organizations

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Abstract: An organizational image is a mental picture that people have of an organization. The more positive an image is, the more attractive the organization becomes, and the more likely it succeeds. Public organizations serve all people equally and seek to achieve their satisfaction. Nevertheless, they are restricted by various laws and regulations that may cause a slow reaction to various contingencies. As a result, various public organizations suffer from a deteriorating image and diminishing trust in their effectiveness. Drawing on the image repair theory developed by Benoit in 1995, this paper aims to study how public organizations can deploy image repair strategies and communication forms to achieve a competitive advantage. By taking the Egyptian Telecom Company as a case study, 13 interviews were conducted with representatives from the departments of public relations (PR), media, crisis management, human resources management, and sales. The answers were transcribed and coded using the thematic criterion, as well as analyzed using QDA Miner4 lite. The researcher referred also to the ETC documents and newspaper articles to achieve triangulation of data. The paper concludes that organizational images are not static and can change based on the contingency rather than the stakeholders as indicated by previous research. Moreover, contrary to previous researches, an organizational image does not necessarily follow a certain pattern of image repair strategies. Nevertheless, having a standing plan to manage the image in addition to achieving consistency between image repair strategies and communication contents, forms, and models is important. Finally, encouraging the cooperation of all the employees is vital without necessarily putting top management at the forefront.

Keywords: Image repair strategies, public organizations, competitive advantage, communication

Why Change Management Fails in Indian Organizations: Learning from Cases

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Abstract: This paper provides evidence of what works and what does not work to make a change initiative successful from five case studies where the authors have worked, during 2009 and 2014, as change agent. The theoretical perspective of our research is interpretivism. We took the constructivists approach while studying the change management phenomenon. Hence, we relied on a qualitative method. We have used narrative inquiry based on memory as we have first-hand knowledge over a period in each case and in some cases, we both have experience in different time periods. What was happening in these organizations has been presented in a story format. From the stories, three broad themes were identified and for each organization theme wise key characteristics have been noted and from this analysis and based on our perception of success and failure of change initiative in these organizations we have presented our findings. Keeping the widely accepted change management frame work of Kotter (1995), and Aiken and Keller (2009) in the perspective, we have found six new points, which are very relevant in an Indian context. Based on the new points, a change management approach has been proposed. The suggested approach is based on SPDCA (Study, Plan, Deploy, Check, and Act) in a change management context. We strongly suggest studying the existing situation at the beginning and the proposed 12 questions for top management to ask in the planning phase. The new points that emerged from these case studies for successful implementation of change management are: Basics are in place; Strong review mechanism must exist; Knowledge on the type of initiative at the Board level must exist; and Small Group Activity is in place and should have the culture of participation in relevant public award competition. To make the article more practitioner oriented we have taken a conscious call of avoiding too much stress on theoretical aspects of change management.

Keywords: Change management, Total Productive Maintenance(TPM), Six Sigma, Educational philosophy, perspective plan, daily management

What is the role of Ethics in an Ideal Leadership Style?

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Abstract: Changing labour market requires a new type of leadership. A reasonable question in this situation: what is a good leader like, who can meet these requirements? While previously a high level of professional knowledge and intelligence was expected, today, as human resources requirements have become even more emphasised, soft competences are placed into focus. Staff commitment and ethical leader behaviour are frequently addressed issues if effective leader skills are viewed from the point of view of successful organisational performance. In recent years, we have conducted a bilateral research to know the views of the staff and the leadership on the relationship between expected leader characteristics, ethical management and leadership. The qualitative and quantitative research provided an opportunity to compare results and to contrast the views of the two sides. The aim of the research was to observe whether organisations deal with the consequences of ethical leadership, and if so, to what extent. Our theoretical model was tested in 3 neighbouring countries. The electronic questionnaire survey was carried out on staff level, whereas interviews were made with managers. Simple and complex statistical tools (with SPSS program) and a content analysing method were applied to the evaluation. Results show that ethical behaviour has a significant role in everyday company practice, but the consequences of the lack of it are not dealt with on the level of leadership. According to the responses from the 3 countries, there was a significant difference between leader characteristics, expectations towards leaders and ethical behaviour, which may be attributed to cultural differences.

Keywords: ethics, international comparison, leadership, leader, qualitative and quantitative methods

Measuring Intellectual Capital Disclosure of Romanian Listed Companies

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Abstract: In our study we aimed to measure the level of intellectual capital disclosure for 38 Romanian selected companies and to test some of the correlations among the main factors that may influence the disclosure degree of intellectual capital (ICD index). Content analysis was conducted on 72 selected items of intellectual capital during 2010-2013, gathering data primarily from annual reports. ICD index revealed that Romanian knowledge based companies disclosed a low volume of information on intellectual capital for the selected period. Four of the six analyzed industries included in the sample recorded a low degree of ICD index, the only industry in which at least one company ensures a high level of ICD index (above 0.666) is the pharmaceutical. Using Chi-square test and Kruskal Wallis test we have showed that the type of industry influences the (global) ICD index and ICD index of human capital, structural and relational capital is significantly different in each industry. Also, the performed statistical tests confirmed the existence of a significant difference between the degrees of disclosure of intellectual capital, the one of the companies listed on BSE being much higher than the one of the companies traded on RASDAQ.

Keywords: intellectual capital, disclosure, Romania, listed companies, statistic tests

Social Determinants of Development of Inter-Group Social Capital in Enterprises

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Abstract: In the contemporary economy the success of an enterprise on the market is increasingly decided on by intangible values. One of these is the inter-group social capital. In the herein paper, the authors at hand present the empirical results of the research on the social conditioning of the inter-group social capital and its impact on the level of competitiveness of enterprises. The principal aim of the herein paper was the search for answers to the following research questions: Are there differences in the degree of occurrence of the inter-group social capital with regard to the magnitude of enterprises? To what extent do the features of the manager, the level of trust and the scope of occurrence of social networks have an impact on the development of the inter-group social capital in enterprises? In what scope does the inter-group social capital have an impact on the growth of competitiveness of enterprises on the market? With the aim of responding to these questions, empirical research was conducted among 150 enterprises, including 64 small enterprises (10–49 employees) and 46 medium-sized enterprises (50–249 employees) and 40 large enterprises (250 workers and more). The respondents were representatives of these enterprises, namely the owners, managers and employees of the personnel departments. The non-probability method was applied for the purpose of research sampling. The survey method was applied in the research with a standardized questionnaire executed with the CATI technique. The established aim was executed thanks to the analysis of the results of empirical research on the social factors determining the development of inter-group social capital in enterprises. As a result of the research, significant statistical relations were discovered between the attributes of the inter-group social capital and the factors determining its development, namely, the features of the managers, the level of trust and the scope of occurrence of social networks.

Keywords: socialcapital, inter-group social capital, trust, social networks, enterprise

Managers in the Face of an Alcohol Problem in the Workplace: Sources, Consequences and Counteracting

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Abstract: The article focuses on the problems of counter-productive and dysfunctional behaviour in organizations. This article is devoted to one of many types of dysfunctional behaviour, namely the problem of alcohol at the workplace. The presented research indicates that the problems of psychoactive substances are important as they are combined with key areas of human resources management, such as recruitment and personnel selection. The connection that links these issues with competence management is particularly important. Employers would like to assist the important and qualified employees who are suffering from addictions, but they do not know how to act. Fighting the source of the discussed phenomenon is of great importance. Servant leadership is to be used to create an organizational atmosphere that will reduce the tensions favouring the occurrence of the afore-mentioned dysfunctions.

Keywords: organizational dysfunctions, leadership, alcohol abuse at workplace

Unihub: A Case Study on the Formation of a Student Entrepreneurial Hub

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Abstract: Entrepreneurship and entrepreneurial spirit have long been linked with positive changes in the economy of a country, such as increased economic growth, lowered unemployment or improved social conditions. It is of paramount importance to foster entrepreneurship and innovation so as to improve long term results. Universities play a key role in this process, as they find themselves at an

important crossroad in their communities and are able to influence the decisions of their students on whether or not they should become entrepreneurs. This article is a case study on the formation of an entrepreneurial hub (UNIHUB) at the Faculty of Administration and Business, University of Bucharest, with the express purpose to help students in their entrepreneurial endeavours. The paper is focused on the activities from the first year and lessons learned which may be of use for subsequent years or for other academics who might have similar plans.

Keywords: entrepreneurship, hub, student education, academic development

Profile of Human Resources and Skills Needs in the Portuguese Tourism Sector

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Abstract: The tourism sector has been presented as one of the most important sectors of diverse economies due to its capacity to contribute to economic growth and job creation. Being an industry of people, it directly depends on the performance of activities, skills, professionalism, quality and competitiveness, so it is essential to answer with precise planning politics which should be the most approximated ones to the real needs of the sector. In Portugal, the tourism sector

continues to reinforce its importance in society and in the national economy since it remains the main exporting economic sector. On the other hand, the main challenge of this sector is qualifying and increasing the level of qualification of its workers due to their inadequate level of qualification, since 50% of the employed population in this sector has a primary education level. Therefore, it has defined, in its public policies, the goal of duplicating, in the next decade, the number of employees with high school education qualifications. In this sense, once skills are becoming the global currency of the 21st century, this study aims to feature the main *soft skills* that touristic human resources should hold, based on the importance given to them by the national entrepreneurs of the sector. This study is based on a sample of 555 answers and used a qualitative methodology throughout a profound review of the literature as well as a quantitative methodology where an online survey was implemented, expecting to develop the ideal profile of the tourism human resources. The results of the study suggest that the profile of human resources in the tourism sector should include skills such as teamwork, knowledge of market trends, ability to conduct efficient strategic processes and decisions, as well as language skills, sales skills and digital communication.

