

Proceedings of  
the 39<sup>th</sup> International Business Information Management Association Conference  
(IBIMA)

30-31 May 2022, Granada, Spain

ISBN: 978-0-9998551-8-8

ISSN: 2767-9640

Business Excellence and Innovation Management:  
A 2025 Vision to Sustain Economic Development in the Era of Pandemic

**Editor**

**Khalid S. Soliman**

International Business Information Management Association (IBIMA)

Copyright 2022

## Table of Content

Monetary Integration in The European Union:Problems and Challenges..... <i>Mariusz TOMCZYK and Tomasz KOSCIELECKI</i>	1
Comparative Study of Apperception Lectures of University Students in The Czech Republic and Slovakia During the First Wave of the COVID-19 Pandemic..... <i>Slavomír LACA and Paweł CZARNECKI</i>	7
Participatory Approach in The Work of a Social Worker with Homeless People..... <i>Slavomír LACA, Peter LACA and Paweł CZARNECKI</i>	15
Non-Financial Reporting of Insurance Companies: Case of Croatia..... <i>Mirjana HLADIKA and Ana PULJIZ</i>	25
Management of Change Implemented in An Airline Company..... <i>Petruța MIHAI, Oana VLĂDUȚ, Ana-Magdalena ANGHEL, Mihaela-Florentina DUȚU, Iulian-Claudiu DUȚU and Paula TUDOR</i>	36
Analysis of a Pharmaceutical Company in The Current Economic Life..... <i>Petruța MIHAI, Oana VLĂDUȚ, Ana-Magdalena ANGHEL, Mihaela-Florentina DUȚU, Iulian-Claudiu DUȚU and Maria-Valia MIHAI</i>	40
Quality Costs and Their Costing in Times of COVID-19 Pandemic in Independent Hospitality Services: Case Study of The Harmony Polish Hotels Group..... <i>Wojciech SADKOWSKI and Krzysztof SALA</i>	46
Functioning And Organization of Pharmacies Activities in Poland in Accordance with The Principle of Sustainable Development – A Perspective of Fiscal Policy and Legal Regulations..... <i>Michał JACHOWICZ and Piotr PODSIADŁO</i>	56
Covid-19 And Its Impact on Strategic Management Using the Balance Score Card Method in Bus Companies in Slovakia..... <i>Eva KICOVA and Olga PONISCIAKOVA</i>	75
Pension Literacy and Saving for Retirement Among Generation X: Evidence from Croatia..... <i>Dajana BARBIĆ, Andrea LUČIĆ and Maja GRGEČIĆ</i>	82
The Impact of the COVID-19 Lockdown on The Revenues of Authorized Intermediaries on The Bucharest Stock Exchange..... <i>Ovidiu Constantin BUNGET, Cristian LUNGU and Diana BALAN</i>	89
Regression Predictive Model to analyze IoT barriers in Supply Chain Management..... <i>Elena PUICA</i>	99
The Role of Social Media In Shaping Hate Crime in the UK: A Brief Overview..... <i>Nehaluddin AHMAD, Gary LILIENTHAL and Arman bin ASMAD</i>	108
Social Media Hate Crime and American Judicial Rhetoric: A Study..... <i>Nehaluddin AHMAD, Gary LILIENTHAL and Zaki ZAINI</i>	116
A Comparative Analysis of The Social Pension System and The Labor Market: The Case of Romania..... <i>Bianca AVRAM-POP and Constantin CUCOSEL</i>	124

The Concept of Local Economic Organization as An Instrument to Support Local Entrepreneurship..... <i>Agnieszka WÓJCIK-CZERNIAWSKA and Hieronim Jędrzejewski</i>	128
Including Occupational Risk Assessment in The Workstation Description Sheet as A Factor Contributing to Increasing the Risk Perception of Employees..... <i>Wiktoria CZERNECKA</i>	132
The Level of Energy Security in The Aspect of Heat Poverty of Households on The Example of The Town Barlinek, Poland..... <i>Katarzyna ŚWIERSZCZ and Bogusław JAGUSIAK</i>	139
Regulatory Challenges of Urban Development in The Russian Federation: The Case of Moscow..... <i>Elena MAYOROVA and Elena TEMNOVA</i>	152
Analysis of Stakeholders' Perception on The Quality of The Financial Information Reported by Companies from Emerging Countries..... <i>Anatol MELEGA, Veronica GROSU, Marian SOCOLIUC and Daniel BOTEZ</i>	157
Digital Transformation and Skills Needed in The Area of Artificial Intelligence - Based Accounting..... <i>Gabriela STAFIE and Veronica GROSU</i>	170
Employee Relations and Job Performance of Selected Deposit Money Banks in Lagos State..... <i>David ORENUGA, Rowland WORLU, Olabode OYEWUNMI and Odunayo SALAU</i>	185
Liquidity Management and Performance of Manufacturing Firms in Nigeria..... <i>Michael Abidemi ADEWOLU, Ochei Ailemen IKPEFAN, Oluwatobi David FASHEYITAN and Daniel Olujuwon ADESUNKANMI</i>	197
Liquidity Management and the Performance of the Pharmaceutical Sector in Nigeria..... <i>elizabeth OYEWUNMI DUROTOYE, ikpefan OCHEI AILEMEN and oluwatobi DAVID FASHEYITAN</i>	207
The Current State of Internet of Things (IoT) Adoption in Retail: Evidence From Romania based on The Technology Acceptance Model (TAM)..... <i>Ramona-Alexandra NEGHINA (GHEORGHE), Adriana-Mihaela IONESCU, Ioana-Ruxandra LIE (IONITA) and Simona NICOLAE</i>	218
Young People as Suppliers on The Social Media Sharing Market on the Example of Social Economy Students..... <i>Iwona LUPA-WOJCIK</i>	225
Inclusiveness of Catering Services for The Customer with Special Requirements..... <i>Matylda SIWEK, Anna KOLASINSKA and Mariusz CEMBRUCH-NOWAKOWSKI</i>	236
Liquidity Management on The Performance of Listed Insurance Companies in Nigeria..... <i>Oluwatobi Fasheyitan David, Ikpefan Ochei Ailemen and Alex Adegboye</i>	247
Leadership In Managing Multicultural Teams - Analysis of the Views of Polish and Portuguese Managers... <i>Agnieszka KNAP-STEFANIUK</i>	260
Liquidity Management and Real Estate Performance in Nigeria..... <i>Isaac Ayomide ISAYINKA, Ochei Ailemen IKPEFAN and David Oluwatobi FASHEYITAN</i>	271
Working Capital Management and Bank Performance in Nigeria: Comparative Study of Zenith Bank Nigeria PLC..... <i>Sandra Adaeze AGUZUE, Benjamin EHIKIOYA, Franklin Famous ASEMOTA, Michael Abidemi ADEWOLU and Bukola Bolanle AWOGBENJA</i>	279

Impact of Currency Fluctuations on Foreign Direct Investment in Nigeria..... <i>Bukola Bolanle AWOBENJA and Isibor John AREGAN</i>	289
Economic Analysis of Innovative Methods and Their Implementation in The Food and Pharmaceutical Industry..... <i>Milan MAJERNÍK and Stefan MAJERNIK</i>	298
Value Creation of a Tech Startup in Modern Approaches to Strategic Management..... <i>Mateusz TRZASKA and Rafal TRZASKA</i>	306
Factors Affecting Job Satisfaction of Academic Staff in Higher Education Institutions..... <i>Abd Rahman Ahmad, Ali Hassan Yousif Alhammadi and Hairul Rizad Md Sapry</i>	316
Theory Adoption of Integrated Cattle and Oil Palm Farming System..... <i>Abd Rahman Ahmad, Aini Syafiqah Mohd Nasir, Hairul Rizad Md Sapry and Alaa S. Jameel</i>	321
Advantages and Disadvantages of the Cashless Economy..... <i>Agnieszka WOJCIK-CZERNIAWSKA</i>	326
Role of Nationalized Banks in Promoting Economic Growth..... <i>WÓJCIK-CZERNIAWSKA Agnieszka</i>	333
The Role of Commercial Banks in Industrial Development..... <i>Krzysztof Marecki and Agnieszka WOJCIK-CZERNIAWSKA</i>	343
Climate Change, Natural Disasters 2021 And the Impact on Insurance Demand! A Look at Germany from The Perspective of Behavioral Economics..... <i>Claudia PITTERLE</i>	354
Property Subject to Investment..... <i>Aneta ZAREMBA</i>	359
The Influence of Negative Demographic Trends on Unemployment: A Comparative Analysis of CSEE Countries..... <i>Jurica BOSNA</i>	362
The Impact of European Union Funds on The GDP Of the Republic of Croatia: An Overview by Counties... <i>Anđela PEROVIĆ, Jurica BOSNA and Dario VIŠTICA</i>	369
Status And Perspectives of Digitalization on Public Accounting..... <i>Elena Alina OLARU (COLBEA), Elena HLACIUC, Anisoara APETREI, Mihaela TULVISCHI and Anatol GRAUR</i>	380
The Economic Changes in The Global Economy During The Covid-19 Pandemic..... <i>Ireneusz MICIUŁA, Katarzyna KAZOJĆ and Dominik KABUS</i>	393
Globalization As a Factor Influencing Threats in the 21st Century..... <i>Piotr MAŚŁOCH, Henryk WOJTASZEK, Ireneusz MICIUŁA, Mateusz ZIĘTARSKI and Miłosz GAC</i>	400
Examining University Students' Motivation in A Virtual Academic Mobility Program: A Malaysian Case... <i>Khairunesa ISA, Sarala Thulasi PALPANADAN and Nurliyana MD ROSNI</i>	413
The Descriptive Analysis of the New Norms of Holistic Consumer Apprentice Program Evaluation..... <i>Khairunesa ISA, Sarala Thulasi PALPANADAN and Nurliyana MD ROSNI</i>	419

The Role of Different Forms of Capital in Starting and Developing an Entrepreneurial Venture: The Case of Entrepreneurs in The Beauty Services Industry..... <i>Tamara SMAGUC and Sara CIKAC</i>	426
Traditional Instruments for Reducing Human Risk in The Banking Sector..... <i>Jan KOLEŚNIK</i>	434
Professional Burnout in The Concept of Sustainable Development of The Company..... <i>Izabela SZTANGRET</i>	441
Digitalization of Romanian Education: A Theoretical Approach Over the Undergraduate Education System in the Post-Communist Period..... <i>Andreea-Cristina STROE</i>	452
Analysis of the Significance of Economic Security and Information Management for The Functioning of An Enterprise in Today's World..... <i>Iwona PRZYCHOCKA and Iwona SOBIECKA</i>	461
Research On the Perception of Warning Signals in Conditions of Losing Sense of Security..... <i>Bogdan CWIK, Boguslaw JAGUSIAK and Szymon MITKOW</i>	470
Inter-Organizational Professional Networks as Drivers of Career Outcomes and Organizational Performance: Towards the Post-pandemic Horizon..... <i>Izabela MARZEC</i>	477
Models of Tourism Destination Competitiveness..... <i>FAUR Monica and BAN Olimpia</i>	485
Applying SOBANE Strategy for Risk Management in Museums..... <i>Izabela Luiza POP</i>	497
Blue Ocean Strategy and Competitiveness of Micro, Small and Medium Enterprises in Nigeria: Can Core Competence Mediate?..... <i>Edward G. EROMAFURU</i>	508
Motivating Employees and The Pleasure of Working, Review..... <i>Ciprian GRIGORESCU and Gheorghe Adrian ZUGRAVU</i>	527
The Impact of The Level of Education and The Material Condition of The Population on The Unemployment Rate in Romania..... <i>Alina CRISMARIU (SOMITCA), Sorin SOMITCA</i>	535
The Correlation Between Personality and Creativity: A Study of Contestants at The National Industry-Related Skills in Taiwan..... <i>Tien-Li Chen and Fang-Ming Pan</i>	546
Impact of the Technological Pillars of Industry 4.0 On Steel Sector: Analysis Based on Desk and Field Research..... <i>Bożena GAJDZIK</i>	554
The Technological Cluster in Business Model of Steel Production with The List of Determinants of The Development to Level 4.0 – STEEPVL Analysis..... <i>Bożena GAJDZIK</i>	566
The Effectiveness of Incorporating Augmented Reality in Print Design Course..... <i>Hwee Ling SIEK, Kin Meng CHENG, Dennis Chee De WONG</i>	575