Keywords: skills, human capital, human resources, people management, tourism

The Impact of Relationships on Companies' Product Innovations

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Abstract: Enterprises are forced to search for innovative solutions in various areas of operation: organisational, product-related, technical, information-related and others. High-quality innovative projects require clearly defined resources (including knowledge), or own capabilities, including various practices for managing innovations at the strategic and operational level. To meet these requirements, enterprises should look for new ways to reach and obtain resources, as well as capabilities based on knowledge, which will not bear the risk of becoming obsolete quickly. Therefore, the competitive advantage of the company is now based not only on its internal resources, but also it is shaped by the results of cooperation with other parties, including competitors. In this sense

acquire the knowledge and competencies from other organizations in the framework of external relations are crucial determinants of implementation of innovations. The aim of the article is to characterize the impact of relationships between enterprises on implementation of product innovations. On the basis of empirical research, we try to find evidence and answer to the question: do the size of companies and the duration of cooperation between them affect the possibilities of introducing innovations? The empirical part of the paper presents the research results involving a group of 70 enterprises, operating in various sectors. The main research tool was an electronic questionnaire. We suggest that co-operation between enterprises makes it possible to gain access to the resources and knowledge and gives the possibility to strengthen the ability to develop and implement innovations.

Keywords: relationships, strategic agreements, innovations, strategic alliance

Learning and Development Tools in Supporting of Artificial Intelligence Companies Innovativeness

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Abstract: The artificial intelligence sector is perceived as the one that will have the greatest impact on technological progress in the coming years. Solutions in the field of artificial intelligence will have their impact on other industries, such as medicine or the IT sector. Therefore, it is reasonable to examine the factors determining the level of innovativeness of companies in this sector. The study drew attention to factors related to knowledge management tools. The impact on the innovativeness of using the following knowledge management tools was examined: trainings and workshops, e-learning, knowledge bases and knowledge pills as well as business simulations and gamification. In addition, the impact of variables characterizing the financial position of the surveyed companies was also taken into account. The study covered 127 companies operating in the artificial intelligence industry in Poland. As a analytical tool, the multiple regression model was used. The results of the analysis may indicate the directions of development of HR departments in companies of the artificial intelligence sector. It turns out that modern forms of learning stimulate the level of company innovation.

Keywords: artificial intelligence, innovativeness, learning and development, knowledge management

Dealing with Toxic Leadership: Empirically Defining and Evaluating Destructive Labour Relations

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Abstract: One of the elements of the social pollution phenomenon in the labour sphere, studied by the author in the framework of a long-term monitoring research project since 2013, is toxic leadership, which implies destructive relations between managers and their subordinates. Toxic managers undoubtedly have an adverse effect on an organization's economic, social and organizational efficiency, and the quality of employees' working life. Consequently, a thorough systemic understanding of this phenomenon needs to be gained, which will allow finding adequate management solutions. This study focuses on the conditions that contribute to the emergence of destructive labour relations between managers and employees, on the nature, forms and types of such relationships, and their negative effects on employees' physical and psychosocial well-being. The combination of quantitative (sociological survey) and qualitative methods (content analysis and narrative analysis) used by the author allows identifying the scale and depth of the issue under consideration. However, it should be noted that this study presents only an approximate picture of the adverse effects of toxic relationships in the workplace on employees' physical and psychosocial well-being, since it is based on the personal perception by the respondents of this kind of situations. The aggregate sample of respondents includes various employee categories in Russian organizations of different ownership forms and economy sectors. Despite noticeable differences in the respondents' evaluations, long-term monitoring will help to more accurately identify the characteristics and conditions that contribute to the emergence of toxic leadership as a factor of social pollution of labour relations, as well as to develop management tools to prevent the undesirable effects of destructive relationships in the workplace.

Keywords: labour relations, toxic leadership, employees' well-being

The Role of Third Party Cluster Managers in Strengthening Cooperation of Cluster Companies

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Abstract: Clusters, and in particular cluster initiatives, are the network structures in which cooperation of enterprises is aimed at gaining benefits primarily from geographical proximity, sectoral concentration, and social factors. Even though some clusters develop purely organic through the cluster life cycle, most clusters grow, however, with the support and active intervention from cluster facilitators. Institutionalization of the cluster leads them to become a cluster organization. This causes specific challenges regarding leadership and cluster management. In the theory and practice of clustering, the concept of cluster facilitator is referred to an individual that manages the cluster and cluster initiatives, thus the term cluster manager or cluster coordinator are used more often. On the one hand, he or she acts as a cluster manager, and on the other hand as a formal or informal cluster organization. In both cases, an entrepreneurial cluster facilitator can be considered a constitutive part of the cluster in all respects. The challenge of cluster management as a network structure results from the fact that the cluster manager manages the cluster by running resources that belong to the cluster members, not to the cluster organisation. The cluster members share them in the process of creating social capital in the cluster. Recent research started to work on the recognition of the role of Cluster manager as the Third Party Action. However, the findings developed and presented in the literature do not really explore this research area. The purpose of the article is to fill the aforementioned research and cognitive gap by identifying what the actual role of a cluster manager in the formation of cluster collaboration is with reference to the management of the cluster organization. There are addressed theoretical considerations and conducted empirical research that focuses on the essence and nature of complexity of inter-organizational links between cluster manager and cooperating production companies. With this end in view, the conceptual model was tested with data collected from 135 industrial companies declaring affiliation to a cluster. An in-depth statistical analysis was performed concerning the correlation between the studied variables.

Keywords: industry cluster, cluster initiative, cluster manager, cluster facilitator, third party, networks

The Hidden Cost of Poor Governance: The Case of Selecting the Location for a Regional Headquarter

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Abstract: The need for multinational enterprises (MNE) to be closer to their markets may require setting up regional headquarters (RHQ) to support their operations in the different regions of the world. If this is the case, selecting the most appropriate location is a significant strategy and finance decision. This paper does a case study on the selection of the most appropriate location for the Latin America regional headquarters of an MNE operating in the financial services space. It presents a framework on selection criteria based on twelve location factors aligned along Quality of Services and Cost of Delivery in each alternative location. The unit of analysis is the RHQ. It is not a greenfield study as the company has an existing RHQ located in Miami; however, one of the premises of the study is that the cost of moving vs. do nothing is not considered so as not to bias the study towards the current location. The study arrives at that, applying the defined criteria, Miami is the most attractive location followed by Santiago de Chile. It must be considered that the Quality of Services factors are relatively constant in time, but that the Cost of Delivery factors can be significantly volatile due to exchange rate variations and other economic factors. From the study it emerges that if the organisation does not have explicit and clear guidelines on the selection of a location for an RHQ, this is often done to accommodate the convenience of the managing director of the RHQ. This can have serious corporate responsibility consequences as it can negatively affect at least two stakeholder groups: the RHQ staff and the shareholders of the company. This reveals a flaw in governance and the study is intended to lead the reader to reflect on the hidden costs of poor governance.

Keywords: Regional Headquarters, governance, international business, multinational enterprises, stakeholders

Requirements for a Methodology for the Analysis and Assessment of Technological Capability in Research and Technology Organizations

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Abstract: The advancing globalization and simultaneous liberalization of the markets not only have a tremendous influence on companies in the manufacturing industry but also lead to new challenges for the research sector. Especially Research and Technology Organizations (RTOs) as bridges of basic research and the industry favor technological change on the one hand and increase the competitiveness of the industry through innovative solutions on the other. (Arnold, Clark, Jávorka 2010, pp. 9-10; Breznik 2015, pp. 24-25). The resulting high need for technological innovation pushes RTOs to intensify competition for technology leadership to sustain market competitiveness. In this regard, RTOs must be able to develop technological solutions that translate results from research and development activities into state-of-the-art products and services. This can only be achieved when technological resources and competences are efficiently and effectively used to build up competitive advantages. (Kröll 2007, p. 11; Figueiredo 2014, p. 83; Zehnder 1997, p. 20) Therefore, the technological capability of RTOs needs to be defined and analyzed. In this context, the paper aims to contribute to the development of a suitable methodology for systematically analyzing and evaluating the technological capability of RTOs using a standardized approach. Hence, a profound understanding of technological capability of RTOs is to be developed, which will enable the derivation of requirements to be met by an analysis and evaluation methodology which needs to be developed based on the identified requirements of this paper in the future. Subsequently, various methods and approaches for assessing the technological capability will be discussed and evaluated with respect to the specific requirements of RTOs. The outlook is to outline the further

procedure for the development of a suitable methodology for the analysis and evaluation of technological performance.

Keywords: Technological Capability, Research and Technology Organizations, RTO, Assessment Method, Requirements

Ontological Solution for IT-Organisational Change Problems: A Change and Constancy Management Approach

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Abstract: In modern dynamic business environments, organisations typically experience organisational and Information Technology (IT) changes. However, the reported success rates of organisational and IT changes are low, less than half. This paper proposed a management approach to address change and constancy together for improving the management and potentially the success rates of IT-organisational changes. The research problem was the scarcity of research about managing change and constancy together and the study responded to calls for further research on IT and change management perspectives. The paper was empirical, exploratory and qualitative. A grounded theory methodology was followed to collect and analyse interview data. The paper has value for academics in its theory development from an ontological basis. The interviewees did not elaborate on any failed IT-organisational change initiatives, possibly because such information was highly sensitive, and only alluded to experiencing unintended negative consequences of changes. The empirical evidence did demonstrate that both change and constancy exist in these IT-organisational environments, which corresponded with the ontological position of the paper, that change and constancy exist in cohesion. This answered the first research question and supported the central argument of the paper. However, the answer to the second research question was that the change and constancy ontology could be beneficial, but in what specific form is not clear, since the interviewees indicated potential benefits but also stated the impracticalities of its current proposal. Specifically, the interviewees considered constancy a default state requiring negligible active management in comparison to managing change. Thus, the idea of managing change and constancy together did not result in much interest when prompted by the researcher. Such a result could be due to the proposed approach

being impractical or new and not yet contemplated or perhaps it is more appropriate as a theoretical lens for analysing. Further data collection is planned to investigate this. The paper involved two different organisations and five participants, which may limit the transferability of the findings, but, sufficient value is evident in the paper for interest, debate and evaluation among academics and application among practitioners.