Research On the Use of Knowledge to Eliminate Waste in Enterprises in The Wielkopolskie Voivodeship... <i>Natalia PAWLAK and Dominika DŁUGOŃSKA</i>	581
Corporate Social Responsibility Issues in Modern Banking System..... <i>MARECKI Krzysztof, GRZYMAŁA Zbigniew, MATUSEWICZ Michał and WÓJCIK-CZERNIAWSKA Agnieszka</i>	592
Voluntary Disclosures Based on The Wilhelm Osbahr' Balance Sheet Theory..... <i>Ewa SNIEZEK and Michał WIATR</i>	603
Selected Methods of Estimating Reference Values Macroeconomic Fiscal Instruments in The Context of Extraordinary Situations..... <i>Agnieszka PRZYBYLSKA-MAZUR</i>	611
The Uptake of Wearable Technologies by Elderly Persons in Saudi Arabian Healthcare: An Integrative Review..... <i>Lafi ALENEZI, Peter SUMMONS, Roslyn LARKIN</i>	623
SMES And Barriers to Eco-Innovations: Empirical Analysis from Slovak Firms..... <i>Lubica LESÁKOVÁ and Peter LACO</i>	629
Policy Brief on Cybercrime Legal Framework in Malaysia..... <i>Shereen KHAN, Nasreen KHAN, Olivia TAN and Rossanne Gale VERGARA</i>	639
Polish Experience in Providing Financial Aid as A Special Form of Intercommunal Cooperation and Regional Growth in The Implementation of Public Tasks..... <i>Malgorzata OFIARSKA</i>	644
Resilience to crisis. Determinants of Romanian Economy Resilience..... <i>Sorin SOMITCA, Alina SOMITCA and Elena HLACIUC</i>	654
Risk Management and Digital Transformation in Organization from Managerial Perspective: A Qualitative Approach..... <i>Kenza BENNIS, Oussama CHWIKI and Khadija BENAZZI</i>	667
Sustainability Communications of Fashion Brands on social media: Central Themes and Consumer Responses..... <i>İrem AKSOY and Tugba TUGRUL</i>	672
The Future of Financial Market- Is the World Without Money Possible..... <i>Krzysztof MARECKI, Zbigniew GRZYMAŁA and Agnieszka WOJCIK-CZERNIAWSKA</i>	678
Influence of Institutional Factors on Student Satisfaction with Online Classes During the Covid-19 Pandemic..... <i>Irena TADIC, Irena PANDZA BAJŠ and Sinisa OPIC</i>	689
The Present and Future Design of The Modernization Fund and Its Implementation Across EU and In Romania..... <i>Daniela ZĂNESCU (PANAIT)</i>	699
Towards Digitalization: A Contrastive Culture Analysis of Digital Literacy in Europe..... <i>Karlis KREŠLINS, Matīss Rihards IKSE, Guntars DREIJERS AND Tatjana VASILJEVA</i>	710
The Global Technology and Innovation Cluster `Greater Bay Area` In China..... <i>Ewa RADOMSKA</i>	717

Disseminating Information - Influencing Decision-Making..... <i>Monika SZYŁKOWSKA</i>	728
Senior Entrepreneurship (SE) As a Way of Active Ageing: A Case of Poland..... <i>Beata BIENKOWSKA</i>	735
What Drives Perceived Value and Loyalty in Live Broadcasting..... <i>Kuan-Yin LEE, Prasana Kumar SAMANTA and Jing-Ya HUANG</i>	745
The Impact of Public Debt on Economic Growth in European Union Countries..... <i>Alin-Vasile STRĂCHINARU</i>	751
Employment of Disabled Persons in Sheltered and Unsheltered Conditions During the COVID 19 Pandemic in Poland..... <i>Andrzej KOZA and Adriana POLITAJ</i>	760
The Role of Organizational Climate in Mediating the Effect of Transformational Leadership on Employee Performance..... <i>Robiyati PODUNGGE, Margono SETIAWAN, Achmad SUDIRO and Mintarti RAHAYU</i>	769
Before and During COVID-19: Far-Reaching Transformation of Virtual Reference Services in Academic Library..... <i>Norhidayu MD YATIM, Intan Nurbaizura ZAINUDDIN, Noor Faraliza SAMSUDIN, Faddliza MOHD ZAKI, Nurhidayah NASHARUDIN, Jashira JAMIN and Mohd Hafiz KASIRUN</i>	777
Dieselgate As the Case of Greenwashing Practices..... <i>Ewa SNIEZEK and Michal WIATR</i>	785
Embedding Sustainability and Responsibility into the Marketing Curriculum..... <i>Onur GUVENC</i>	793
An Overview about Intelligent Transport Systems and Infrastructure in Kazakhstan..... <i>Onur GUVENC, Gulmira BODAYEVA, Saule Yolcu, Madina DUCHSHANOVA</i>	795
The Correlation Between Consumer Behavior, Fresh Food Products, and the COVID -19 Pandemic..... <i>Alexandru M. ICHIM</i>	804
Unpacking the “Black Box” of Innovativeness and Innovation: Focus on Tourism Research..... <i>Catarina FERNANDES and Rui Alexandre R. PIRES</i>	814
How Fear Can Inhibit Innovation: Bottlenecks in Change Management and Strategy Development..... <i>Denisa Ligia MATEI</i>	825
The Impact of Social Media on Facilitating Communication In The Process of Trade..... <i>Olena BOCHKO, Nadiia VASYLTSIV, Nataliia MYKHAILYK, Viktoriia KUZIAK, Nazar STASYUK and Sofiia LEONOVA</i>	831
Effectiveness of the Financial Support of the Creative Industries: Recent Evidence from Slovakia..... <i>Mária KMETY BARTEKOVÁ, Jakub KINTLER, Katarína REMEŇOVÁ</i>	844
Influences of EU Transport-Specific External Costs on Economic Development..... <i>Frantz Daniel FISTUNG, Cornelia NEAGU, Marius BULEARCĂ and Cristian SIMA</i>	851
Comprehension of Society and The Changes of Public Policies: Identifying Possible Triggers and Barriers.. <i>Robert STANESCU</i>	862

Impact of Observation Classification on The Result of ANN Analysis Based on The Example of WTI Oil Options.....	868
<i>Radosław PUKA, Bartosz LAMASZ and Marek MICHALSKI</i>	
Communication Management in The Digital Era: Livestreaming Between Abusive Language and Black Humor.....	877
<i>Barbara CYREK</i>	
Preferences For Retail Forms of Consumer Shopping.....	881
<i>Eva NAHALKOVA TESAROVA, Anna KRIZANOVA and Jakub MICHULEK</i>	
Assessing Export Competitiveness of Malaysia’s Oleochemical Products: Using Shift-Share Technique.....	886
<i>Norashida OTHMAN and Zulkornain YUSOP</i>	
Influence of the Internal Marketing Communication on The Work Performance.....	897
<i>Jakub MICHULEK and Anna KRIZANOVA</i>	
Examining The Relationships Between Negative Reviews, Information Quality, Credibility and Consumer Behavior.....	905
<i>Kuan-Yin LEE, Prasana Kumar SAMANTA and Ruo-Ping WU</i>	
Time Differences in Manual Assembly Performance: An Experimental Study.....	910
<i>Pawel PIORKOWSKI</i>	
Automation Costs Based on The Example of Electric Cordless Screwdriver Assembly.....	917
<i>Pawel PIORKOWSKI and Dawid SUGAJSKI</i>	
Assessing the Comfort of the Working Atmosphere on the Swedish Market: A Case Study.....	925
<i>Jagoda WLODARSKA and Jacek WINIARSKI</i>	
Changes In Tourism After the Covid-19 Pandemic: Results of Qualitative Research.....	936
<i>Iryna MANCZAK, Izabela GRUSZKA and Marta DROZDOWSKA</i>	
The Issue of Overestimating the Final Price in Online Auctions in The Context of User Experience – Based on Selected EEU Markets.....	944
<i>Lukasz ZAKONNIK, Grzegorz PODGORSKI and Piotr CZERWONKA</i>	
Bibliometric Analysis of The Altman Model.....	956
<i>Ancuta A. CHELBA, Veronica GROSU and Mihaela I. SOCOLIUC</i>	
The Role of HR in the Transformation Journey from IT Shared Center to Competence Center.....	974
<i>Dusan STOJAKOVIC, Tatjana JOVANOVIC and Katarina JOVANOVIC-CORLIJA</i>	
The Need to Implement Internal Control and The Applicability of Internal Control Standards.....	980
<i>Rareş-Cosmin NICORICI</i>	
Sustainable Marketing Strategic Planning in Pharma and Internet of things as Part of the New Circular Economy.....	990
<i>Raluca CONSTANTINESCU, Ada O. MIRCEA and Denisa R. MUNTEAN</i>	
Meat Market - A Regional Study of Consumer Preferences and Behaviour.....	996
<i>Cristian DELIBAS, Mioara MIHAILA, Andy-Felix JITAREANU, Bianca-Antonela UNGUREANU, Stefan VIZITEU, Elena LEONTE and Mioara MIHAILA</i>	



The Marketing Mix for A Series of Wine Products Produced by S.C. Agroindustrială Bucium S.A. Iași..... <i>Cristian DELIBAS, Mioara MIHAILA, Andy-Felix JITAREANU, Maria BOGUS (ROBU), George UNGUREANU, Elena LEONTE and Mioara MIHAILA</i>	1004
Representative Economic Activity Index in Case of Selected Central and Eastern European Countries: Evidence During the Pandemic Crisis..... <i>Cristina ANGHELESCU</i>	1015
Indicators of Circular Economy: A Premise Towards a Green Economy..... <i>Luiza-Florentina ZAPUCIOIU and Maria Cristina STERIE</i>	1025
Eco-Friendly Packaging and Its Influence on Purchasing Decision Process..... <i>Petra KOUDELKOVÁ</i>	1033
Using The FMEA Method to Streamline Assembly of The Gearmotor..... <i>Michał SASIADEK, Waldemar WOZNIAK and Taras NAHIRNYJ</i>	1043
The Impact of Lean Management Concept on The Development and Financial Security of Polish Enterprises..... <i>Monika SZCZERBAK</i>	1050
360 Degree Learning Agility: A Novelty Concept to Increase Knowledge Creation Based on Islamic Values & Followership in Learning Organization..... <i>Tri WIKANINGRUM, Heru SULISTYO and Joko KUNCORO</i>	1057
The Future of Public Policy Post COVID-19..... <i>Naglaa FATHY EL DESSOUKY</i>	1063
Environmentally Friendly Public Transport..... <i>Marian KOPCZEWSKI and Grzegorz WISNIEWSKI</i>	1080
Key Factors Stimulating Health Intrapreneurship in Saudi Public Hospitals..... <i>Raouf JAZIRI and Saleh ALNAHDI</i>	1087
The Role of External Stakeholders in the Development of Innovations by IT Companies in Lubuskie Voivodeship..... <i>Monika INKÓW</i>	1098
Comparative Research of Managerial Communication in Profit and Non-Profit Romanian Organizations During Covid-19 Times..... <i>Corina Daniela BOGHEANU, Judith Anci KIS, Adela JANSEN and Madlena NEN</i>	1105
The Sustainable Rural Development Strategies of The North-East Region of Romania..... <i>Mintenica BUTNARU (CIUSTEA) and Stejarel BREZULEANU</i>	1110
Selected Problems of Disaster Theory..... <i>Jaroslav SLEPECKÝ and Jiří DUŠEK</i>	1119
A Coordinated Research Project Focused on Self-Assessment of Security Culture in A Polish Private Health Facility..... <i>Małgorzata WIŚNIEWSKA</i>	1127
Exploring The Link Between the Entrepreneur, The Start-Up, And the Perceived Success in The Covid-19 Pandemic Era: Is There a Clear Connection?..... <i>Marina LOVRINCEVIC</i>	1138

Human Resources Management Systems and Employees Reaction: A Case Study from Sweden.....	1145
<i>Jagoda WLODARSKA and Jacek WINIARSKI</i>	
Offshore Wind Energy as A Pivotal Factor in Recovery, Resilience and Sustainability – Status Quo And Lessons Learned from Selected Countries in Europe.....	1158
<i>Vlatka BILAS and Lana TRIFUNIC</i>	
Synchronization of Financial Cycles in selected Central and Eastern European Countries.....	1169
<i>Robert A. GRECU</i>	
Perspectives of Employees’ Home Office in the Slovak Republic in the Context of the COVID-19 Pandemic.....	1178
<i>Silvia BARNOVA and Slavka KRASNA</i>	
Analysis of the Migration Phenomenon of Physicians from Romania.....	1183
<i>Simona-Andreea APOSTU, Maria Denisa VASILESCU and Ruxandra CHIVU</i>	
Labour Resources in Kazakhstan and Uzbekistan: A Comparative Study.....	1196
<i>Krystyna GOMÓLKA</i>	
Macroeconomic Changes and Financing of Public Investment Projects.....	1208
<i>Krzysztof JAROSIŃSKI</i>	
Influence of Communication on Consumer Purchasing Decision: A Study of Competing Sugar Brands.....	1216
<i>Omotola NEJO, Lanre AMODU and Oscar ODIBOH</i>	
Influence of the Economy Structure on Wages and Salaries in The EU Countries.....	1229
<i>Anna Szczepańska-Przekota</i>	
Wine Tourism - Premises of Development in The Republic of Moldova.....	1238
<i>Viorica GUTAN, Gheorghe Adrian ZUGRAVU, Ionica SOARE, Maria Magdalena TUREK RAHOVEANU, Constanta Laura AUGUSTIN (ZUGRAVU) and Ludmila MOGILDEA</i>	
Financial Literacy and Financial Capability - What Is What?.....	1244
<i>Andrea LUČIĆ, Dajana BARBIĆ, Nikola ERCEG, Irena PALIĆ and Marija UZELAC</i>	
Supply Chain Challenges in the COVID-19 Pandemic World.....	1254
<i>Sofia GOMES and João M. LOPES</i>	
Monastery Memorable Tourism Experiences in Greece: An Empirical Study on Gender Differences.....	1260
<i>Irene (Eirini) KAMENIDOU, Aikaterini STAVRIANEA, Aikaterini VASSILIKOPOULOU and Spyridon MAMALIS</i>	
Changes In Asset Turnover Ratio During the Pandemic for The Visegrad Four Companies.....	1266
<i>Dániel TÓTH and Jana KAJANOVÁ</i>	
Ethical Aspect of a Contemporary Enterprise: Empirical Evidence from Poland.....	1273
<i>Irena DUDZIK-LEWICKA</i>	
Is The Wheat Futures Market Discovering Cash Prices?.....	1282
<i>Anna Szczepańska-Przekota</i>	
Economic and Social Impact of the COVID-19 Pandemic on Small Business from the Republic of Moldova	1290
<i>Lica ERHAN, Ludmila COBZARI and Liliana STAVER</i>	