Keywords: Change and Constancy, Change Management, Information Systems (IS), Information Technology (IT), IT Management, IT-Organisational Change

Managing the Competences of Key Employees in Modern Enterprises

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Abstract: This article is a continuation of the 2017 research process devoted to the identification of key employees in companies participating in the research process. Now the main goal of the research is to analyze the methods of competence management of this group of employees in the surveyed companies. Of course, at the beginning the author identified and described these competences and this group of employees. In the further part of the article, the author tried to evaluate the actions taken by companies in order to optimally manage and use this capital to build competitive advantage. These objectives determined the further course and character of the research - the author used the following set of research methods: analysis of the subject literature, comparison of defined terms and interview with the managerial staff of the surveyed enterprises. The survey was conducted in 2018 in 100 randomly selected large enterprises with the seat in the Baltic Sea Region (BSR) - in total 361 people took part in the survey. As the literature analyses and empirical studies have shown, the degree of utilisation of workers' potential is at different levels - there is a distance between developing countries and the richest and most developed countries. This is strange because the company's management is aware of the importance of this capital for the future of its organisations. They also know what barriers they would have to overcome in order to better manage them. Therefore, according to the author of the article, we have to remove all barriers that prevent the optimal use of the potential of this group of employees. For the organization, this will mean greater efficiency, greater innovation and flexibility in

adapting to changes. And for employees, intelligently organised work will be easier, more useful, more satisfying and satisfy a wider range of needs.

Keywords: competence, key personnel, human capital management

The Role of Trust in Health Care Change Management: A Narrative Study on Nurses' Perceptions

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Abstract: This paper discusses and explores trust development in workplaces empirically in the changing health care sector bringing also an aesthetics perspective into the theoretical discussion. The paper focuses on the role of trust within workplace interaction, particularly raising a timely view of health care work context (nurses). The aesthetic side of leadership is studied, as it is inherent in health care leadership due to professional highlight in physical care. Trust-building as an essential skill for leaders is seen as a 'sensory experience' occurring in interaction within relationships. Hence, trust itself is a driving force engendering and shaping relationships and their dynamics. In the paper, a qualitative approach is adopted aiming at deepening our understanding of the perceptions of nurses in their organizational contexts. The data consists of 15 written narratives from nurses' experiences in healthcare organizations in Finland. Thematic content analysis is employed in the data analysis. Sharing emotions is highlighted in reporting the empirical findings. Without actions, trust may simply falter although the trust development process also inherently includes times of calm. The data highlights the significance of appreciation, especially feedback and commendation. Appreciation is expressed as a basis for trust-building by interaction and dialogue. Appreciation seems to be one of the cornerstones of the trust development process. The findings are discussed in more detailed in the paper. The paper provides new insights on change management of health care organizations by focusing on the role of trust in leader communication. Managerial implications highlight the appreciation of nurses' work and opinions: listening to nurses enhances trust building within health care organizations. Understanding processes of trust through the lens of aesthetics may provide a way for encouragement needed for the more open communicational culture in health care organizations.

Keywords: Trust development, dynamics, health care sector, nurses, aesthetics, narratives, process, relationship, qualitative methods

Corporate Social Responsibility in Academia: A Study at the University of Bucharest

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Abstract: The aim of this paper is to present an exploratory study on the perception of students from the Faculty of Administration and Business, University of Bucharest, regarding corporate social responsibility in academia. Profit or focus on a single minded goal is insufficient and any organization has to account for the needs of multiple stakeholders to whom it is beholden. The requirements placed on a university are even more stringent, as it has to balance the needs of its students, the academic freedom afforded to faculty or the requirements of an ever changing business environment. For this purpose, we have conducted a study on student's perception of the way that the university conducts itself with regard to its stakeholders. This was done through the means of an exploratory questionnaire, applied on a sample of students from the Faculty of Administration and Business, University of Bucharest. We obtained 394 valid responses, from all years of study and specialization. Initial results show that the faculty ranks is perceived fairly well with regard to marketing, communication and community outreach; the same cannot be said concerning some of its policies, which are barely noticed. We have also found that only a very small number of students are or have ever been involved in a volunteer position themselves.

Keywords: corporate social responsibility, University of Bucharest, academic, student perception, questionnaire

Civic Dimensions of the Institutional Etiquette and Protocol

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Abstract: Many social sciences experts consider the applied field of the etiquette and institutional protocol as a chapter of internal, closed and rigid, institutional policies that do not directly contribute to the institution's growth capacity and, moreover, which do not have any influence (not even an indirect one) on the civic engagement involved in the public opening of institutions to the society. In our paper, we have started the analysis from the premise that the evaluation of the techniques applied to the institutional rules of etiquette and protocol can illustrate the degree of openness and civic engagement, while taking into account the fact that some institutions use protocol rules as a pretext for hermetism and lack of openness. We do not theoretically support this idea, especially since protocol techniques / procedures need to become transparency tools in the near future. We have designed a study on public institutions in Romania, using the social document analysis strategy (public information displayed on the institutional webpages of central institutions as direct information, and social media tools – such as Facebook, twitter – as institutional indirect label). We also designed and validated a research tool tailored to these study needs, an analysis grid for these two categories of information, which we have collected, then processed in order to obtain the expected data or findings. Several questions still remain important ... where is the boundary between enabling and non-enabling, social and civic environments or “the periphery” as they are called in the international literature. The last part of our study was devoted to managerial and leadership issues based on concrete targets, including managerial / leadership targets.

Keywords: Etiquette and institutional protocol, socio-transformative institutions, responsive institutions, widening participation, community work, socio-economic impact, civic engagement and context

A Self-Assessment Tool for Estimation of IT Maturity

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Abstract: This paper is aimed at addressing the following problem: How to design a system for recurring quantitative self-assessment of IT Service Management (ITSM) process maturity? IT services are under constant pressure to become better, faster and cheaper and ITSM processes are constantly evolving. The continual improvement of IT Service Management processes can be measured by performing a process maturity assessment, comparing the organization's process performance against a best-practice reference set of processes. Several assessment frameworks exist, however most existing assessments are qualitative in nature, which makes them expensive to apply – especially when repeated regularly. In this paper we report a project that aims at developing a quantitative measuring tool. The specific context for the research is a financial institution undergoing a large-scale agile transformation. Due to this change, there was an increased need to monitor ITSM process performance, and a project to create an ITSM maturity assessment tool was launched. The goal of the project was to design a recurring maturity self-assessment, which would target the whole ITSM organization. The results show that a company-wide ITSM process maturity assessment can be established as a survey-based self-assessment, and that the aggregate scores from this self-assessment present a good indicator of the organization's process performance, especially when complemented by a reference score. A key learning from the study is that the assessment tool needs to be adjusted to fit the organization, as the language and terminology used in the survey needs to align with the language used by process participants.

Keywords: ITSM, IT service management, IT maturity, process maturity, quantitative self-assessment

Development of an Organizational Structure Model as a Basis for the Assessment of the Digital Transformation of Organizations

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Abstract: The digital transformation has a significant impact on organizations of all sectors. New business models and business processes are establishing themselves; the development of products and services is changing as well as the interaction with customers, partners and suppliers. As these changes create new requirements for organizations, they need to re-orientate and adapt to these requirements. Accordingly, they must know their own position within this changing environment. Against this background, organizational processes and models need to be revised. The aim of this contribution is the development of a model that describes the organizational structure consisting of relevant elements of corporate development and their interaction in the context of digital transformation. This serves as a basis for the derivation and structuring of assessment items with regard to the creation of an assessment model, which will allow the self-assessment of the status quo of organizations on their specific path of digital transformation.

Keywords: Digital Transformation Process, Digitization, Industry 4.0, framework, organization, assessment

Who Drives Innovation Activities? Evidence from Innovative European Countries

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Abstract: In the era of technological and entrepreneurial change, the main source of competitiveness is based on innovation. Innovation activities of companies are however not only focused on technological changes but are focused as well on processes, organization, marketing, products and services or the whole business model change. Innovation leaders, as well as the innovation followers are well aware of this, which can be observed in shifts in expectations on employee skills and characteristics that will be necessary for long term sustainability and innovativeness. Our research is focused on the analysis of employee characteristics from the point of view of employers' assessment in the context of innovation activity. While many studies have been conducted presenting findings on large companies, the theory lacks deeper insights regarding SME specifics. This study was conducted on a unique sample of 245 SME owners from three innovative countries of DACH region presenting an alternative view of innovation drivers. While many articles and research studies focus on innovation typology, innovation activity and the comparison of country innovation activity, the aim of this article was to analyse other aspects that affect enterprise innovativeness. The results point out to the fact that managers and business owners are the ones who set the trigger for innovative behaviour of companies, although the focus on strategic performance management such as balanced scorecard or resource based methods such as intellectual capital management put people and employee perspective in the forefront. Within the analysis, advanced statistical methods were used, analysing the statistical significance of differences between engaged and not engaged employees and their characteristics based on Chi square test. Regression and correlation analysis was further used in order to identify significant dependencies among analysed characteristics. Based on our findings, the most significant dependencies in relation to the innovations made are precisely in relation to the innovativeness and proactivity of managers and owners.

Keywords: innovation, managerial competences, employee characteristics, talent management, SME

Leadership in a Crisis Context: Lessons from Greece

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Abstract: The scope of this study is to understand and explore leadership skills and practices that have contributed towards business survival and resilience. The crisis context has been recorded to have affected businesses in the Greek economy - the country with the longer lasting economic crisis - the number of people employed as well as the volume of the output produced. The aim is to identify important leadership practices that can contribute positively to the success of a business, and that will allow businesses to acquire resilience and survive economic adversities. The study will mainly use a quantitative methodology addressed to Corporate level executives and it will assess leadership strategies and practices that have affected and impacted the business, in a context of crisis.