Social Influence and Elderly Smartwatch Adoption: A Case Study.....	1297
<i>Irina CRISTESCU, Dragoş-Daniel IORDACHE, Eugenia TÎRZIU, Eleonora TUDORA and Maria GHEORGHE-MOISII</i>	
Structural And Geographical Analyses of Polish Labour Market in The Perspective of Professional Activity	1303
<i>Magdalena BRUDZ and Maciej JEW CZAK</i>	
Impact of the Subprime Crisis in Southern European Countries.....	1314
<i>Rita I. L. MENDES, Luís M. P. GOMES and Patrícia A. G. RAMOS</i>	
Precious And Industrial Metals as A Hedge Against Inflation.....	1325
<i>Karol WOJTOWICZ</i>	
The "Loser-Winner" Effect on Commodity Futures Markets.....	1334
<i>Karol WOJTOWICZ and Konrad SZYDŁOWSKI</i>	
Mobile Modular Center for Crisis Management of International Migration.....	1341
<i>Ivan Košč, Robert Odler and Grzegorz Diemientiew</i>	
The Influence of National Culture on Person-Organization Values Fit as a Predictor of Employee Retention in Eastern European Corporations.....	1350
<i>Joanna M. MICHALAK</i>	
Possibilities of Building the Social Security of Precariat: Polish Experiences and Challenges.....	1362
<i>Michał CZUBA</i>	
Social Responsibility Reporting on Forest Enterprises in Europe: A Comparative Analysis.....	1370
<i>Joanna PIŁACIK and Ewa SNIEZEK</i>	
Financial Management in the Slovak Health Insurance Sector during the COVID-19 Pandemic.....	1378
<i>Natália BARTEKOVÁ and Jana KAJANOVÁ</i>	
Infrastructure of Secondary Schools in The Context of Using New Technologies in Education.....	1386
<i>Małgorzata KOSAŁA, Małgorzata ZAKRZEWSKA and Aleksandra BORKOWSKA</i>	
Financing of Dividend Payouts on The Example of Commodity Companies in Poland.....	1391
<i>Konrad SZYDŁOWSKI</i>	
Global Strategic Maritime Infrastructure and its Impact on Shipping Industry and Supply Chains Management.....	1399
<i>Andrzej S. GRZELAKOWSKI</i>	
A Critical Review of Circular Economy Developments in European Union: Realities, Trends and Expectations.....	1410
<i>Iuliana NICOLAE, Jean Vasile ANDREI, Vasilii EROKHIN, Tianming GAO and Mehmet Emin KALGI</i>	
An Analysis of European Natural Gas Market Using a Cournot Game Theory Model.....	1419
<i>Alexandra VINTILA, Mihai Daniel ROMAN, Irina-Maria TRUCMEL and Andreea Gabriela CAPBUN</i>	
Public Consumer Protection in The Polish Insurance Market: Scope and Effects.....	1430
<i>Anna PIECHOTA and Małgorzata JEZIORSKA</i>	
Development of Innovations in Retail Trade as A Response to Latest Trends in Consumption – Polish Perspective.....	1437
<i>Beata REFORMAT</i>	

The Influence of Natural and Anthropic Resources in Tourism Activities..... <i>Dumitru NANCU, Anda-Ileana NECULA, Andrei Marcel MANOLE and Gheorghe Dan ISBĂȘOIU</i>	1445
The Impact of Corporate Governance on The Performance of Companies Listed on The Bucharest Stock Exchange During the Pandemic Period..... <i>Georgeta VINTILĂ and Ioana RADU</i>	1452
Empirical Study Regarding the Impact of Foreign Direct Investments on Economic Growth in Emerging European Countries..... <i>Georgeta VINTILĂ and Andreea-Raluca MOCANU</i>	1460
Upskilling B40 Food Microentrepreneurs through Digital Non-Formal Lifelong Learning (E-NLL): A Preliminary Study..... <i>Xue Fa TONG, David Yoon Kin TONG, Han-Foon NEO, Chee Hian CHUA and Ilham Akbar ALFATIHAH</i>	1469
Models of Planning and Optimization Cropping Plan of The Agricultural Exploitation of Farms in Romania <i>George UNGUREANU, Manuela Carmen PANAITESCU, Elena LEONTE, Dan DONOSA, Eduard BOGHITA and Cătălin Răzvan VÎNTU</i>	1485
Remote Work Preferences and Experiences with Distance Learning - Empirical Research..... <i>Aleksandra BORKOWSKA, Małgorzata KOSAŁA and Małgorzata ZAKRZEWSKA</i>	1494
A Qualitative Study of Export Performance: Case of Small and Medium-Sized Moroccan Enterprises..... <i>Elmehdi ESSBAA, Salma ALAOUI and Lhacen BELHCEN</i>	1499
Intervention Instruments in the Implementation of Public Policies..... <i>Florina POPA</i>	1507
Issues of Gender Inequality Depending on The Level of Education in The Czech Republic..... <i>Kamila VESELA and David KRIZEK</i>	1517
Farm2Fork Strategy: An Econometric Analysis of The Gini Index in Relation with The Vulnerable Workforce and Workforce Involved in Agricultural Activities..... <i>Adina A. NEAMTU</i>	1532
Analysis on the Usage of Social Media platforms in Nigeria Aviation Industry..... <i>Omokiti OGHENEFEGOR, Oyedepo Tunji, Oscar ODIBOH and Ekanem Thelma</i>	1539
The Influence of The Natural Gas Consumption, Occupational Level and Water Consumption on The Rural Households Wellbeing Status: A Synoptically Approach..... <i>Iuliana NICOLAE, Andrei Marcel MANOLE, Gheorghe Dan ISBĂȘOIU and Dumitru NANCU</i>	1547
Flexible Business Models A Concept for Furniture Production Systems..... <i>Sorin BURDUCEA and Miron ZAPCIU</i>	1554
Blockchain-Based Software Solution in Business Environment: Application In Product Recall..... <i>Andreea-Alina CORNEA</i>	1558
A Holistic Approach to Working Conditions Quality Management Model..... <i>Rafał MIERZWIAK</i>	1559
A New Approach to Comparison and Sorting of Grey Numbers..... <i>Marcin NOWAK, Rafał MIERZWIAK and Marta PAWŁOWSKA</i>	1566

Students' performance at the Baccalaureate Exam during the COVID-19 pandemic – Evidence from Romania.....	1578
<i>Andreea MIRICĂ, Octavian CEBAN and Ionela-Roxana PETCU</i>	
Environmental Strategies in Enterprises of The Energy Sector and the Role of The Ecological Audit in Them.....	1585
<i>Agnieszka MAZUREK-CZARNECKA, Piotr Paweł MAŁECKI and Renata ŻABA-NIERODA</i>	
Shop Floor Management in the Era of Digitalization: Systematic Literature Review.....	1596
<i>Eva JELINKOVA and Petra TAUSL PROCHAZKOVA</i>	
New Roman Participation, Acceptance, And Motivation of Students to In-Class Game-Based Learning (GBL).....	1607
<i>Elisabete S. VIEIRA, Mara MADALENO and Daniel MAGUETA</i>	
Assessing Romanian Students' Digital Skills Based on The Scores at The Baccalaureate Exam.....	1612
<i>Andreea MIRICA, Octavian CEBAN and Ionela-Roxana PETCU</i>	
Types, Legal Aspects and Irregularities of Product Claims on Natural Cosmetics Packages: An Empirical Study.....	1615
<i>Natalia KOZIK</i>	
Why Studying the Internationalization of Central and Eastern European (CEE) Organizations? A Theoretical Synopsis.....	1624
<i>Andreea MITAN, Elena-Mădălina VĂTĂMĂNESCU and Vlad-Andrei ALEXANDRU</i>	
The Circular Economy Phenomenon Impact on Multinationals Business Model: A Marketing Analysis in the Fashion Industry.....	1631
<i>Magdalena CIOBANU (Stoian) and Angela MADAN</i>	
The Role of Accountants in Encountering Climate Change and Its Impact on the Industrial Sector Companies Sustainability: A Conceptual Model.....	1639
<i>Winarsih WINARSIH, Khoirul FUAD, Luluk Muhimatul IFADA and Maya INDRIASTUTI</i>	
The Effect of E-Service Quality on Customer Satisfaction, E-Trust, E-Wom and Repurchase Intention: A Study of Medium-Sized Women Clothing Brands in The Retail Sector.....	1644
<i>Luis MEGO JARAMILLO, Thaís VALLEJOS ESPINOZA and Pedro BAZO QUINTANA</i>	
The Influence of Managers' Temporal Orientation on Employee Autonomy and Burnout.....	1660
<i>Joanna M. MICHALAK</i>	
The Threat of The Covid-19 Pandemic and Military Aggression as Factors of Youth Migration.....	1664
<i>Grazyna KOWALEWSKA and Leslaw MARKOWSKI</i>	
Exploring Opportunities and Risks of Artificial Intelligence (AI) Research for Islamic Ethical Guidelines...	1671
<i>Aliff NAWI, Wan Hilmi WAN ABDULLAH, CHUA Chy Ren, Nor Yazi KHAMIS, Mohd Faiz MOHD YAAKOB, Ab Halim TAMURI and Al-Adib SAMURI</i>	
EU Countries Electromobility Ranking Based on Linear Ordering Methods from Economics Perspective....	1683
<i>Monika HAMERSKA, Monika ZIOLKO and Patryk STAWIARSKI</i>	
Internationalization of Polish IT Small and Medium Enterprises.....	1693
<i>Patryk STAWIARSKI and Marta UZNANSKA</i>	
Employee Recruitment Process During the Covid-19 Pandemic in The IT Sector.....	1702
<i>Martyna ORKISZ and Ewa BECK-KRALA</i>	

Influence of Telecommunications Infrastructure from The Southern Macro-Region of Peru on Agricultural Exports to Brazil by Land..... <i>Miguel PANEZ – BENDEZU</i>	1711
When The Jobs of The Future Meet Their Key Competencies: An Exploratory Study to Align the Perspective of World Economic Forum and the Occupations in ESCO Database..... <i>Marlene AMORIM, Carolina PAN, Barbara CARVALHO, Mario RODRIGUES, Gabriel SILVA and Marta FERREIRA DIAS</i>	1717
Virtual Monitoring as a Digital Delivery and Assessment Impact on Students' Learning..... <i>Pascal MUAM MAH, Iwona SKALNA and Uwakmfon Promise OFFIONG</i>	1727
Global Economic Competition in The Fields of Information and Telecommunication Technologies and Artificial Intelligence: The Case of Russia..... <i>Alexey Sergeevich KHARLANOV, Maksim Mikhailovich NOVIKOV, Petr Aleksandrovich KOSTROMIN, Andrey Aleksandrovich BOBOSHKO and Wenhao SHEN</i>	1738
Cybersecurity Issues Affecting Online Banking and Online Transactions..... <i>Krzysztof Marecki</i>	1745
Assessing Creative and Cottage Industry towards Strengthen Local Knowledge of Local Craft Community in Malaysia..... <i>Norhayati HUSSIN, Nurul Syfa' MOHD TOKIRAN, Masitah AHMAD and Mohd Sazili SHAHIBI</i>	1756
Smart Society in Practice - Case Studies: Austria and Poland..... <i>GRZYMAŁA Zbigniew</i>	1764
Model Design for The Implementation of Innovative Methods in Companies in The Food Industry According to Size Category..... <i>Milan MAJERNÍK and Stefan MAJERNIK</i>	1770
Internal Control in the Information Systems of SMEs: A Peruvian Reality..... <i>Melva LINARES</i>	1781
Challenges Faced by Enterprises in Implementing a Robotic Process Automation (RPA) Solution..... <i>Przemysław DEMBOWSKI</i>	1788
Identification of Technical Measures That Will Simulate and Stimulate Smart Growth in A Smart Sustainable and Inclusive Digitalization..... <i>Pascal Muam MAH, Iwona SKALNA, Eric MUNYESHURI, John AKOKO, Janet OKELLO, Uwakmfon Promise OFFIONG, Victor Aghaah MAH and Nkwain Godbless NSOM</i>	1793
The Importance of Corporate Culture in Passenger Transport Companies in Slovakia in The Post-Covid Period..... <i>Olga PONISCIAKOVA and Eva KICOVA</i>	1805
The Diversification Processes in Ensuring Sustainable Development of the Agrarian Sector of the Agro-Industrial Complex (AIC): Problems and Prospects of Transformation under the Current Conditions..... <i>Olga SMYSLOVA, Anastasia KOKOREVA, Anna IVANOVA, Natalia MOROZOVA and Natalia FILONENKO</i>	1812
Photovoltaic Micro Installations - The Most Popular and Promising Way to Use Solar Energy in Poland..... <i>Renata CABAN</i>	1820