Keywords: Leadership, Crisis, Corporate Executives

The Organizational Innovations in Managers Assessment: A Case Study of the National Museum in Szczecin

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Abstract: The purpose of paper is to present organizational innovations implemented in NMS in 2007-2018 and their assessment by the management staff of this institution. Research is based on critical review of literature, inductive-deductive inference, questionnaire for managers, interviews with management and compilation of case study. The originality and value of the results is high, as they are one of the few results of research on the implementation of organizational innovations in a cultural institution – public museum. The article includes new approach to the understanding of innovation

based on The OECD Declaration on Public Sector Innovation formulated in 2019. Despite the fact that the management team perceives organizational innovations as crucial for the development of the institution; pointed out the difficulties associated with the implementation of innovation, as well as the difficulty with formulating their assessments.

Keywords: organization's innovativeness, organizational innovations, public sector, national museum, Poland

Comparative Study of Academic Leadership Solutions for Civic Engagement: Role of Research Strategy and Academic Rankings

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Abstract: The third mission of the universities is related to their contribution to the society development. In the latest years, a shift in the development of higher education institutions has been observed from the Triple helix paradigm where the need of becoming entrepreneurial was a central point in the relational system of university-industry-government, to the Quadruple helix, where research and education in higher education get connected with business, public administration and civil society. Therefore, what higher education do and what can they do are two separate sets of actions. There are national systems, where higher education institutions are crucial units in the society development, and others, where they are still figuring out what and how societal engagement can be accomplished. In all cases, higher education institutions fight for better academic ranking position, connecting the ranking-based visibility with their reputation at a large scale. How much the current ranking methodologies reflect the need of more societal engagement of higher education institutions is a question which answer must be discovered. The main purpose of this paper is to reveal a direct connection between rankings and civic engagement and how academic leadership might support civic engagement becoming more visible in the higher education arena. The objectives of the paper are: to describe the academic leadership position towards civic engagement; to provide clarifications of how academic rankings could contribute to the civic engagement of higher education institutions; to propose a strategy of better connecting research with civic engagement of

institutions. The methodology includes apart from the literature review and different case studies review, a questionnaire based research on the academic perceptions of the connection between research (more and more considered by academic rankings) and civic engagement. Main findings of the research are that the role of rankings is much higher than providing leagues and tables; rankings can stimulate higher education institutions to develop civic engagement strategies; ranking institutions are not only providers of information to stakeholders, but also important drivers for higher education institutions, which looking for more visibility became devoted to particular strategies, like more aware of civic engagement.

Keywords: civic engagement, academic leadership, rankings, societal change, strategy for civic engagement

Leadership Skills and Competences: Strategic Model to Increase Civic Engagement in Higher Education

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Abstract: In all areas of activity, different leaders have been recognized due to their impact on other people and society. Effective leaders are not only those who admirably manage a massive group of people, but also those who make people work for their vision, generating an impact on society. Leaders become followed, but they are not always accepted by people for their behaviour or for their ability to communicate with them; they might be just conductors of teams, appreciated for professional outcomes, but not for their human qualities. In addition, organizations which become industry leaders are also recognized as having a dominant market position. In other words, leader organizations are very well known for their impact in the field they run their business. The connection between leadership and civic engagement is very clear – leaders influence people, leader companies determine industries. Current education could improve leadership teaching and learning by generating skills related to proper competences of real leaders. In other words, teaching knowledge and providing subject-related skills to students is great, but university graduates must incorporate all these in the job area. The aim of this paper is to create a strategic model to increase the civic engagement of higher education institutions, connecting leadership skills to leadership competences for personal and

professional development of their students. Main objectives are: to explain the need for young generation to develop leadership skills, not meaning necessarily to become leaders; to compare the theoretical knowledge on leadership with practical cases for a better understanding of the leadership skills; to build an institutional model to increase the higher education leadership-based civic engagement. The research is based on literature review and comparative analyses of practical cases, as well as on a questionnaire-based research on the students and professors' perceptions on how current education can change towards more effective civic engagement. The main findings of the research consist in the development of a strategic model for civic engagement of higher education institutions, as well as in a set of practical solutions on how Leadership teaching and learning should be carried out in civic institutions.

Keywords: leadership, civic engagement, skills, competences, strategic model

Designing the Leadership Development System in the Organization: Case of Russia

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Abstract: One of the major challenges facing companies today is to have teams of leaders capable of moving in turbulent, ambiguous and volatile environments, and at the same time contribute effectively to the achievement of business objectives and strategies, thus ensuring continuity of them. The objective of this study was to know if the system of strategic leadership development exists in the company of French origin located in a Russian region (Yekaterinburg, Ural Federal District, Russian Federation); and if such system allows the company to form the team of leaders who need to face the great challenges. To achieve this goal, qualitative instruments (2 semi-structured interviews) and a quantitative instrument (survey) were designed by authors. The sample selected for the interviews included three groups of stakeholders who are interested in strategic leadership development and can influence on it: human resources managers (4 persons), sales category managers – heads of Departments (8 persons) and employees on the job position “seller-consultant” (150 persons). The main

directions of research were such aspects as availability of a strategy for leadership development in the organization, assessment of managers' leadership qualities and evaluation of the level of leadership development in the company by employees. The results of these instruments made it possible to observe that generally organization pays attention on development of human resources, but this development does not focus on the leadership development. Meanwhile, leadership is demanded in this company, but the conception how to realize the need in leadership is absent. As the result, employees demonstrate an average satisfaction (34% - frequency answers "always") by the management of this company. Ignoring such situation can be strategic mistake of top-management of the company and lead to failure of market competitiveness in the long-term perspective. Consequently, results of the study confirm the necessity to design a strong strategic leadership system that the company requires. The final result of this study was connected with the integration of a proposal that includes a Model for the design of the strategic leadership development system detailing the overall planning and programming of the leadership development ways for its implementation in the long-term perspective.

Keywords: human resources management, strategic leadership, staff development

Managing Social and Environmental Accountability: An Impression Management Perspective

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Abstract: Corporate social behaviour has become an important feature of business society. Organizations face the challenge to meet stakeholders' expectations, but also to report information on social and environmental issues. Research has discussed the role of the social corporate reporting in giving incremental information to stakeholders. The demand from the institutional environment for organizations to be accountable for their social and environmental actions may lead organizations to adopt impression management

tactics to manage perceptions and provide accounts demonstrating that they are good corporate citizens. Although organizations have increased their corporate social reporting, the quality and reliability of those reports have been questioned requiring the reinforcement of governance mechanisms. The literature suggests that these disclosures tend to be selective and biased and, thus, do not enhance corporate accountability. Drawing on accounting literature this study proposes a formal conceptual framework to systematize what is suggested by the literature by linking organizational impression management and social accountability. Corporate social reporting seems more reflective of impression management rather than of the release of functional accountability. Such practices appear to be motivated by the quest of social legitimacy and the improvement of organizational image and the desire to obfuscate a negative performance. The findings of this study are of societal and ethical concern as impression management behaviour may undermine the transparency of social and environmental reporting. To some extent, these insights also point at the complexities for organizations in dealing with accountability to all stakeholders. The formal conceptual framework proposed is useful for future studies aiming at understanding how organizations use impression management on their corporate social reporting in the accountability process. In this vein, we bridge the gap between organizational legitimacy, impression management, and social accountability.

Keywords: Accountability; Corporate Reporting; Corporate Social Responsibility; Impression Management; Legitimacy

An Evidence-Based Review of the Relationship between Leadership and Accountability

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Abstract: Accountability is an essential element in all societies and to the organizations that inhabit this world. Corporate scandals have been linked to failures in accountability and business leaders are now more than ever challenged

to be accountable. Leadership can also be understood as a response to transparency and accountability issues that are an important concern in the area of public administration. In substance, leadership and accountability are both attributional phenomena. We conduct an evidence-based review using an integrative synthesis of published peer-reviewed literature on leadership and accountability. Our search in Web of Science databases identified 37 articles on this topic of several research areas. Our review of these articles addresses the following 5 questions: (1) What kind of studies have been developed on the topic? (2) What is the possible relationship between leadership and accountability? (3) What is the impact of studies identified in the literature? (4) What is the incidence of studies in the area of Business and Economics? (5) Which direction should subsequent studies take? To answer these questions, we use an evidence-based review with bibliometric methods of citation analysis, co-citation analysis, co-author analysis, and co-word analysis. We conclude that despite evidence linking the adoption of a relationship between leadership and accountability, adoption is very low, particularly in the field of business and economics, and therefore, evidence on this topic is sparse. This study intends to contribute to a more complete reflection and understanding of literature review, impact and relevance of accountability in organizational leadership. We offer potential explanations for this paradox and suggest avenues for future research.

Keywords: Accountability; leadership; organizational leaders; bibliometric review; organizational success

Hidden Waste Factors in LEAN Management: Towards Improved Shop-floor Communication and Management

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Abstract: Shop-floor management (SFM) following LEAN thinking employs predominantly analogue whiteboards for daily communication between floor

management and floor employees. Whiteboards as communication platforms are integrated with daily stand-up meetings. The purpose of this paper is a comparative study between analogue and digital approaches with the hypothesis that continued use of analogue LEAN boards leads to (excessive) waste occurrence compared to going digital. This paper is based on two qualitative, interpretivist case studies of manufacturing organisations. Data include styles of management data visualisations, observations of LEAN board meetings, and process analysis of data management. The communication processes as a core activity of the SFM are studied from a lens of value stream mapping (VSM) for communication and also management style and impact. Key findings are that waste occurs when staying loyal to analogue LEAN boards, as several of the processes can be limited or even eliminated by rightfully utilising digital LEAN boards. Given the higher effectiveness of digital approaches, this paper concludes that the dogma of continuous use of analogue LEAN boards must be discussed as a key factor in modernising LEAN SFM and the outreach to the employees involved. This paper's originality comes from LEAN-based SFM as increasingly founded around daily stand-ups and styles of LEAN boards, alongside industrial megatrends of digitisation. This paper adds to the discussion of approaches for optimal SFM and the relationship among communication media, management paradigm, and LEAN waste factors. The case companies are at different levels of maturity of LEAN; however, the fundamental management philosophy is the same and largely points to the same results. When it comes to digital LEAN boards, this paper suggests opportunities to reduce waste and have a transparent knowledge base, decision-making foundation, and conscious organisation of operational management.

Keywords: LEAN production, waste, Industry 4.0, LEAN management boards, digitisation in industry

Social Networks and Leadership Emergence

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Abstract: Social hierarchy, a fundamental feature of social relations, has two functions that are especially important for teams that lack formal hierarchy: coordination and motivation. I argue that individual structural positions in various social networks serve as the basis of the social hierarchy, which then affects the

claiming and granting of leadership identity. Specifically, I explored the effects of status and power (1) on leadership emergence and (2) on leadership behaviors. To examine the proposed relationships, I collected two sets of data, one from a sample of project teams in a consulting company in South Korea and one from a sample of MBA student teams at a large mid-western university in the United States. Results show that status and power have different impacts on leadership behaviors and leadership emergence. Across 2 studies, status show more significant effect on both leadership emergence and leadership behaviors.

Keywords: social hierarchy, power, status, social networks, leadership behaviors, leadership emergence

The Knowledge of City History as a Basis of Youth Engagement for Urban Sustainability

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Abstract: The main purpose of this report is to evaluate the potential of Russian youth's civic engagement through their knowledge of local culture and history. This area of research, policy and practice of governance is connected with different kinds of youth participation and civic engagement as positive factors of small and medium cities' development. The positive development of territories correlates with an increase in the citizens' activity aimed at improving urban spaces for living and recreation and in promoting information about their city. In Russian regions the concept of good governance, in which one of the principles is the participation of residents in city development and management, has recently been declared. In the conditions of economic and social instability it is important to understand with whom and how the officials and specialists can and should work. The authors consider that forming an attachment to the places where a younger generation is born and creating the desire to live and work in these cities is important to consider in order to involve young people in urban life. The report analyzes data from an online survey of 2844 young people from 47 cities of Russian region where 4,325,000 people live (2018). This report presents an analysis of the "knowledge of culture and history of the city" influence on the

respondents' subjective assessments of the value of cultural and historical objects in their cities. The report provides evidence of the influence of “the knowledge of history and culture of the city” on the readiness of young people for various types of civic engagement and defines several types of such an engagement. Among young people who are confident in their knowledge of the culture and history of the city, there is a higher level of readiness to be involved in the city event volunteering, to participate in community work days, to hold city holidays and social events. The report also proves that knowledge of culture and history has a direct impact on the desire of young citizens to spread information about the sights and cultural objects of their city.

Keywords: civic participation, youth citizenship, urban volunteering, urban youth management

Institutional Governance of Social Innovation in the Digital Economy

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Abstract: The article examines the institutional environment of social innovations that is one of the most significant factors of social innovations' governance in the digital economy. Nowadays, researches of social innovations do not reveal the institutional aspects of social innovations' governance in the digital economy. This gap does not allow the wide use of theoretical findings in order to effective implementation in practice. The authors have proposed the principle of limited action of social innovation institutions, which demonstrates the features of the institutional governance of social innovations with different levels of budgets in the digital economy. In order to achieve the aim of our research, it has been developed special institutional development aspects for small, medium and large budget social innovations, combined with a list of exogenous and endogenous factors as indicators of the institutional environment that influence to socio-innovative development. The authors obtained endogenous and exogenous linear

models with two or three independent variables that demonstrate whether institutional developmental features of national and regional economies influence results of social innovation activities. In addition, it has been made recommendations on how to improve the effectiveness of institutional governance in order to increase the effectiveness of social innovations in the emerging conditions of the digital economy.

Keywords: social innovations, institutional governance, innovation practice, digital economy, institutional environment, models

The Vocational Balanced Scorecard: What is it and how can it be Implemented?

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Abstract: This paper explores whether a Balanced Scorecard (BSC) can be applied to Registered Training Organisations (RTOs) in Australia. The findings indicate that the BSC can assist RTOs to offer higher education courses compatible with universities, which is their primary strategic goal. Therefore, the vocational balanced scorecard (VBSC) was developed. This VBSC enables RTO managers to adjust and communicate their strategy, rectify procedural deficiencies in their operations and set key objectives across course development, staff training, financial management, students' compliance, support and quality control. This model provides a general layout of VBSC that reveals many exciting opportunities for future research into the adoption and diffusion of other performance management and strategy mapping tools. VBSC will also shed more light on factors that explain why the BSC seemingly has had a global impact, stronger than those of most other performance management tools in the education sector and will open new directions for research on policy-making and course development in-line with stakeholder engagement and management.

Keywords: Registered Training Organizations (RTOs), Balanced Scorecard (BSC), Vocational balanced scorecard (VBSC), Performance management, Strategy mapping tools, Vocational Education and Training (VET), Vocational Training Institute (VTI)

Leadership in a VUCA Organizational Context: Are We Ready for a Paradigm Change?

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Abstract: Organizations face unprecedented challenges in a VUCA context and leaders struggle to keep up to the challenges and visualize ways to fulfil the vision, accomplish the mission in fast-moving markets ... while assumptions about the organization as a social actor and about the need to communicate with a myriad of stakeholders, are shifting rapidly. We come across notions of organization, as modern, postmodern and hypermodern, but what does this mean? What kind of particular features and social obligations do they represent? The concept of organization is inextricably linked to the concept of communication once the most recent approaches in the field of organizational communication advocate organizations as communication or Communication Constitutes Organization (CCO). Communication becomes strategic for organizations but what does this mean for leaders? How does this approach to communication change the way organizations present themselves to its stakeholders in a truthful and reliable way? We argue that identity is the fundamental concept and core concern of leaders. How to (re)create, shape and manage organizational identity should be part of the academic training of future leaders. To find “who we are” as an organization, shapes everything that we communicate (verbally and symbolically), what we do and how we behave. This is a conceptual paper

Keywords: VUCA context; Hypermodern Organizations; Strategic Communication; Organizational Identity; Leadership and leadership education

Knowledge Management and Internal Relational Capital versus Development of Relations with Environment

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Abstract: In the current management conditions, relevant knowledge is considered a key source of competitive advantage. The competitive advantage of a company is now based not only on its internal resources, but also it is shaped by the results of its cooperation with the environment. Creation of relational capital activates potential skills and abilities and contributes to acquisition of knowledge and competences within maintained relations. Knowledge management and creation of relational capital essentially affect the growth of an enterprise. The aim of this paper is an attempt to demonstrate that enhancing internal relations in enterprise leads to improved company-environment relations. Conducted in 2018-2019, the study focused on relational competences in the creation of company value and the role of leadership. The study was part of a research project. It covered large companies operating internationally. The enterprises were selected based on their leading position in the branch and high innovative potential. Data were collected in personal interviews and a personal interview questionnaire was the research tool. For the implementation of the whole research project six hypotheses were formulated. For the purposes of this paper one of them is crucial: H: In enterprises are undertaken actions to improve the forms of and the tools affecting relations between employees with regard to their impact on relations with stakeholders. The study has established what methods of building relations between the company and its employees are used by the studied enterprises and with what frequency. Also, the analysis involved identifying kinds of activities for enhancing internal relations undertaken to improve company's relations with its environment and their implications. The results may be useful for other companies, because they provided information on the effective ways of shaping company's relational capital and the flow of knowledge.

Keywords: relational capital, knowledge management, human resources, relational resources, relational competences, cooperation

Relationships between Employee Empowerment, Emotional Intelligence and Managerial Style in Financial Organizations

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Abstract: The article aims at exploring the relationships between employee empowerment, emotional intelligence and managerial style in financial sector organizations in Lithuania. Method: the anonymous survey of 116 financial sector employees in Lithuania. The questionnaire was designed based on a 4-dimensional emotional intelligence model (16 items), a modified MLQ-Form 5X Short questionnaire (30 items), psychological empowerment questionnaire (15 items) and structural empowerment questionnaire (18 items). Questionnaire items were measured on a 5-point Likert scale. Survey data was analyzed using descriptive statistics, factor analysis, Mann-Whitney U tests Kruskal-Wallis h tests, correlations, and multivariate regressions. Findings: the relationships between emotional intelligence, transformational style, and employee empowerment were confirmed, however, the relationship between transactional style and empowerment was not confirmed. The assessment of others' emotions was identified as the strongest predictor of employee empowerment. Moreover, employee empowerment was positively influenced by intellectual stimulation and negatively influenced by management by exception (passive). Managerial implications: based on the results of the survey it is suggested that the success of empowerment programs in the financial sector can be achieved by strengthening employees' empathy, and by training managers and team leaders to use intellectual stimulation, avoid passive management by exception, and switch towards the transformational managerial style.