Barriers To the Development of Public-Private Partnership (PPP) In Poland: A Survey Analysis..... <i>Janusz MYSZCZYSZYN</i>	1834
Feast of Corpus Christi Celebration in Spycimierz (Poland) as an Example of a Cultural Tourism Event..... <i>Bogdan WŁODARCZYK, Ewa SZAFRAŃSKA and Marzena MAKOWSKA-ISKIERKA</i>	1842
A Special Form of Brain-Drain Along the Hungarian Romanian Border: The Cross-Border Commuter Students` Motivations ..... <i>Rita-Gizella PÁSZTOR, Ferenc SZILÁGYI, Norbert APÁTI and Hajnalka IZSÁK</i>	1855
Internal Marketing in Car Transport Companies: An Empirical Study..... <i>Mariusz WOŹNIAKOWSKI</i>	1864
Development of A University Innovation Ecosystem: An Analysis of International Practices, Interaction of Universities, Research Institutions, Industry, Development Institutions and Government Entities..... <i>Yelena V. SHEVCHENKO, Victor F. STUKACH, Nataliya V. ALEXANDROVA and Danil S. NIKULIN</i>	1873
The Balanced Scorecard Factors of a Training Company: Selection and Linkages..... <i>Malgorzata KACZMAREK and Daria MOTALA</i>	1878
Attitudes of Young Adult Consumers Regarding Food Safety During Meals Preparation..... <i>Eugenia CZERNYSZEWICZ And Magdalena NIEWCZAS-DOBROWOLSKA</i>	1889
Study On Romania's Potential in Achieving Agricultural Mountain Products..... <i>Andreea D. GIUCA and Veronica BACIU</i>	1901
The Influence of Social Networks and The Internet in The Choice of Tourist Destination: The Case of Serra A Estrela..... <i>Salete ESTEVES, Elisabete PAULO MORAIS and Sérgio AZEREDO</i>	1908
Interaction of Macroeconomic Models of Mundell and Fleming: Historical Aspect..... <i>Yevhenii ALIMPIEV</i>	1920
Research on Barley Behavior in The System of Sustainable Agriculture..... <i>Liliana MIRON and Elena DOROFTEI</i>	1926
The Economy of the Organizations in the founding competence of the Ministry of Education, Science, Research and Sports of the Slovak Republic in 2021: are the public finances managed efficiently?..... <i>Zuzana STOLIČNÁ and Jana BARJAKOVÁ</i>	1933
Private Healthcare Economy: Impact of COVID-19 Restrictions on Elective Healthcare..... <i>Zuzana STOLICNA and Michal P. PRZEWLOCKI</i>	1940
The Indebtedness of the Population in Slovak Republic: An Economic Perspective..... <i>ZUZANA STOLICNA and LUCIA KLAPACOVA</i>	1944
A Comparative Sentiment Analysis Towards Cryptocurrency Market and Blockchain Technology Using Twitter Data and Supervised Learning..... <i>Denisa Elena BALA and Stelian STANCU</i>	1948
Towards A More Gender Balanced Job World: Exploring the Perspectives of Recruiters and Job Applicants About the Attractiveness of Occupations for Male and Female Professionals..... <i>Marlene AMORIM, Fatemeh SAGHEZCHI, Claudia SOUSA SILVA, Marta FERREIRA DIAS, Mario Jorge FERREIRA RODRIGUES, Carolina PAN and Lorena BASTOS</i>	1957

Using The Fama-French Model for Estimating the Cost of Capital of Selected Stock Indexes.....	1965
<i>Stanislaw URBANSKI and Dariusz ZARZECKI</i>	
Effect of the Perceived Value of Social Media Brand Content on Customer Satisfaction, E-Wom, Brand Loyalty and Repurchase Intention: A Study of The Energy Drink Sector.....	1976
<i>Felipe GARCIA RAGGIO, Llushve VASQUEZ ROMERO and Pedro BAZO QUINTANA</i>	
A Solution to Increase Work Efficiency and Quality, By Using a Modular Sound Diffuser, That Determines the Acoustical Climate Conditions at The Workstation.....	1989
<i>Paweł KAZMIERCZAK and Roman KIELEC</i>	
Local Business Organization as Institutional Support for Local Entrepreneurship (Case Study).....	1995
<i>GRZYMAŁA ZBIGNIEW, WÓJCIK-CZERNAWSKA Agnieszka and JĘDRZEJEWSKI HIERONIM</i>	
The School Choosing Methods and The Relevance of The Cross-Border-Student Mobility Along the Hungarian-Romanian Border Stage.....	2003
<i>Ferenc SZILÁGYI, Norbert APÁTI, Rita-Gizella PÁSZTOR and Hajnalka IZSÁK</i>	
The Role of SMES In the Economy: The Case of The Mazowieckie Region at The Background of Regions in Poland.....	2012
<i>Benedykt OPALKA</i>	
The Role of Digital Contact Tracing Tools in Fostering Resilience in Smart Cities: Challenges and Opportunities.....	2023
<i>Mayda Alrige</i>	
Information System, Factors of Success and Impact on Performance Case of The Moroccan Public University.....	2033
<i>DIAB GHIZLANE</i>	
Employee Engagement in The Conditions of the COVID-19 Pandemic: Analysis of a Budimex Campaign...	2041
<i>Beata TARCZYDŁO</i>	
Most Popular Recent Topics and Theories in Organizational Behavior Based upon Citation Score.....	2052
<i>Adam PAWLICZEK, Daniela NAVRATILOVA, Pavel KOLOS, Stefan KOLUMBER and Jakub CHLOPECKY</i>	
Are Emerging Markets Efficient? The Impact of Dividend Payment on The Company Financial Performance: Evidence from The Polish Stock Market.....	2063
<i>Andrzej ZYGULA</i>	
A Short Analyses of Romanian Consumers Expenditure Behaviour During The COVID-19 Period.....	2074
<i>Anne - Marie Andreea HORDĂU</i>	
Impact of Covid-19 on The Poultry Sector in Morocco: An Empirical Analysis.....	2080
<i>Zineb ZAIME and Lhoucine OUAHI</i>	
Assessment of the Legal Instruments Used to Support the Tourism Sector in Poland During the Covid19 Pandemic.....	2087
<i>Bartosz RYMKIEWICZ</i>	
Socioeconomic Impact of the Covid-19 Pandemic on Employment.....	2094
<i>Zuzana STOLIČNÁ and Loretta PINKE</i>	
Elements of Management in the Face of Conflicts, Crises, Pandemics and Human Migration.....	2102
<i>Jerzy WACHOL</i>	



Aspects Regarding the Status of Main Natural Factors and Sustainable Development in Romania..... <i>George UNGUREANU, Manuela Carmen PANAITESCU, Elena LEONTE, Eduard BOGHITA, Dragos Alexandru ROBU and Cătălin Răzvan VÎNTU</i>	2111
Levels of Pollution Control..... <i>Cornelia NEAGU, Marius BULEARCĂ, Cristian SIMA and Daniel FISTUNG</i>	2120
The Role of Intellectual Capital in Shaping Innovation in Organizations..... <i>Marcin HOFMAN and Jacek WINIARSKI</i>	2133
The Concept of Talent Identification in Human Resource Management in Organizations..... <i>Marcin HOFMAN and Jacek WINIARSKI</i>	2137
An Analysis of the Social Network Users Posting Frequency in the Context of Online Brand-related Activities and their Motives: An Empirical Study..... <i>Ludovít NASTIŠIN</i>	2141
Business Models and Flexibility Service on The Electricity Market..... <i>Bożena E. MATUSIAK</i>	2147
Selected Instruments of Migration Policy in The Field of Professional Integration of Displaced Persons During the Crisis Caused by The War in Ukraine..... <i>Aldona PIOTROWSKA</i>	2159
Measuring Employees Turnover Intention: A Case Study Analysis in Private Universities in Egypt..... <i>Nadeen Gamal Elhousseiny ABOUDAHAB, Jesús del Brío GONZÁLEZ and Eman Mohamed ABDELSALAM</i>	2166
Supply-Side Competitiveness on The Polish Apple Market Against Other V4 Countries..... <i>Anna S. KOWALSKA, Anna OLSZAŃSKA, Joanna SZYMAŃSKA and Klaudia GURKOWA</i>	2178
Expenditure on Fixed Assets for Environmental Protection in Poland After Accession to The European Union..... <i>Joanna SZYMAŃSKA, Anna S. KOWALSKA, Anna OLSZAŃSKA and Klaudia GURKOWA</i>	2186
Organizational Commitment by The Type of Employment Contract: A Case Study of a Higher Education Institution Located in The Northeast Portugal..... <i>Maria Isabel Barreiro RIBEIRO, Celeste Cruz Meirinho ANTÃO, António José Gonçalves FERNANDES and Vera Alexandra Ferro LEBRES</i>	2198
Exploratory Studies on Strategy and Accountability in Segamat School Co-Operatives Region..... <i>Nur Eyliawati JAPELUS, Noraizah ABU BAKAR, Syed Khusairi TUAN AZAM, Mas Ervina SAMSUDDIN and Jannah Munirah MD NOOR</i>	2208
Managing Stress During the Coronavirus Among Students from Technical Specialization: A Case Study of Several Universities in Romania..... <i>Loredana C. DUMITRIU, Marian COSAC and Gheorghe SOLOMON</i>	2221
An Empirical Study on Awareness and Factors Influencing Consumer Purchase Behaviour Towards Non-Prescription Drugs with Reference to Visakhapatnam District, Andhra Pradesh State, India..... <i>Sai Kishore BHANDEVUPURAPU and Suneetha RAPAKA</i>	2229
Perception Of Ethical Phenomena in Marketing Communication in The Digital Space Within the Slovak Republic: A Qualitative Research..... <i>Tatiana COREJOVA, Barbora MISIKOVA, Maria ROSTASOVA and Alexandra VALICOVA</i>	2240

The Green Deal Role for EU Energy Security amid Shifting Geopolitics with Russian Federation.....	2247
<i>Andreea - Emanuela DRĂGOI, Paul CALANTER, Cornelia NEAGU and Anca - Cătălina DRAGOMIR</i>	
The European Central Bank Quantitative Easing Policies in Economic Growth – A causal relationship?.....	2258
<i>Miguel Dias FILIPE, José Alberto FUINHAS and Ernesto Raúl FERREIRA</i>	
Readiness of the SME Sector for Market Changes Arising from The Fourth Industrial Revolution.....	2264
<i>Oliwia SLUSARCZYK</i>	
Evolution of The Omnichannel Concept in DIY Retail Chains.....	2274
<i>Mariusz WOŹNIAKOWSKI and Marcin KŁAK</i>	
The Main Indicators of Rural Development in The South-East Region.....	2282
<i>Daniela – Lavinia BALASAN, Dragoş Horia BUHOICIU and Cristinel FERȚU</i>	
Gauging Digital Natives Behavioural Intentions in Information Sharing on social media: A Quantitative Study.....	2290
<i>Nurhidayah NASHARUDIN, Intan Nurbaizura ZAINUDDIN, Norhidayu MD YATIM, Noor Faraliza SAMSUDIN, Faddliza MOHD ZAKI, Jashira JAMIN and Amirah ABU HASSAN</i>	
Study of Individual Differences in Teaching at Pedagogical University Students Using Neuroscience Methods.....	2299
<i>N.A. Belousova, O. R. Shefer, S.V. Kraineva, T.N. Lebedeva, L.S. Nosova and N.A. Antonova</i>	
Information Technology Social Impact: The Role of Medical and Biological Texts Content in The Formation of The Students' Literacy.....	2306
<i>N.A. Antonova, S.V. Kraineva, O. R. Shefer, T.N. Lebedeva, E. N. Erentraut and Y. A. Akhkamova</i>	
The Trade-Offs of The Deagrarianisation Processes in a Conservation Area: A Case Study of The Nida Landscape Park, Poland.....	2311
<i>Kamila MUSIAL</i>	
Exploring The Role of social media In Higher Education: A Case Study.....	2317
<i>Daniel CHIS and Mihai CARAMIHAI</i>	
Framework for Raising Cyber-Awareness to Prevent Cybercrimes Among Generation Z.....	2317
<i>Shereen KHAN, Nasreen KHAN, Swee Leng TAN, Anusuyah SUBBARAO and Booi Chen TAN</i>	
Sources and Threats of Bitcoin's Recent Crisis .....	2335
<i>Zha Yiru</i>	
Evaluation of the Competitive Performance of the Largest Exporters in the Furniture Industry in the World..	2347
<i>Katarzyna ŁUKIEWSKA</i>	
A Religious Approach to Modern Management.....	2357
<i>Keita SUGIYAMA, Hiroaki KANEKO, Hideki ISHIDA, Andra GROSU and George MOISE</i>	
Understanding The Benefits and Uses of Project Management Software: Insights for Strategic Marketing Campaigns.....	2363
<i>Sonja H. BICKFORD and Madison DIMMITT</i>	
Drop-Shipping – A Business Model Without Holding Inventory: A Case Study of Online Store.....	2369
<i>Cristian BARCS, Izabela Luiza POP, Cezar TOADER and Diana IGHIAN</i>	

Food Supplements in Romania. Market, Controls, Compliance and Non-Compliance..... <i>Silvius STANCIU</i>	2380
Organisational Behaviour Model Based on Principal Component Analysis Assessment..... <i>Adrian VÎLCU and Ionuț-Viorel HERGHILIGIU</i>	2386
Financial Well-Being of Mature and Elderly People In The Visegrad Group Countries..... <i>Ewa SOBOLEWSKA-PONIEDZIAŁEK</i>	2393
Covid-19 and Communication Barriers: Assessing the Internal Communication in The Field of Health and Safety in The Time of Pandemic..... <i>Sebastian KUBASIŃSKI and Joanna SADŁOWSKA-WRZESIŃSKA</i>	2401
How Green Are the Competency Requirements for Project Managers? An Exploratory Analysis of Online Job Adds for The Region of Aveiro..... <i>Marlene AMORIM, Bruno LINS, Gabriel SILVA, Gisela MELLO, Mario RODRIGUES and Marta FERREIRA DIAS</i>	2409
An Investigation of Density of Skills' Demands at Regional Level in Portugal: A Quantitative Analysis of Online Job Advertisements..... <i>Marlene AMORIM, Miguel ALMEIDA, Marta FERREIRA DIAS, Mario RODRIGUES and Gabriel SILVA</i>	2420
Perceptions of Home Office Studying and Tele-Education During COVID-19 Era in The Czech Republic with Mental Health Context..... <i>Marcel Rolf PFEIFER</i>	2430
Strategies For Strengthening the Economic Security of Business Entities in The Context of Global Financial and Economic Challenges..... <i>Tetyana CALINESCU, Ganna LIKHONOSOVA, Olena ZELENKO and Serhii PIDMOHYLNYI</i>	2446
The Interaction of Digital Transformation, Innovation and Environmental Uncertainty on Organizational Resilience..... <i>Anna KWIOTKOWSKA</i>	2455
IT And Mathematical Mapping: Estimating Temperature Measurement Uncertainty During Environmental Tests..... <i>Andrzej FIRLEJ and Sławomir MUSIAL</i>	2463
Green HRM Innovation in Indonesia: Where Should We Go from Here?..... <i>Ismi RAJIANI, Tumirin TUMIRIN and Andi Rahmad RAHIM</i>	2469
Safety Management Issues in Maritime Transport Organizations in The Context of Ethical Environmental Protection..... <i>Sławomir SKIBA</i>	2476
Do Managerial Resources for Procurement 4.0 Influence the Circular Economy Openness of Managers?..... <i>Ovidiu-Iulian BUNEA and Razvan-Andrei CORBOS</i>	2481
Attracting And Maintaining Valuable Employees in Modern Organizations: An Analysis of Selected Methods..... <i>Anna KOCHMAŃSKA</i>	2487
Industry 4.0 and Circular Economy in Chemical Industry of the Czech Republic – First Mapping..... <i>Oskar BAKES, Jana KOSTALOVA and Jan VAVRA</i>	2494

National Fisheries Sector of The Republic of Moldova: An Economic Overview..... <i>Mihaela MUNTEANU PILA and Silviu STANCIU</i>	2502
Cluster Development in Romania in a European Context..... <i>Florica ȘTEFĂNESCU, Melania POP, Olimpia BAN, Delia Bekesi and Csaba BEKESI</i>	2509
Fuzzy Time Series Model for Predicting University Performance Indicators..... <i>Natalia A. SHCHUKINA, Andrey A. MIKRYUKOV and Mikhail E. MAZUROV</i>	2528
Economic Influence of Training in Brazilian Culture on Agricultural Exports from The Southern Macro-Region of Peru to Brazil by Land..... <i>Miguel PANEZ – BENDEZU</i>	2534
Economic Influence of Cooperatives of Small Farmers from The Southern Macro-Region of Peru with Distributors and Exporters on Agricultural Exports to Brazil by Land..... <i>Miguel PANEZ – BENDEZU</i>	2539
Economic Influence of Cooperatives Among Small Farmers: A Study of The Southern Macro-Region of Peru on Agricultural Exports to Brazil by Land..... <i>Miguel PANEZ – BENDEZU</i>	2544
The Environmental Impacts of Municipal Waste Incineration Plants in Poland Comparison as a Part of Circular Economy System..... <i>Artur JACHIMOWSKI and Marcin RYCHWALSKI</i>	2549
Efficiency of Mining Investments. Models To Determine the Optimal Production Capacity by Dividing the Total Costs..... <i>Marius BULEARCĂ, Cornelia NEAGU, Daniel Fistung, and Cristian SIMA</i>	2563
Relevant Aspects Concerning Some Covid-19 Crisis Effects in Romania..... <i>Florina POPA, Daniela ANTONESCU, Simona FRONE and Andreea CONSTANTINESCU</i>	2576
Waste Management in a Circular Economy: The Role of Compostable Plastic Food Packaging and Foodservice Ware Businesses..... <i>Belinda LI, Nadia SPRINGLE, Tammara SOMA and Tamara SHULMAN</i>	2589
Emotional Control in Mothers of Autistic Children Experiencing Their Husband’s Migration..... <i>Anna Gagat-Matuła</i>	2598
Innovation Management in Organizations and Their Industrial Classifications: An Approach to Building a New Typology..... <i>Arkady V. Trachuk and Natalia V. Linder</i>	2604
Project Planning with Limited Resources and as Part of a Project Portfolio..... <i>Bożena GAJDZIK, Stanisław CHMIST and Piotr STARON</i>	2614
Artificial Intelligence from Economic Perspective: From Mystery to Mastery in Combating The COVID-19 Pandemic..... <i>Andreea-Cristina BOERU and Anca Gabriela ILIE</i>	2621
“Distance Human Resource Management under Uncertainty of Pandemic Era” ..... <i>WOJCIECH SŁOMSKI</i>	2626
The Use of ICT Tools in the Creative Industries Sector in Poland: Selected Industry Profiles..... <i>Magdalena RATALEWSKA</i>	2633

Tax Regulation Tools of Tourism Business in order to Localize the Effects of COVID-19.....	2642
<i>Elena SIDOROVA, Svetlana ULYANOVA, Ludmila KORSHUNOVA, Veronika ERSHOVA, Igor MURADOV and Daria SAVINOVA</i>	
Strategic Management in SMEs: Innovation and Sustainability.....	2650
<i>João M. LOPES and Sofia GOMES</i>	
Ensuring The Economic Security of The Industrial Complex.....	2657
<i>Yuri KOSTYUKHIN, Svetlana ULYANOVA, Evgenia N. ELISEEVA and Daria SAVINOVA</i>	
Aspects of Personal Security of Polish and Austrian Employees Through Lens of Crisis Management.....	2662
<i>Ewa MATUSKA and Joanna GRUBICKA</i>	
Digital competences in Poland in light of European Union “DESI” Reports.....	2670
<i>Ewa MATUSKA and Joanna GRUBICKA</i>	
Green Supply Chain Management Drivers and Barriers: A Comparison of a Global and African View.....	2678
<i>Ethel Tembo MWANAUMO, Bupe Getrude MWANZA and Levy SIAMINWE</i>	
Evidence of the Long-Term Influence of Local Regulations as A Challenge to The International Harmonization of Financial Reporting.....	2689
<i>Fábio ALBUQUERQUE and Paula GOMES DOS SANTOS</i>	
Economic Perspective of Transport accessibility: A Qualitative Analysis of Koszalin, Poland.....	2697
<i>Marika ZYMEK, Jerzy KORCZAK and Dorota JANISZEWSKA</i>	
Persuasive Effect of Type and Credibility of Endorser on The Formation of Consumer Attitudes and Purchasing Intention.....	2707
<i>Indah FATMAWATI and Sucia Fajriati SABAH</i>	
Does Corporate Social Responsibility (CSR) Interact with Sustainable Development Goals (SDG)? A Literature Review of The Contribution and Implications of CSR To The SDGS.....	2718
<i>Cristian Armando RIOS-LAMA and Jorge Alberto VARGAS-MERINO</i>	
" The Mediating Effect of The Audit Expectation Gap on The Relationship Between Loan Decisions Performance and Individual Factors: Experimental Evidence in Saudi Banks ".....	2729
<i>Henda ANSI</i>	
Motivation and Knowledge Transfer in Social Enterprises Management.....	2739
<i>Zbigniew ZONTEK and Ewa LIPIANIN-ZONTEK</i>	
Influence of Organizational Culture on Enterprise Development: Selected Theoretical Aspects.....	2747
<i>Aneta MADYDA</i>	
GAFAs in the Time of Pandemic: A Performance Analysis.....	2755
<i>Michał GOLINSKI</i>	
The Development of Online Shopping in Europe from 2017-2021: A Quantitative Analysis.....	2767
<i>Stefan KRAL</i>	
Service Distribution Channel in The Automotive Industry: The Case of Selective Distribution of a Given Car Brand in Poland.....	2777
<i>Janusz ZĄBEK</i>	
The Applicability of Artificial Intelligence Marketing for Creating Data-driven Marketing Strategies.....	2787
<i>Ioseb GABELAIA</i>	

Measuring The Performance of Humanitarian Supply Chains and Problems of Their Application in Practice <i>Dusan REPIK and Pavel FOLTIN</i>	2795
“Collaborative Farming Business Model as Innovative Sustainable Model for Indigenous Chicken Micro-farming: An Economic Perspective” ..... <i>Iffat Abbas ABBASI, Hasbullah ASHARI and Ahmad Shabudin Bin ARIFFIN</i>	2805
The Green Deal and The Common Agricultural Policy in The Context of Post-Pandemic and Current Geopolitical Challenges..... <i>Olimpia Smaranda MINTAȘ, Cristina Maria MAERESCU, Irina-Adriana CHIURCIU, Aurelia Ioana CHEREJI, Daniela ȚUȚUI and Ioan CHEREJI</i>	2816
Identifying the Factors of Sustainable Competitive Advantage to Maintain the Continuity and Performance of MSMEs In the Pandemic Era..... <i>Wawan DHEWANTO, Anindia P. PUTRI and Gita HINDRAWATI</i>	2824
Maritime Container Shipping Companies Consolidation and Market Integration and their Impact on Global Supply Chains: An Analytical Approach..... <i>Andrzej S. GRZELAKOWSKI</i>	2825
Tourists’ Perceptions of Peneda-Gerês National Park, Portugal: An Analytical Study..... <i>Manuel Sousa PEREIRA, António CARDOSO, Miguel MAGALHÃES, Sílvia FARIA and Frederico D’OREY</i>	2834
Analysis of Differences in the Assessment of Selected Dimensions of Social Well-being in Terms of Different Levels of Management..... <i>Zuzana BIRKNEROVA and Dagmara RATNAYAKE KASCAKOVA</i>	2842
The Impact of Aligning Learning Processes with Technological Developments - The Emergence of The Concept of Education 4.0..... <i>Ionuț-Claudiu POPA, Raluca-Giorgiana (POPA) CHIVU and Bianca Cristiana VOICU</i>	2851
The Connection Between the Activity Within the Social Networks and The Consumer Behaviour - New Techniques for Knowing the Consumer Behaviour..... <i>Raluca-Giorgiana (POPA) CHIVU, Ionuț-Claudiu POPA, Bianca Cristiana VOICU and Ionuț TĂNASE</i>	2861
The Impact of The Brand on The Decision of The Romanian Consumer to Buy Pharmaceutical Products.... <i>Bianca-Cristiana VOICU, Raluca-Giorgiana (POPA) CHIVU, Ionuț-Claudiu POPA, Ionuț TĂNASE and Elena-Florentina GREJDAN</i>	2868
Analysis of Employee Life Satisfaction in Terms of Socio-Demographic Factors..... <i>Anna TOMKOVA, Barbara Nicole CIGARSKA and Ivana ONDRIJOVA</i>	2876
Analysis of Mutual Differences of Attributes of Communication Skills and Attribubtes of Machiavellian Manifestations in Employees..... <i>Anna TOMKOVA, Barbara Nicole CIGARSKA and Ivana ONDRIJOVA</i>	2882
COVID-19 Perceived as A Driver for Home Care Based on Digital Solutions with A Senior-Centered Approach..... <i>Marilena IANCULESCU, Adriana ALEXANDRU, Lidia BĂJENARU and Cristian PETRACHE</i>	2892
A Review of The Main Global Developments Addressing Green Investments Among Central Banks..... <i>Andreea OPREA</i>	2902

Personalized Solutions using Assistive Technologies for Elderly..... <i>Eugenia TIRZIU, Eleonora TUDORA, Maria GHEORGHE-MOISII, Irina CRISTESCU and Dragos-Daniel IORDACHE</i>	2908
Decision-Making Uncertainty under the Reflection of Globalization Using Artificial Intelligence in Companies' Business Planning..... <i>Rudolf GRUENBICHLER and Anis BENABED</i>	2917
Centers and Peripheries in Motion – Spatial Structure Changes in the Partium (Crișana) Region (Romania) <i>Ferenc SZILÁGYI and Tibor ELEKES</i>	2929
Logistic Determinants of Financial Losses During Poultry Transport..... <i>Krzysztof TERESZKIEWICZ, Piotr ANTOS and Wojciech RYBCZYK</i>	2941
A Qualitative Study into Teachers' Experiences with Emergency Distance Learning at The Start of The Covid-19 Pandemic..... <i>Hasna ELKHANNOUBI, Daniel TOMIUK and Mukesh SRIVASTAVA</i>	2947
The Right to Information and Transparency in Administration During The COVID-19- Selected Issues from Poland..... <i>Aldona PIOTROWSKA</i>	2954
Analysis of Social Intelligence of Sellers by MESI Methodology..... <i>Lucia ZBIHLEJOVA</i>	2961
The Effects on The Economy and Environment Caused by Electric Cars Compared to The Conventional Ones..... <i>Cosmin Codruț BLEDEA, Izabela Luiza POP and Rita Monica TOADER</i>	2967
Planning of International Transport in The Context of The Condition of Transport Infrastructure in Selected EU Countries..... <i>Marta DARON</i>	2973
Landscape of Innovation and Data Analytics in Sports Management: A Qualitative Study of The National Basketball Association (NBA)..... <i>Carter HEADLEY, Mukesh SRIVASTAVA and Daniel TOMIUK</i>	2983
How Do Organizational Culture and Innovation Trigger Successful Management of Public Institutions?..... <i>Irina TARABAN, Maria Andreea TILIBASA, Alina Nicoleta DOBRE, Dorin Felician MARCHIS and Lucica TUDORAN</i>	2992
Development of Project Management Competencies among Members of the Roma Community..... <i>Rebeka D. VLAHOV GOLOMEJIC and Rok PETJE</i>	3000
The Risks of Technology Adoption for Packaging Circularity and Consumer Involvement: A Qualitative Approach..... <i>Jolanta TUREK, Aneta PLUTA-ZAREMBA and Barbara OCICKA</i>	3007
Systemic Analysis of The Convergence of The Agricultural Economy in Relation to The Change of Vectors for Achieving Environmental Conditions..... <i>Lavinia POPESCU and Adela Sorinela SAFTA</i>	3021
The Use of the OpenAI GPT-3 AI technology for Marketing Content Purposes..... <i>Ionut TANASE, Bianca Cristiana VOICU, Raluca-Giorgiana (POPA) CHIVU and Elena Florentina GREJDAN</i>	3024