Keywords: employee empowerment; emotional intelligence; managerial style

BMI in the Digital Era: Competitive Advantage through Human Capital Analytics

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Abstract: The term "business model" gained popularity mainly due to the dotcom boom. In the still young literature on this subject area, first definitions were given from the economy, computer science as well as from the business administration fields. However, as we are in the digital era – the approach is to change existing businesses through business model innovation. This is a deliberate change to an existing business model or the creation of a new one that better satisfies customer needs. From a company's point of view, the greatest potential of such a transformation lies in increasing efficiency and productivity. In addition, an increase in flexibility and transparency and the individualization of products, but also an increase in sales using new digital business models are seen as potential opportunities. However, the most important assets of the firm are not the grounds and buildings, but the members. There is consensus in both practice and literature that human capital will be the most important factor of production for a company in the future, in order to be sustainable competitive. Analytics, supported by digital technology, will enable to make better, quicker and more informed decisions that are aligned to the business strategy. Human Capital Analytics (HCA) delivers critical insights about people, their preferences, what makes them more effective as well as their contribution toward the success of the business. The paper aims to define the contribution of HCA to Business Model Innovations (BMI) and its linking to the business strategy. To such ends, the authors employed a descriptive research method through a case study. Drawing lessons from it, HCA may create the competitive advantage because of certain strengths, circumstances and innovations, that may generate greater value for the organization and its shareholders. The more sustainable the competitive advantage created through HCA is, the more difficult will be for competitors to overcome the advantage.

Keywords: Business Model Innovation, Human Capital Analytics, Digital Transformation, Microsoft

The Influence of Time Management Behaviours on Performance and Stress

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Abstract: The interest in the study of the influence of time management behaviours has been increasing in organisational behaviour, with the purpose of developing employees in an enterprise. Increasingly, individuals are faced with insufficient time for the fulfilment of professional and personal tasks. However, the problem is not the lack of time, but the way individuals manage their time. By prioritising and organising tasks, individuals manage their time, allowing them to improve their time and achieve their professional and personal goals. This research aimed to analyse and to perceive the influence of time management in performance and stress perception of teachers at the Polytechnic Institute of Cávado and Ave (IPCA), Barcelos, Portugal. A questionnaire was applied with a set of instruments to obtain information regarding the variables under study: time management behaviours, performance, and perceived stress. The research was quantitative in nature, using the questionnaire survey for data collection. A total of 114 teachers were surveyed. The results obtained allowed to conclude that there is no significant relationship between the time management behaviours and the performance of IPCA teachers. However, time management behaviours, such as time management tools and the establishment of objectives and priorities, have a significant effect on the perception of stress, allowing a decrease in perceived distress, and time management tools increased the coping strategies used by teachers. Control over time and preference for disorganisation showed a positive relationship with distress and a negative relationship with coping strategies. These results allow to underline the importance of reflecting on the role of time management behaviours in higher education institutions (HEI). In fact, HEI should promote the adoption of time management behaviours through training, for example, in order to decrease perceived distress and increase perceived coping strategies, thereby improving the mental health of their staff.

Keywords: coping, distress, performance, stress, teachers, time management

Leaders of Czech Craft Breweries and Their Ability to Attract the Customer

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Abstract: More than 400 entrepreneurs decided to set up the craft brewery in the Czech Republic during the last decade. This industry becomes very dynamic due to increasing competition and changing customer requirements. Current beer consumers are interested in the process of brewing, raw materials used and can recognise the quality of beer. The leaders (entrepreneur) ability to attract the customer and knowledge of the competition built the competitiveness of craft brewery. This empirical paper aims to analyse the ability of leaders to communicate competitive advantage to potential customers. The qualitative approach using a semistructured interview with the owners as the leaders of craft breweries was incorporated. The research sample includes 23 craft breweries from five different regions in the Czech Republic. Breweries location is in cities, towns and small villages — the location was chosen due to different target customers. The data were analysed using interpretative phenomenological analysis and deeply analysed and sorted into subcategories – causal events contributing to the phenomenon; descriptive details of the phenomenon itself; and the ramifications of the phenomenon. The results show that brewers know and reflect the requirements of customers in the location of the brewery. Nevertheless, the requirements differ according to the location. The customers at the villages are not usually interested in the competitive advantage and drink mostly traditional Czech lagers, special beers rarely. The bigger the municipality is, the more requiring the customers are. This reflects in a higher level of competition. These people also are knowledgeable about beer culture and brewing process. The craft brewery leaders perceive it and can communicate the whole process of brewing, discuss all raw materials used and advantages of each beer produced. They sell not only the beer but also the story of brewing and the brewery. They also know that is not enough and seek other ways to differentiate in additional services – restaurants, excursions or participation on brewing. The findings have practical implication for craft brewers and also enhance the current increasing academic discussion in strategic management in the brewing industry.

Keywords: competitive advantage, craft brewery, Czech Republic

Initial Challenges When Introducing Business Subjects into the South African School Curriculum

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Abstract: Following the country's first democratic election in 1994 the government introduced a new school curriculum as part of its restructuring process. Entrepreneurship and a range of related business subjects were included in one of the designated 'learning areas', called Economic and Management Sciences. However, during subsequent revisions it was removed from two of the country's three education bands and the philosophy underlying it (outcomes based education (OBE)) was rejected. The proposed paper reflects on the socio-historical context for what was branded as an outright failure of the South African government's choice of education system. The proposed paper provides a framework for viewing the difficulties of implementing a new and contended subject into the school curriculum. The proposed paper focusses on the introduction of one of the subjects related to entrepreneurship, namely Accounting, at schools in an area of the Western Cape Province which had been systematically impoverished, oppressed and neglected under white minority rule. The difficulties of implementing a contended curriculum and an enlightened style of free-thinking, open-questioning and constructivist education in a community trained to be obedient for decades, are mapped and comprehended within social, fiscal and ultimately broad political emphases.

Keywords: teacher roles, learner competencies, policy implementation, Economic and Management Sciences, Accounting

Management of Tourist Potential for Indigenous Territories

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Abstract In modern context Russian tourism in general and ethno – cultural tourism in particular are not sufficiently developed to match extensive potential of the Russian regions. Nowadays successful regional policy in the field of tourism is rather an exception than a rule. The aim of this work is uniting municipal entities of Siberian republics into clusters with a certain potential for developing particular type of ethno – tourism. Typology of municipal entities is made by means of cluster analysis methods. As research objects the authors chose municipal areas in Buryatia, Tuva, Khakassia and Altay (56 municipal entities), which is determined by specific characteristics of the research. Based on visual presentation of results it was suggested that municipal regions form 7 natural clusters. This suggestion was tested by dividing initial data by means of average K method into 7 clusters. With the help of disperse analysis a high importance of differences between clusters was defined. Classification of the territories according to ethno – tourism development potential allows for: a) focusing efforts and resources on the most perspective territories from the point of view of tourism development; b) identify type of tourism, and target audience and therefore formulate marketing strategy for developing and promoting tourist product; c) improve efficacy of managerial decisions in choosing and supporting priority investment projects and applied regional instruments in the field of tourism development. We suggest using cluster analysis in defining perspective territories for more efficient use of republics potential in ethno-tourism. Authors prove that despite rich cultural heritage of Siberian poly-ethnic regions its use in development of tourism is hindered by several reasons, some of which are subjective and can be alleviated by altering regional tourism development strategies. For a better use of republics' potential in the field of ethno-tourism authors suggest using cluster analysis in defining perspective territories. Municipal regions of Siberian republics are united into clusters for which possible directions for tourism development are defined. Territories – growth points for cultural, educational, event, ecological, agricultural and aboriginal tourism types.

Recommendations on implementing ethno-tourism potential in Siberian regions are given.

Keywords: indigenous regions, ethno – tourism, territory development, economic potential

Identifying the Importance of Workplace Health and Safety Training in Bangladesh

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Abstract: According to the Trading Economics website, 80% of Bangladesh's \$210 billion export revenue comes from their Ready-Made Garment (RMG) industry. The success of this industry stems from the delivery of very low manufacturing costs to offer offshore clients. Sadly, these low costs are often achieved at the expense of safe work environments for garment workers. Conditions in RMG workplaces are notoriously dangerous, with several major accidents making international headlines. Although these tragedies have set the wheels of Workplace Health and Safety (WHS) processes in motion, there are still significant problems. Risks are still too high due to improper planning and the resistance of industry owners, managers, and even workers in embracing WHS procedures and training. Therefore, the objective of this research was to uncover the current WHS situation in the RMG industry in Bangladesh, by evaluating WHS training needs, practices and beliefs among the workers and managers. To do this, we gathered empirical evidence via a purpose-built quantitative survey of closed-ended questions based on a Likert Scale. Of 508 employees approached to participate in the study, from the 21 export-oriented RMG factories, 315 employees responded. The results showed strong links between gender, age and years of work experience, and the levels of WHS awareness among RMG workers. Indeed, increasing awareness of hazards prevents accidents by increasing worker caution. Participant responses demonstrated a positive correlation between fulfilling WHS training needs as well as a positive WHS culture in improving health and safety in the RMG industry. The outcomes of this study are intended to identify and update employee WHS training needs and inform the development of a roadmap for the training, assessment and management of effective WHS in the industry. This research also aims to guide Training Needs Analysis (TNA) for WHS in the RMG

industry, by specifically evaluating participants' comprehension and retention pre and post-training.

Keywords: Ready Made Garments (RMG) industry of Bangladesh, Work Health and Safety (WHS), Training Needs Analysis (TNA), Export-oriented RMG factories, Pre and Post Training Result

PhD Research Papers

Social Psychology Methodology in the Fifth Scientific Revolution

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Abstract: The research brings importance in recent concept of social psychology theoretical framework. This particular article aims to explain our methodological approach and its application to solve methodological crises in the social sciences. The main problem of modern methodology crises is a lack of conceptual theoretical models reflecting the actual changes in the social environment. New science paradigm determines the methodological framework of theoretical research. We suggest 4-stages methodological framework. We've taken leadership as an example of social-psychological phenomenon to apply this framework. Having chosen the conceptual model on the first stage, we designed theoretical model within the help of elementary constructs on the second stage. Then we applied the evolution approach to discover situational entities and described the function (role) types for phenomenon in study. Finally on the fourth stage we developed classification of leadership styles and made empirical research (with participation of 117 respondents) using our own tests.