A Traditional Literature Review on Physicians’ Dual Practice: Literature Review..... <i>Kirathimo MURUGA and Tatjana VASILJEVA</i>	3031
Health Care Practitioners’ Perception of Dual Practice in Kenya..... <i>Kirathimo Muruga</i>	3043
Faces of Corporate Social Responsibility - Coercion Vs Morality..... <i>Jolanta BIENKOWSKA and Czesław SIKORSKI</i>	3056
Empowering Women through Social Entrepreneurship: A Literature Review..... <i>Fadila JEHHAD and HAOUCHA Malika</i>	3065
The Evaluation of The Professional Training Programs In Romanian Local Public Administration: A Quantitative Research..... <i>Corina-Cristiana NASTACA, Claudiu-Emanuel SIMION and Madalin-Valentin DRAGUT</i>	3073
The Impact of the Covid-19 Pandemic on Global Yields: A Short Review of the 2020-2021 Period Monetary and Fiscal Policies’ ..... <i>Andreea OPREA</i>	3086
Factors Influencing Organizational Culture to Facilitate Radical Innovation in Mature Manufacturing Organizations..... <i>Nouf M ALQARNI, Patrick MCLAUGHLIN and Ahmed AL-ASHAAB</i>	3094
Towards Smart and Sustainable Shopping Centres - A Response to The Challenges of Modern Supply Chains..... <i>Joanna MIKLINSKA</i>	3109
Image of Douro Wine Region Through Social Networks: Visitor Perception..... <i>Elsa ESTEVES, Elisabete PAULO MORAIS and Cláudia MACEDO</i>	3117
Support For Sustainable Strategic Management Using SMART Technology: A Managerial Perspective..... <i>Gabriel KOMAN, Martin HOLUBČÍK and Jakub SOVIAR</i>	3131
International Legal Aspects of Maritime Security in the South China Sea: A Literature Analysis..... <i>Leszek KURNICKI</i>	3138
The Role of Brand Trust and Perceived Risk in Shaping Brand Experience: The Case of a Second-Hand Online Marketplace..... <i>Silvia FARIA, Pedro FERREIRA, Sofia GOMES and Carla GABRIEL</i>	3153
The Impact of Sustainability and Corporate Social Responsibility in Current and Future Literature. Two Responses to Bring Innovation and Competitive Advantages to Companies..... <i>Teodora NACU and Emilia JERCAN</i>	3165
The Effect of Credit Portfolio Concentration on the Risk and Profitability During the Covid-19 Pandemic Evidence From Commercial Banks in Indonesia..... <i>Argado Insani HUTABARAT and Eko RIZKIANTO</i>	3174
The Surface Division Method as A Complementary Measure of Estimating Variability of The Financial Time Series..... <i>Grzegorz PRZEKOTA</i>	3183
Delays In the Processes of Economic Evolution..... <i>Piotr WALĄG and Kamil BOJDO</i>	3193



Digital Transformation in Public Administration: A Bibliometric Analysis..... <i>Daniela-Gabriela CAZAN</i>	3201
Maritime Security in International Law: A Conceptualization..... <i>Leszek KURNICKI</i>	3208
Study on The Consumption of Milk and Dairy Products in Romania..... <i>Violeta GAGU (LEOĂ) and Gheorghe Adrian ZUGRAVU</i>	3221
On Project Financing of International Business in Developed and Developing Countries..... <i>Elena Vyacheslavovna ZENKINA, Valery Maksimovich TUMIN, Petr Aleksandrovich KOSTROMIN and Valery Valerievich TUMIN</i>	3225
Organizational Resilience as An Antecedent of Efficient COVID 19 Induced Public Grant Distribution in the EU..... <i>Mate DAMIĆ</i>	3232
Teams In VUCA - Ways of Dealing with Uncertainty..... <i>Jolanta BIEŃKOWSKA and Czesław SIKORSKI</i>	3237
Research on the Degree of Concern of Romanian Entrepreneurs in the Field of Cyber Security..... <i>Petronela Cristina SIMION, Mirona Ana Maria POPESCU, Andrei MITROFAN and Iustina Cristina COSTEA-MARCU</i>	3246
What Might Be the Value of The Company That Changed the Course of the COVID-19 Pandemic Crisis Two Years After Pandemic? The Case of PFIZER..... <i>Alina RADU (GINGHINA), Andreea-Georgiana MINCU, Alexandru-Marian SOACATE, Corneliu Florin PARASCHIV and Daniel LAZAR</i>	3253
Application of Analytic Network Process (ANP) Methodology for Public Funding Decisions: Case Study of Latvia Education Sector..... <i>Liene VORONENKO, Jana ERINA and Irina VORONOVA</i>	3299
Digitalization: A Step Closer to Sustainability. The Case of Romania and Neighbor Countries from The Perspective of Desi Components..... <i>Maria MORARU</i>	3306
Disruptive Innovation and the “Penguin Effect” – The Review of Theory..... <i>Kalina BOKWA</i>	3313
Effectiveness Measures According to Lean Management: Empirical Verification of The Concept in The Area of Physical Flows of Production Logistics..... <i>Nicoletta BASKIEWICZ</i>	3318
Influence of the Development of Energy Infrastructure from The Southern Macro-Region of Peru on Agricultural Exports to Brazil by Land..... <i>Miguel PANEZ – BENDEZU</i>	3328
Circular Economy and Rebound Effects: Exploring the Gaps Between Principles and Practice..... <i>Paweł BARTOSZCZUK</i>	3334
Macroeconomic Stability of The Romanian Industry Indicators..... <i>Mihaela Adina MATEESCU, Mihai Sabin MUSCALU, Elena Manuela ISTOC and Daniela Nicoleta BALEANU</i>	3341

Sibiu Tourist Destination Sustainability Analysis Based on Visitors' Perception Using the European Tourism Indicators System.....	3349
<i>Elena Manuela ISTOC, Mihaela Adina MATEESCU, Mihai Sabin MUSCALU and Daniela Nicoleta BALEANU</i>	
Managing The Efficiency of Public Transport in The Silesian Voivodeship.....	3355
<i>Nicoletta BASKIEWICZ</i>	
Impact of Tax of Certain Banks Institutions on Financial Banks Results in Poland.....	3365
<i>Małgorzata Białas and Izabela Emerling</i>	
Multidimensional Project Portfolio Management in The Context of The Current Covid-19 Situation in The Automotive Industry: A Case Study.....	3375
<i>Agnieszka JĘDRUSIK</i>	
The Possibility of Using the Social Network Tiktok for E-Commerce in Terms of Consumer Behaviour.....	3383
<i>Jakub HORVÁTH</i>	
Research on Consumer Behaviour - Significant Relationships Between the Importance and Frequency of Online Shopping.....	3388
<i>Jakub HORVÁTH</i>	
Spatial Differentiation of Social Capital and Non-Governmental Organizations in Poland.....	3396
<i>Bogusława GARDZIEJEWSKA</i>	
Costs and Benefits of Joining the Euro Area: The Case of Croatia.....	3407
<i>Alina RADU (GINGHINA), Andreea-Georgiana MINCU, Alexandru-Marian SOACATE, Corneliu Florin PARASCHIV and Daniel LAZAR</i>	
Influence of Training and Technical Assistance of Small Farmers from The Southern Macro-Region of Peru on Agricultural Exports to Brazil by Land.....	3413
<i>Miguel PANEZ – BENDEZU</i>	
Functions of Agriculture and Rural Areas in View of Energy Management and Ecoservices Development in Poland.....	3419
<i>Wojciech ŻARSKI and Waldemar BOJAR</i>	
The Influence of Organizational Culture on Employees' Commitment: An Empirical Study In 22 Joint-Stock Commercial Banks in Viet Nam.....	3425
<i>Hue HOANG THI, Hoc LE HIEU and Mai Anh NGUYEN THI</i>	
Industry 4.0 as a Tool in Crisis Recovery: The Case of the Tourism Sector.....	3435
<i>Vlatka BILAS, Sanja FRANČIĆ and Lana TRIFUNIĆ</i>	
Trust In Electronic Word-Of-Mouth (eWOM): The Concept and The Most Important Determinants.....	3440
<i>Anna DRAPINSKA</i>	
Drinking Water Quality Management in Cracow, Poland: A Case Study.....	3447
<i>Artur JACHIMOWSKI and Wacław ADAMCZYK</i>	
Study of the Impact of Sustainability Trends in Business After Pandemic.....	3459
<i>Elena Florentina GREJDAN, Elena GOGA, Iasmina-Iulia GRĂDINESCU, Gheorghe ORZAN, Cristina NICOLAE, Bianca Cristiana VOICU and Ionuț TĂNASE</i>	

Perceived Security by Various Generations in Using NFC Payment Technology: An Empirical Study in Poland..... <i>Michał OLEJNICZAK and Arkadiusz GRYKO</i>	3464
The Impact of The Covid-19 Pandemic on Local Development Management in Poland in The Aspect of Using Participatory Budgeting..... <i>Arkadiusz GRYKO and Michał OLEJNICZAK</i>	3471
Future Trends on E-grocery Market in Poland..... <i>Malgorzata MISNIAKIEWICZ and Jaroslaw PAWLIK</i>	3479
The Decline of Rural Area in Romania - Economic Implications..... <i>Marius M. MICU, Catalin R. VINTU, Adina M. IORGA and Paula STOICEA</i>	3488
Investigating Cash Replacement as A Means of Fighting Money Laundering: The Case of Digital Currency and Its Economic Impact..... <i>Cristina S. CAPATINA (DUMITRACHE) and Raluca A. GHEȚU</i>	3496
Exploring Motivators for Students in the Pursuit of Further Studies and Career Development..... <i>Alvin Y.T. WONG</i>	3507
Conceptual Approaches to Modeling the Study of the Impact of Digital Employment on Parental Well-being..... <i>Natalia TONKIKH, Tatiana MARKOVA and Tatiana KAMAROVA</i>	3510
Supply Chain Resilience in Era of combined effects of COVID-19, Brexit, and Russia-Ukraine war: Global Trends and Developments..... <i>Johannes LITZENBURGER, Nicole MAU and Markus MAU</i>	3516
Studying Competitiveness of Rural Territories in The Conditions of Decentralization: An Economic Analysis and Comparison..... <i>Yedina SHEBESHTEEN, Serhii PYLYPETS, Andriy ZADOROZHNYI and Nazar HLYNSKYI</i>	3520
Managing Lebanese SMEs During the Pandemic and The Financial Crisis: “A Quantitative Research”..... <i>Maria FRANGIEH</i>	3530
Jurisdiction Issues in Cyberspace: An Overview in Respect of Brunei and Malaysia Comparing with United States’ System..... <i>Nehaluddin AHMAD and Norulaziemah binti HAJI ZULKIFFLE</i>	3536
Financial Performance in Portuguese Outdoor Tourism Industry: A Quantitative Research..... <i>Sadiksha BARAL, Sadikshya BHATTARAI, Nuno MOUTINHO, Alcina NUNES and Paula Odete FERNANDES</i>	3546
Research Methodology in the Management Sciences..... <i>Aboubakere HAJI, Toufik MAJDI and Issam IZZA</i>	3552
Digital Open Government and Transparency in Nigeria: The Constraints and Prospects..... <i>Modupe AKE, Nwozor AGAPTUS, Racheal T. AYANRINDE, Henry C. NWEKE-LOVE, Joy OLADAPO and Alex OLANREWAJU</i>	3561
Relationship of Hedonic and Utilitarian Values and Their Influence on Consumer Satisfaction and Loyalty.. <i>Adriana CUADROS, Daniela RODRÍGUEZ and Martin A. MAURICIO</i>	3572
Social Commerce: The Impact of Satisfaction on Purchase Intention in Local Business..... <i>Zoe M. MATOS, Triana A. POSTIGO and Martin A. MAURICIO</i>	3583

Determinants of the Intention to Use Mobile Banking Applications..... <i>Mayte ROJAS and Martin A. MAURICIO</i>	3594
E-commerce in BRICS Countries..... <i>Svetlana A. GUSAROVA, Igor V. GUSAROV and Margarita S. SMERETCHINSKII</i>	3603
Development of Tourism in the Light of Contemporary Economic Concepts..... <i>Barbara MARCISZEWSKA</i>	3609
Advertisements and Their Effectiveness Among Young People: An Example of a Message About Aid Activities Related to The War in Ukraine..... <i>Marzena WANAGOS</i>	3616
The Operation Models of Local Public Transport an Economic and Legal Perspective..... <i>Krzysztof WASOWICZ</i>	3622
Fear Of Missing Out Vs Joy of Missing Out: A Literature Review on Keeping Critical Mindedness a Top Priority in The Era of The Big Tech Boom..... <i>L'houssaine MOUNAIM, Zineb BOUTAQBOUT, Salma LOUANI and Safaa TIGHAZRI</i>	3631
A Case Study on Work Values as Displayed on Job-Hunting Reality TV Show..... <i>Dan LI and Xinlin SI</i>	3641
The Use of Guide Services by Young People in The Era of The Development of Modern Technologies in The Opinion of Young People from High Schools in The Tri-City Agglomeration (Gdańsk, Sopot, Gdynia). <i>Marzena WANAGOS</i>	3656
Determinants of Live Streaming Influencing Purchase Intention for Online Computer Video Games: A Quantitative Study..... <i>Yasheen HILARIO ROMERO and Rafael O. FLORIAN-CASTRO</i>	3663
The Impact of Tax Regulations on The Structure of Employees' Remuneration - An Example from Poland... <i>Agnieszka JUDKOWIAK and Beata ZALESKA</i>	3675
The Influence of Selected Elements of Human Resources Management on the Knowledge Management and the Functioning of Enterprises..... <i>Rafal PRUSAK and Edyta KARDAS</i>	3684
Frugal Innovations in The Food Industry – The Possibilities for Implementation and The Direction of Future Research..... <i>Małgorzata JUCHNIEWICZ</i>	3694
Optimization of Pollard's Rho Method for Factorisation..... <i>Olgierd ŻOŁNIERCZYK</i>	3697
Examination of The Features of Character in a Cybernetic Approach as Condition of Knowing the Causes of Human Behavior..... <i>Izabela ZIEBACZ</i>	3708
Artificial Intelligence in Accounting - Review of Research Areas..... <i>Agnieszka JUDKOWIAK and Beata ZALESKA</i>	3717
Cross-Industry Differentiation High Technology Sector in The European Union..... <i>Magdalena ŁADA</i>	3725

Forecasting Medium-Term Territorial Natural Gas Consumption: An Economic Perspective of Quantitative Research..... <i>Bartłomiej GAWĘŁ and Andrzej PALIŃSKI</i>	3729
International Hotel Systems (IHS) As A Research Problem in Polish and Foreign Languages Scientific Literature..... <i>Małgorzata JANIAK and Marzena MAKOWSKA-ISKIERKA</i>	3739
Concept of Research on Entrepreneurship and Innovativeness of Enterprises in Peripheral Regions of North-Eastern Poland..... <i>Zbigniew NASALSKI</i>	3750
The Condition and Prospects of Innovativeness of Enterprises in Peripheral Regions of North-Eastern Poland..... <i>Małgorzata JUCHNIEWICZ and Zbigniew NASALSKI</i>	3754
The Potential of Social Entrepreneurship in The Organization of a Comprehensive Reintegration System.... <i>Anna PIOTROWSKA</i>	3763
Hotels Environmental Certification Systems: Essence, Characteristics, Review..... <i>Jarosław PAWŁOWSKI</i>	3770
Improving The Food Safety in Constanta County: ANSVSA Controls, Results and Recommendations (2021)..... <i>Iuliana CONDULEȚ and Silvius STANCIU</i>	3777
Food Quality in Europe: A Brief Assessment Based on RASFF (2021)..... <i>Iuliana CONDULEȚ and Silvius STANCIU</i>	3783
Dynamic Capabilities as a Determinant of Small Enterprise Development: The Case Study of Poland..... <i>Renata LISOWSKA</i>	3791
The Importance of Engaging Employees in Times of Crisis Through Empowering Them..... <i>Maria FRANGIEH and Doina I. POPESCU</i>	3800
Innovation As a Factor of Economic Development: A Comparative Analysis of Economic Theories of Joseph Schumpeter and Mariana Mazzucato..... <i>Sylvia STEFANIAK</i>	3808
Fare Integration in The Urban Public Transport: A Literature Review on Regulatory Perspective..... <i>Grzegorz DYDKOWSKI and Anna URBANEK</i>	3813
Management Approach to Manufacturing Process Technology Improvement: The Case of a Small Shipyard..... <i>Ryszard BIELSKI, Łukasz SZYSZKA and Jacek WACHOWICZ</i>	3822
The Influence of Satisfaction and Trust in The Digital Loyalty of Digital Banking Service: A Qualitative Research..... <i>Daniel MEDINA, Daniel ZAVALA and Manuel Luis LODEIROS-ZUBIRIA</i>	3831
Marketplaces: The Post-Purchase Stage of The E-Commerce Consumer Concerning Satisfaction and Its Impact on The Intention to Repurchase..... <i>Fernando LOAYZA, Mía RODRÍGUEZ and Manuel Luis LODEIROS-ZUBIRIA</i>	3839
The Essence of Internal Audit and Its Objectives..... <i>Klaudia Skelnik and Bożenna Piątkowska</i>	3851

Study of University Students' Quality of Life and Their Attitude to Health During the Third Pandemic Wave: A Quantitative Research.....	3858
<i>Evgeni L. NIKOLAEV, Anna N. ZAKHAROVA, Elena Yu. LAZAREVA, Denis V. HARTFELDER, Tamara V. TALANOVA and Galina S. DULINA</i>	
Cross-cultural Competence as Success Factor of Employee Retention?.....	3864
<i>Stefan Stark</i>	
Effect of Employee Participation on Organizational Performance in Manufacturing Firm (A Study of Dufil Prima Food Plc, Ogun State, Nigeria).....	3868
<i>Ejiro G. UKPEIBO, Uwalomwa UWUIGBE, Edu J. USENDIAH and Somto J. OKOLO</i>	
Proactivity, Interactivity and Community As 3 Pillars of Onboarding Programs - An Outline of Empirical Research in Human Resources.....	3873
<i>Krzysztof WĄSEK</i>	
The Length of Onboarding Processes and Their Impact on Employee Efficiency - An Outline of Empirical Research.....	3876
<i>Krzysztof WĄSEK</i>	
The Importance of The Advanced Technology Sector in The Structure of National Economies and Economic Growth.....	3879
<i>Małgorzata JUCHNIEWICZ and Magdalena ŁADA</i>	
Personnel Management on the Example of the Automotive Sector.....	3886
<i>Joanna Lisok and Karolina Fijalkowska</i>	
Customer Relationship Building as a Success Factor.....	3889
<i>Karolina Fijalkowska and Joanna Lisok</i>	
Polish Tax Reform "Polski Ład" – Consequences of Introducing Changes on the Example of Selected Flat-rate Tax Forms for Micro and Small Companies.....	3892
<i>Piotr KASPRZAK, Danuta BOIKE, Ewa ŁĄCZEK-TARAZEWICZ and Jarosław WRÓBLEWSKI</i>	
State Tax Policy and Reform Tools as a Risk of Running a Business: Case Study based on Polski Ład – Polish Tax Reform.....	3900
<i>Ewa ŁĄCZEK-TARAZEWICZ, Jarosław WRÓBLEWSKI and Piotr KASPRZAK</i>	
Establishing A Digital Management System With "Management by Objectives" As the Core Strategy.....	3908
<i>Wei Ren and Anna Korenevskaya</i>	
Personnel Motivation Management in the Fashion Industry: The Example of ZARA.....	3915
<i>Yueying Wang and Damir Kudryakov</i>	
Business Model of a Digital Bank in China's Banking System.....	3924
<i>Dong Zhang and Yuliana Solovieva</i>	
Profit Management in The Activities of An International Company.....	3929
<i>Jiayi Li and Damir Kudryakov</i>	
Prospects for the Development of SAIC Motor Corporation Limited in the Russian Market.....	3936
<i>Kaiyang Li and Anna Korenevskaya</i>	
Strategic Positioning in the Chinese Market: A Case Study of Walmart.....	3943
<i>Ke Feng and Denis Paleev</i>	

Features of the Functioning of a Foreign Transnational Bank in Russia..... <i>Liangliang Ren and Vladimir Grigoriev</i>	3950
Information Technology Management of The World's Largest Firms in The Context of Digital Transformation: A Study of Automobile Corporation BYD..... <i>Lixin An and Tatiana Samuseva</i>	3956
China's Logistics Industry Transformation in The Context of The Covid-19 Pandemic..... <i>Xuemei An and Victoria A. Chernova</i>	3962
Importance of Small and Medium Entrepreneurship for The Foreign Economic Relations of Azerbaijan Republic..... <i>Ayten A. MEKHRALIYEVA</i>	3968
Entrepreneurship and Its Importance for Regional Development in Poland..... <i>Iwona LASKOWSKA</i>	3975
Determination of the Optimal Business Development Strategy for Huawei Technologies Co., Ltd Based on Selected Strategic Analysis Tools..... <i>Bin Wu and Alexey Chernov</i>	3982
Prospects For the Development of Innovative Technologies in The Field of Banking Services..... <i>Ji Lei and Tatiana Ushkats</i>	3988
Integration Strategies of An International Company..... <i>Lin Xiao and Robert Voskerichyan</i>	3994
Features of Human Resource Management in An International Company..... <i>Mingzhen Cai and Elena Egorycheva</i>	4001
Strategies For the Behavior of An International Company in The Financial Market..... <i>Peide Chen and Anna Korenovskaya</i>	4008
Strategic Management of An International Company in The Digital Economy..... <i>Wenbin Fan and Jielin Zhao</i>	4015
The Potential of The Russian Market for Chinese HR Consulting in The Context of Digitalization..... <i>Wengang Yao and Olga Vasilyeva</i>	4022
Creation Of a Development Strategy in Social Networks..... <i>Wenxiao Tian and Aleksandr Koberidze</i>	4029
Introduction of Innovative Technologies Into Practice of Strategic Management of A Company In Terms of Entering The International Market..... <i>Xiuxiu Gao and Natalia Sakharchuk</i>	4036
Marketing strategies for the development of a company in the international market: The Case of Nice Group company, China..... <i>Xu Zhang and Raju Mohammad Kamrul Alam</i>	4042
International financial management in practice: The Case of Chinese companies..... <i>Xuezhu Ruan and Timofey Mazurchuk</i>	4049

Strategic Goals of Financial Management of Hangzhou Yateyuan Technology Co., Ltd. in The International Market.....	4055
<i>Zhecui Wei and Maxim Vasilyevich Chernyaev</i>	



## **360 Degree Learning Agility: A Novelty Concept to Increase Knowledge Creation Based on Islamic Values & Followership in Learning Organization**

Tri WIKANINGRUM

Dept. of Management, Faculty of Economics, Universitas Islam Sultan Agung, Semarang, Indonesia  
email: [wika@unissula.ac.id](mailto:wika@unissula.ac.id)

Heru SULISTYO

Dept. of Management, Faculty of Economics, Universitas Islam Sultan Agung, Semarang, Indonesia  
email: [heru@unissula.ac.id](mailto:heru@unissula.ac.id)

Joko KUNCORO

Faculty of Psychology, Universitas Islam Sultan Agung, Semarang, Indonesia  
email: [kuncoro@unissula.ac.id](mailto:kuncoro@unissula.ac.id)

### **Abstract**

Today, the study about organizational learning is linked to a leadership style that dominantly centered on a formal leader. It is unrelated to the current dynamic industry, which must be dynamic and flexible, which cannot only rely on its formal leader. All employees must be active, learning-oriented followers. In the organizational learning context, the quality of an interactional relationship, initiative, and learning agility of all individuals play an important role in the knowledge creation process. The role of an active follower is not only to support the learning process and knowledge creation on the organizational level but also to support leadership effectiveness. The followership concept oriented to learning is not only developing individuals but also collaborating and supporting organizational transformation, which its study is still limited. The basis of social exchange refers to the Social Exchange Theory, which puts forward exchanges based on reciprocal interests. The spirit of mutual learning and sharing in learning activities should be based on spiritual values. Therefore, this paper discusses the novelty concept of 360 Degree Learning Agility which was developed based on the synthesis of leadership theory and learning theory by incorporating Islamic values. This concept is expected to enrich the study of leadership effectiveness in creating knowledge in learning organizations. The author offers several propositions and conceptual models that need to be tested for validity in future research based on the literature review.

**Keywords:** leadership, followership, learning agility, knowledge creation.

### **Introduction**

Organizations must agilely adapt and respond effectively through policies, systems, and processes in this disruptive era. It is easier to perform by learning organization which facilitates their learning process for all members; thus, it is more flexible and maintains their competitive advantage. One of the focuses is to create a learning climate and self-development opportunities for all organization members (Pedler et al., 2005). Therefore, a learning organization requires a leadership style that could empower the employees amid the changes and grow a learning culture that supports organizational performance development (Xie, 2020).

Several studies linked learning organizations with appropriate leadership styles (Xie, 2020; Vargas, 2015; Bucic et al., 2010). However, the traditional leadership approach that centered on formal leaders is ineffective. An individual who is master in specific knowledge and critical or vital importance for his organization could have a leadership role. However, the study of leadership is dominantly centered on the formal leader, for instance, a study of traditional and contemporary leadership styles and an effective leadership style. Subordinates are positioned as active followers who must obey and follow the leader. It is unrelated to the current dynamic industry, which should be flexible and dynamic and not rely on formal leaders. All employees should be active follower learning-oriented.