Keywords: theoretical framework shortcomings, science crises, methodology, social psychology, leadership

A Framework for Managing Change Leadership in a Digital Transformation Environment

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Abstract: Digital business transformation is disrupting businesses in every industry by breaking down barriers between people, businesses and things, as by breaking these barriers, they can create new products and services, and find more

efficient ways of doing business. Digital transformation involves the reshaping of the very context and structure of organisations – which has implications for leadership practice and theory regarding leaders' abilities, capabilities and how they implement this change. Organisations tend to consider successful managers for these initiatives; however, a successful management career is not the same as leading an effective group, team or organisation. This is because the personality characteristics, motives and behaviours that predict career success differ from those that predict leading an effective team or organisation. This implies that successful change leaders influence organisations by creating an environment for teams to be motivated and involved. The central challenge for change leaders is to improve success in the detection, assessment and exploitation of ICT-related innovation opportunities. The leadership skills required can be seen to comprise a set of competencies which an individual in the digital economy requires to initiate and guide innovation utilising ICT. A leader in such a setting must communicate effectively with the teams, and fully understand the tools for supporting decision optimisation. This requires not only profound, leading-edge ICT exploitation skills, but also mature business skills, as well as skills in communication and organisation. These ICT-mediated environments are now impacting the way we understand leadership, as early researchers have observed a co-evolution between technology and leadership – which they labelled eLeadership. Not only has technology impacted upon leadership, but leadership itself may be transformed, due to its impact with technology. This phenomenon has motivated this study to develop a framework for eLeadership capabilities required in digital transformation initiatives, with a holistic view of the organisation and its environment, where it can be viewed as a dynamic system in which eLeadership contributes to reaching the organisational goals.

Keywords: eLeadership, change management, digital transformation initiative, leadership competencies, change leadership, organisational culture and values, staff resistance, staff commitment, technology disruptions

Analytical Research of Healthcare Governance in the Emerging Economy of Kazakhstan

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Abstract: The government of Kazakhstan accepted development policy of priority sectors in economy. In 2016 realization of the state program started which considers development of a health care system, the program is called "Densaulyk". It is designed to provide stage-by-stage introduction in health sector the standards of the Organization for Economic Cooperation and Development (OECD). For the expired period a number of strategic actions were realized. The main attention is paid to introduction of new policy on health protection of society on the basis of integrated approach to prevention and management of diseases and modernization of the national health care system focused on efficiency, financial stability and support of social and economic growth of society and state. Article gives a detailed research of indicators for 2014-2018. The author analyzes such indicators as: development of public health care system, prevention and management of diseases. As well as indicators of increase in management efficiency and financing of a health care system are considered. In addition Indicators of increase in management efficiency and financing of a health care system are considered. The author analyzes indicators of increase efficiency in using resources and improvement in infrastructure of the industry which is studied. Thus, the factors influencing development of a health care system of the Republic of Kazakhstan are revealed and analyzed and also top trends of development of this industry are defined. The assessment of efficiency of the actions realized within the state program of a health care system "Densaulyk" is carried out. As a result the author makes the recommendations of development of the Health care system affecting social and/ or economic aspects of this industry. Article can be of interest to the researchers investigating social and economic processes of developing countries on the Eurasian space in the CIS countries. Provisions of article can be useful to those who deal with issues of management of health care, state regulation, marketing and/ or economy of health care.

Keywords: emerging economy, Kazakhstan, health, healthcare marketing, healthcare governance

The Shadow of Trust: The Methodological Choices of a Case Study on Leader Communication

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Abstract: The purpose of the current paper is to discuss the opportunities and challenges of the methodological qualitative multi-data single case study approach to trust research. This paper aims to describe how to study the meaning of leader communication trust building in crisis organization through combination of chosen methods. The case, organizations of higher education with diminishing public funding, touches a big part of the scientific community. The current research strategy leans theoretically to Eisenhardt (1989; Eisenhardt and Graebner 2007) single case study strategy focusing on the revelation of the unusual phenomenon under extreme circumstances. This qualitative case study consists of three primary data with complementary data all representing the case phenomenon. First, the primary data were collected for this inductive study at the target organization faculty meetings where the president and CEO gave yearly speeches about the financial situation of the organization. Speeches were recorded and observed, recordings and field notes then were transcribed for analysis. Second, followers were asked to write their perceptions and feelings into texts after the speeches. Third, the data consists of shadowing the president working with the management team focusing on both communication and aesthetics of trust building. Target organization's yearly job satisfaction survey was used as a complementary data. The analysis was conducted by using the methods of critical discourse analysis, typology leading to metaphor and writing ethnographic vignettes. Preliminary findings of the current study suggest that the followed combination of methods is novel in the field of trust research, especially it seems that the method of shadowing is widely unused to study trust. Shadowing allowed to view leader trust building through both verbal communication and from aesthetic, non-verbal, perspective. Thus, this study contributes to trust and communication research methodologically by fresh empirical evidence from a less studied public organization of higher education.

Keywords: qualitative research strategy, single case study, trust, shadowing, communication, higher education

Learning Dynamic Capabilities in Logistics Managers: A Qualitative Research

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Abstract: Dynamic Learning Capabilities (DLC) are the main generator of competitive advantage influencing the dynamics of organizations. The main objective of the study is to understand, based on the logistics managers of health organizations, how the DLC add efficiency to health organizations, seeking organizational improvement. A qualitative approach was chosen, using interview and documentary analysis, based on four studies of public and private health organizations. The results suggest that in the different organizations (public, social, private) CDA add efficiency to health organizations in a very dispar way. The study intends to understand how the DLC add efficiency to health organizations. The results contribute to the current literature on the subject, as well as a practical contribution to health organizations.

Keywords: Dynamic Learning Capabilities, Dynamic Capabilities; Health Organizations, Qualitative Research

The Concept of Economic Development and Cohesion Policy Instruments in the European Union

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Abstract: Regional development has emerged as a necessity to correct regional gaps and reduce inequalities in the EU. In both regional and national economies, periods of recession and prosperity are regularly followed and with some impact on the development of human communities at a given time. Due to the problematic nature of the economic growth, the author tried to reflect in a critical

manner the concept of economic growth and the implications of this phenomenon on the practice. Although literature on the modeling of economic growth is rich, there are still serious obstacles to conceptualization and practice. In this respect, the regional economic development is a complex process that includes a series of components, interdependent legislative and institutional ones, establishing new types of convergent relations between different sectors and fields of activity, between authorities and collectivities of people. It is obvious that economic growth without ensuring the macroeconomic balance will amplify the tensions and imbalances in a national economy, destabilizing it. For this reason, economic growth models can't ignore the hypothesis of the macroeconomic equilibrium aspect that was highlighted in the paper. The conceptual difficulty in this regard lies in defining the mechanisms that ensure balance stability in a process of economic growth. This phenomenon refers to fluctuations in economic activity around an upward trend in the long run. The link between cyclicity and economic growth is given by the trend, which is nothing but the process of economic growth. Although it seems simpler, this conceptual connection raises another obstacle: the methodology of delimiting the cyclic component of the economic growth trend. There are significant differences between economic growth and economic development. Conclusions of the study have shown that development should be conceived as a multidimensional process involving major changes in social structures and within national institutions, aiming at accelerating economic growth, reducing inequality and creating an economic and social balance.

Keywords: economic growth; policies, inequalities, economic time; macroeconomic fluctuations; regional economic development, European Union

Masters Research Paper

How can Digital Leadership guide the Customer Journey? An Exploratory Study

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Abstract: If organizations start to digitize, they must engage with a digital transformation. Therefore, an organization should have the right competencies to deal with a digital transformation. However, currently, it is not known which digital leadership competencies are needed to guide an organization with improving its customer journey as a digital transformation. Hence, this paper consists of an explorative study based on interviews with five experts to find out how digital leadership can guide the customer journey. The experts are employees within five different organizations. The interviews showed some interesting results. First of all, several competencies of digital leadership were mentioned by various experts. A lot of these competencies corresponded with each other. In the interviews, the following competencies of digital leadership were mentioned the most: Collaboration, Self-direction, Lifelong learning and Flexibility. Secondly, it seems that digital leadership influences the customer journey. Some of the competencies of digital leadership could be used to guide the customer journey. From the interviews with the experts, it appears that the digital leadership competence Information management plays an important role in enhancing the customer journey.

Keywords: Digital leadership, Customer journey, Customer experience, Competencies, Exploratory study

Non-Academic Paper

Millennial Perspective on Leadership Style: The Case of Telkom Indonesia

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Abstract: To maintain the sustainability of its business, the company is currently transforming into a digital telco company, specifically business transformation. Simultaneously Telkom Indonesia is also conducting a transformation of people and culture. The company believes that people and culture are key factors in the transformation process, as stated by Capgemini / MIT in his research "People and Culture are the biggest barriers to Business Transformation". As the leading telecommunication company in Indonesia with 10 subsidiaries and 86 blended subsidiaries, today Telkom Indonesia has 11.531 employees with 26,86 % of them are millennial. Like other companies, TELKOM currently faces challenges in managing millennial with different characteristics from the previous generation. As the biggest telecommunication company in Indonesia, Telkom has become a reference for other companies in anticipating and preparing this generation for leadership succession in the form of a leadership program. Despite in managing more than 11.000 employees, TELKOM is not only has succeeded to recruit more than 2,500 millennial workers, but also had to deal with massive retirement with nearly 4,300 of its workforces in 2019 and 2020. As we know, massive retirement could mean the loss of legacy information, productivity, customer relationships, and leaders. it will be such a challenge for TELKOM to prepare their replacements massively, aside from that, the process of knowledge transfer also needs to be done. The objectives of this research are to contextualize the result of an empirical case study in one of telecommunication company in Indonesia and to suggest that enterprise has to generate disruptive program in developing young leaders. This research examines challenges in design and developing leadership program that conceptually acceptable as well as able to accelerate in preparing young workforce as successor for managers. We argue that minimizing traits of the different generation and increasing relationship between organizational commitment and workplace culture has played important role to transfer knowledge effectively between older and younger. Finally, creating best fit leadership program also allow the organization to develop young leaders faster and more efficiently. And for this research, Author will use survey method to conduct this study.

Keywords: Millennial, Leadership Style, Engagement, Leadership Development, Knowledge Transfer

Work in Progress Papers

Indicators for the Evaluation of Performance in Health Organizations

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Abstract: It is not known the state of implementation of the systems of evaluation of the performance of hospitals in Portugal, nor is it known the perception of hospital health professionals regarding its importance. Based on these assumptions, and with the aim of contributing to the improvement of the performance of health organizations, this research aims to contribute to the development of this theme, seeking to: identify the performance evaluation indicators being used, measure the degree of effectiveness of the performance evaluation and to recognize the perception of the health professionals regarding the importance of the same, using as a case study a Hospital Centre of Continental Portugal. Methodologically, the research is based on a bibliographical review and seeks to find grounds that theoretically justify performance evaluation in healthcare institutions. The objective of this investigation will be the presentation of the conceptual model of the same, justifying the presentation of the independent and dependent variables of the presented study. Despite the above, it is not known the state of implementation of the systems of evaluation of the performance of hospitals in Portugal, nor is it known the perception of hospital health professionals regarding its importance. Based on these assumptions, and with the aim of contributing to the improvement of the performance of health organizations, this research aims to contribute to the development of this theme, seeking to: identify the performance evaluation indicators being used, measure the degree of effectiveness of the performance evaluation and to recognize the perception of the health professionals regarding the importance of the same, using as a case study a Hospital Centre of Continental Portugal.

Keywords: Performance Evaluation Models; Management; Health; Information System

Toxic Workplace: Problem Description and Search for Management Solutions

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Abstract: Organizational toxicity has a negative impact on labour productivity and the employees' psychological well-being. In an empirical study, the author explored major factors in high toxicity of workplaces, such as: toxic organizational culture, toxic staff, and toxic management. The author studied the correlation of the main factors in organizational toxicity with the level of employee psychological well-being and such components as positive interpersonal relations, autonomy, personal growth, life goals and self-acceptance. The study used quantitative and qualitative research methods: survey, semi-structured interview, psycho-diagnostic tools. The respondents were divided into three groups depending on the degree of their workplace toxicity. The study found that the majority of the respondents are faced with various toxins of the organizational environment when performing their professional duties. The results show that employees with high values of individual components of the psychological well-being scale, namely, self-acceptance and autonomy, are less susceptible to the toxicity of the organizational environment. The semi-structured interview allowed the author to identify three main strategies that employees choose when confronted with a highly toxic organizational environment: active rejection, passive rejection, and escape. The study found that employees with high levels of psychological well-being are more likely to make decisions about changing jobs in case the toxicity of the organizational environment increases. The study results led the author to the conclusions about the importance of complex work with staff personal resources and managerial culture to reduce the workplace toxicity. In conclusion, the authors make recommendations how to prevent and counteract a toxic organizational culture and create a culture of respectful engagement in the organization. This study contributes to the theory of social pollution and will be of interest to experts in organizational behaviour, leadership and human resource management.

Keywords: toxic workplace, management, organizational culture, well-being, social pollution

Ethics and Digital Transformation: The Role of Democratic Institutions

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Abstract: Due to the digital transformation organizational structures in society change. One of the challenges of today is to understand the fundamentals of law related to the impact of the digital transformation on society. In this paper, a research agenda is proposed with regard to the reinvention of the rule of law in the context of the digital transformation. At the heart of organizations we find the humans as values. Therefore, rethinking moral values becomes more important in the decision-making processes in the context of digitalization and implementing ethics in the architecture of democratic organisations is necessary. This paper discusses the interplay between law and ethics in the context of decision-making and digitalization. The moral value of trust which is part of the legitimization process of democratic institutions and politics is a condition of our democratic society. The social impact and interpretation shows to what extent people are controlled by systems ruled by the government and/or companies which own the online infrastructure. Therefore, there is a need for a research agenda regarding to the fundamentals of law in the 21st democratic society.

Keywords: democratic, institutions, ethics, law, society, digital transformation

Abstracts Only

Creative Workplace Involvement and Participative Decision-Making in the UAE

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Abstract: The aim of this research is to explore the impact of leadership led empowerment on creative workplace involvement. The paper also aims to investigate the correlation between Learning Goal Orientation (LGO) and creative workplace involvement as well as participative decision-making. LGO is a personal characteristic that drives a person to learn new skills (Cerasoli and Ford, 2014). There is currently little literature on the elements that affect the association between LGO and creative workplace involvement. The current research addresses this lack of research by exploring the role of LGO in creative workplace involvement and participative decision-making. **Method:** Data was collected from 175 non-managerial expatriates working in the Jabal Ali Dubai free zone in the UAE. All respondents were from outside the UAE. The survey was conducted over three months. Survey respondents were chosen from a register of companies held by a market research company in Dubai. The respondents, all from outside the UAE, were from several different industry sectors. **Findings:** The findings showed that empowering leadership is positively and significantly correlated with creative work involvement. So the findings revealed that empowering leadership is a significant factor that positively influences creative work involvement. Also we found empowering leadership is positively correlated with learning goal orientation. learning goal orientation and creative work involvement are positively correlated. Learning goal orientation is positively correlated with participative decision-making. So learning goal orientation is positively and significantly correlated with participative decision-making. Participative decision-making is positively correlated with creative work involvement. Thus participative decision-making is positively correlated with creative work involvement. **Implications:** There are three aspects to the practical implications of this research. The first is that the results suggest that selecting employees with higher LGO may a good approach in promoting creative workplace involvement and participative decision-making. Rating prospective employees on this attribute may be a useful method of undertaking this. The second aspect is that organizations would benefit from allowing employees to participate in innovative thinking opportunities as well as stretching their goals to maximise their potential and outcomes.

Keywords: Creative workplace involvement, Learning-goal orientation, Empowering leadership, Participative decision-making, Managers, Jabal Ali Dubai free zone, UAE

Investigating Processes and Practices of Governing in Colleges of Further Education in the UK

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Abstract: Despite several decades of research on governance very little is known about processes and practices of governing and crucially, the links between governing and organisational performance. This has led to calls to penetrate the 'black box' of the boardroom by conducting research which draws on data gathered through direct observation. Here we report on findings from a major research project currently being undertaken in the UK which is investigating 'boards in action' through video analysis of governing boards in eight colleges of further education across the UK. The research focuses on the linguistic and material practices of boards through which governing is constituted. Though centred on the non-profit sector the work has relevance for for-profits since both for- and non- profits share common concerns such as strategic positioning, ensuring financial probity, planning, control etc.

Keywords: communicative constitution of organisation, governing boards, non-profits, skills agenda, video analysis

Additional Materials

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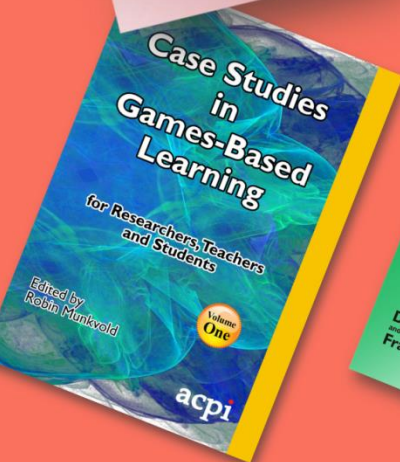
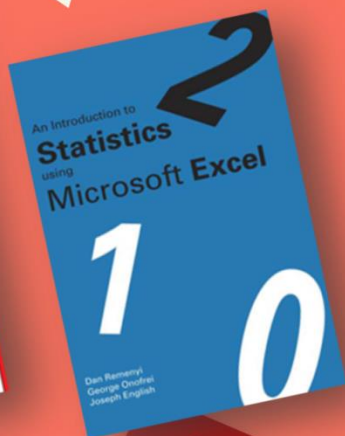
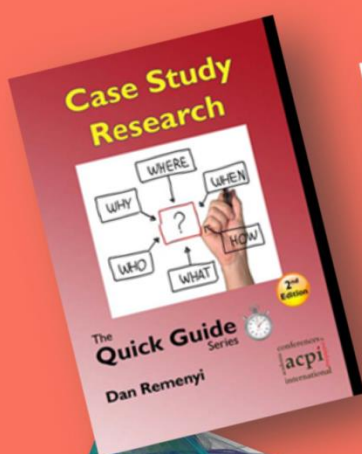
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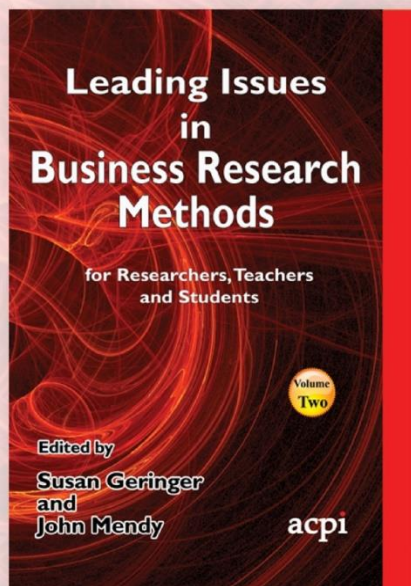
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In selecting the current papers, the editors have sought to cover a representative set of papers from both quantitative and qualitative strands. Papers that set out what research methods were adopted, their epistemological and philosophical positions, considerations of alternative research methods (interviews, surveys, the Web, focus groups...) and epistemological positions (positivism, interpretivism, constructivism...), why these might not have been chosen and what contributions were made to the field have generally been selected for the current volume. It is the editors' view that established and early career researchers as well as students learning to do research will benefit from the selection.



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