---

**Cite this Article as:** Tri WIKANINGRUM, Heru SULISTYO and Joko KUNCORO “360 Degree Learning Agility: A Novelty Concept to Increase Knowledge Creation Based on Islamic Values & Followership in Learning Organization” Proceedings of the 39th International Business Information Management Association (IBIMA), 30-31 May 2022, Granada, Spain, ISBN: 978-0-9998551-8-8, ISSN: 2767-9640

In the future, learning organization needs leadership at every organization level. Every organization member should be learning-oriented to support performance development in this disruptive and economic knowledge era. Bass (2020) stated that the informational revolution replaced the basis of leadership, which was based on the position but became the knowledge base. This puts all knowledgeable employees in the role of a leader or supports the effectiveness of existing leadership in the organization. To become organizational knowledge, it is important to have the ability and awareness of the individual owner to share the knowledge with other organization members. It is not only sharing the knowledge but also how the undertaken learning process can improve the quality of learning for other different individuals (from many levels/employer-subordinate-coworkers). This phenomenon showed an urgency of 360 agility learning concept development as a novelty offered in this article.

Creating a learning climate and a sharing knowledge culture requires policy support in human resource management. Policies are directed to motivate, improve abilities, and provide opportunities for all individuals to learn from each other. The interaction between these individuals should not be based on the motive of material interests or benefits or simply because they follow the direction of the leadership and the organization's policies. The spirit of mutual learning and sharing in learning activities should be based on transcendental values to have spiritual/worship values. However, based on the literature review, a learning behavior concept has not been found based on social exchange with Islamic values. It underlies the urgency of the emergence of new concepts which are expected to support knowledge management mainly to the Islamic shariah-based organization that relies on the knowledge worker.

Based on the previous explanation, it can be concluded that some reasons underlying the 360 degrees of learning agility concept are as follow; First, the learning climate of a learning organization will be more effective if it is supported by followers' independence, who is learning-oriented. Meanwhile, the dominant study used a leadership approach centered on the formal role of the leader. Second, learning is not just the development of individual competencies. Still, it is necessary to positively impact collaborative learning in various directions and levels in the learning process. Third, employees' acquisition and creation of new knowledge should focus on supporting the organization's needs to adapt to current challenges. Fourth, the concept of sharing knowledge so far refers to the Social Exchange Theory, which puts forward material interests and transactional motives, which are not in accordance with the Islamic perspective.

## **Literature Review**

### ***Leadership Theory and Organizational Learning Theory***

The development of leadership theory begins with traditional leadership in the form of traits, skills, styles, early contingency, LMX, and transformational/transactional leadership theories. Some of the current issues related to leadership theory are the exploration of change, culture, gender, followers, strategic leadership, distributed leadership, and ethics (Howieson, 2019). Leadership affects not only individual followers but also teams/groups, departments, and the entire organization. In this era, more active leadership is needed to face globalization and complexity, current landscape conditions, strategic discontinuities, imbalances, changing competition, innovation, and knowledge sharing (Turner & Baker, 2018).

Organizational learning is seen as a metaphor that fits the two concepts of learning and organization and is an organizational exploration related to knowledge, experience, skills, and expertise (Gherardi, 2001). Organizational learning theory aligns with individual learning models based on cognitive and social psychology. Researchers agree that an organization learns through individual learning of its members' (Fauske & Raybould, 2005). Individuals are agents of learning in organizations and individual learning must be consistent with organizational goals. Individuals can always learn, but the task of learning organizations is to ensure that each individual is willing to learn in order to meet organizational goals (Hsu & Lamb, 2020).

Leadership has evolved from multiple perspectives. Contemporary leadership styles complement the previously popular leadership styles. The perspective has also begun to shift, originally centered on the leader and then increasingly oriented towards his followers. To support organizational transformation, today's leaders are expected to pay more attention to the needs of followers to learn and develop, as several studies showed that contemporary leadership can support organizational learning.

In the context of learning, knowledge creation would be effective if it was supported by an interaction between individuals, so that knowledge transfer and knowledge movement occur from the individual, group, and organizational levels. Knowledge itself is the individual's property, acquired, created, and attached to the individual owner. The more valuable knowledge possessed by employees, the greater the potential to support the achievement of organizational goals. The concept of active followership is oriented to learning that is not only for individual development but also collaborative and supports the organization's performance, which its study is still limited. The author offers the concept of 360 Degree Learning Agility, where the employees as learners do not just develop individual competencies but in the collaborative learning process have a positive impact on the learning of other organizational members at any level (superiors, subordinates, colleagues). The

knowledge explored is important and needed by the organization to adapt and respond to current challenges. Such individual capabilities are expected to positively impact the individual level and in groups and organizations.

### ***360 Degree Learning Agility Concept Development***

360 Degree Learning Agility is derived from leadership theory, followership, and learning theory. There are phenomena of cooperation, mutual aid behavior, formation and acceptance of norms, and reciprocal actions in the organizational context. The greater the diversity of exchange relationships between employees, the lower the feeling of obligation to reciprocate coworkers' actions and identification with the group or organization. Communication problems can reduce group cohesion, and low personal attractiveness impacts organizational outcomes through the level of desire to maintain membership in the organization (Ofek & Sarvary, 2001). This means that the study of interpersonal relationships is not sufficiently discussed at the individual level. Still, it is important to examine the relationship level where there is a two-way interaction between receiver and sender in knowledge exchange activities.

The quality of exchange relationships among individuals in the organization will support the effectiveness of the interactive learning process. This shows that learning agility will impact and benefit other individuals as well. When all individuals in the organization undergo such learning and collaboration, a beneficial exchange of resources will enhance the knowledge creation process more effectively.

Collaborative learning and action need a supportive environment. One of them is made from management policies, for example, policies in performance appraisal practices that effectively motivate individuals to learn and interact with one another. HRM (Human Resource Management) practices such as training can lead individuals to learn collectively and encourage interpersonal collaboration (Wikaningrum et al., 2019). Even Andreeva and Kianto (2012), Collins and Smith (2006), and Lin and Kuo (2007) stated that HRM practice is one of the facilitators of learning due to its role in encouraging employee behavior and positive attitudes towards learning. In responding to the challenges of competition, the HR management system must increase the agility and flexibility of individuals within the organization (Chuang et al., 2013). Bass (2000) also stated the same thing, which HR management needs to develop flexibility within the company.

Knowledge management in an organization in a competitive and dynamic era focuses not only on knowledge management practices. The support of its human resources is also important, which are competent and agile (Davis, 2017) to support speed and efficiency in acquiring and transferring knowledge (Wikaningrum, 2020). This is in line with Senge's statement that the only sustainable competitive advantage in an organization is learning HR (Human Resource) faster than others and changing the organization to adapt to changes in the existing environment (Wikaningrum, 2020). This element of speed and flexibility is important to note because the value of knowledge itself tends to change rapidly, so companies need to accelerate innovation, creativity, and learning (Wikaningrum et al., 2019).

Several theoretical and empirical evidence showed that to support effective knowledge management, it is necessary HR management practices (Youndt et al., 1996; Kennedy & Beyerlein, 2005; Elkin et al., 2011; Kluge et al., 2001; Cabrera & Cabrera, 2005). One of them is a policy in HR management practices (Brewer & Brewer, 2010) that can encourage a positive attitude and a culture of sharing knowledge. In line with the statement of Monteiro and Pais (2014), HR management systems were recognized as a potential approach for organizations to encourage effective knowledge behavior and develop the depth and content of their knowledge stocks. Likewise, the results of research by Nonaka and Takeuchi (1995) found that HRM strategies had a significant positive impact on organizational learning and knowledge management capabilities. HRM practices themselves do not all directly affect knowledge acquisition. Therefore, von Krogh (1998) uses an ability-motivation-opportunity approach, suggesting that an HRM system for knowledge-intensive work should include HRM practices that enhance all three.

Learning organizations today and in the future will require leadership at all levels of the organization. All leaders from top to bottom levels and employees must be learning-oriented to improve organizational performance in the current era of disruption and the knowledge economy. Even Bass (2000) asserts that the information revolution has shifted the basis of leadership from position-based to knowledge-based. This places all knowledgeable employees capable of acting as leaders or supporting the effectiveness of existing leadership in the organization. As Davis (2017) stated, improving organizational performance requires both leadership and followership skills. A learning organization that is dominated and dependent on knowledge workers should no longer adhere to the paradigm of "leaders actively direct, subordinates passively only obey". Subordinates must be empowered to become effective followers who have the same qualities as the leader but perform different roles. For example, self-management, loyalty, commitment, concern for co-workers, goal orientation, initiative and expertise, and other positive characteristics.

In the context of learning, if self-management becomes a capability not only at the individual level but also at the group and organizational level, it can improve organizational outcomes. Encouragement from their immediate superiors is required to encourage employees to become learners who impact other organizational members, focus on the knowledge needed by their organization, and prioritize moral aspects based on Islamic values. In this case, it is a leader whose behavior focuses on

subordinates. It has characteristics that can empower and instill moral values. Such a leadership style will be more effectively applied in a learning organization. As Xie (2020) stated, learning organizations need a leadership type that can empower employees amid changing conditions and encourage a learning culture that aligns with the organization's vision towards better performance. It is a contemporary form of leadership that Greenleaf conceptualizes as servant leadership.

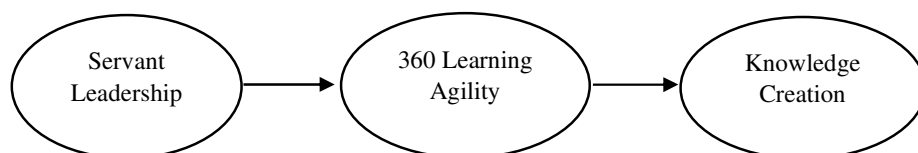
Islam as Ad-Din is a complete/comprehensive way. Islam guides all aspects of human life based on the oneness of God. Islam is faith and belief in Allah SWT as the creator of the universe (Ali & Al-Owaihan, 2008). The whole activity of thinking, soul, spirit, feeling, attitude, and behavior implements human obedience to Allah SWT. Islamic values (Islamic values) are standards, measures, and principles created by Allah the Almighty and serve as a reference for assessing, evaluating, making decisions whether something is good or bad, right or wrong (Ali, 2000), including in compiling policies in human resource management. The thirteen Islamic values according to Wahab (2012) are: 1) Competence; 2) Responsibility (*mas`uliyah*); 3) Gratitude (*syukur*); 4) virtue (*ihsan*); 5) Perfection (*itqan*); 6) Self-discipline (*riyada nafis*); 7) Work hard (*mujahadah*); 8) *Taqwa*; 9) Self-correction (*muhasabah al-nafs*); 10) Consultative-cooperative (*shura-ta`awun*); 11) Competition-cooperation (*tanafus ta`awun*); 12) Patience and perseverance (*sabr mujahadah*) and 13) Trustworthy Consultative (*amanah-shura*). Thus, it can be concluded that Islamic values support collaborative learning practices.

Based on the description in the previous paragraph, the following proposition can be formulated as follows:

- Proposition 1 : HRM based on knowledge and Islamic values will produce collaborative individual learning behaviors, impactful for self-development and other individuals, and is oriented towards acquiring knowledge that is important for organizational transformation.
- Proposition 2 : Servant leadership will increase individual collaborative learning behaviors, impactful for both self-development and other individuals, and is oriented towards acquiring knowledge that is important for organizational transformation.
- Proposition 3 : Collaborative individual learning behavior oriented to acquiring knowledge for organizational transformation will improve the knowledge creation process.

### Research Direction

This article offers a conceptual model for validating the 360 Degree Learning Agility concept. The formulation of the model was based on searching secondary data from international journals and reference books on theories and concepts related to leadership, learning, and social exchange from an Islamic perspective. Likewise, it is necessary to design a more detailed measurement scale based on these theories and concepts. The proposed model described the relationship between servant leadership, 360 Degree Learning Agility, and knowledge creation.



**Fig 1. Proposed Empirical Model**

The empirical model should be tested in a spiritual organization setting that relies on knowledge workers, which requires continuous self-development. For example, research subjects are lecturers in the higher education industry and knowledge workers in the banking industry. Both industries are engaged in dynamic services. Their human capital must be agile to learn to support the organization's ability to respond to the challenges of change in the industry.

### Conclusion

360 Degree Learning Agility offers an interactional, agile, follower-centered, oriented to creating important knowledge for organizations based on spiritual values. The initiative and independence of learning from all individuals in an organization become a strength for learning organizations in the current era and the future. This is supported by the increasingly open access to information and knowledge that allows each individual to have knowledge power. The role of the leader is more directed at supporting the formalization and codification of new knowledge into organizational knowledge. With the concept of novelty based on spiritual values, it is hoped that learning behavior is based on the congregation's spirit to carry out self-development in a sustainable manner jointly. Finally, as proposed in this article, measurement scale design and empirical testing need to be carried out in industrial settings.

## References

- Ali, A. J., & Al-Owaihian, A. (2008). Islamic work ethic: a critical review. *Cross cultural management: An international Journal*.
- Ali, A. J., Gibbs, M., & Camp, R. C. (2000). Human resource strategy: The ten commandments perspective. *International journal of sociology and social policy*.
- Andreeva, T., & Kianto, A. (2012). Does Knowledge Management Really Matter? Linking Knowledge Management Practices, Competitiveness and Economic Performance. *Journal of knowledge management*, 16(4), 617-636.
- Bass, B. M. (2000). The Future of Leadership in Learning Organizations. *Journal of leadership studies*, 7(3), 18-40.
- Brewer, P., & Brewer, K. (2010). Knowledge Management, Human Resource Management, and Higher Education: A Theoretical Model. *Journal of Education for Business*, 85(6), 330335. doi: 10.1080/08832321003604938.
- Bucic, T., Robinson, L., & Ramburuth, P. (2010). Effects of leadership style on team learning. *Journal of Workplace Learning*.
- Cabrera, E. F., & Cabrera, A. (2005). Fostering Knowledge Sharing Through People Management Practices. *The International Journal of Human Resource Management*, 16(5): 720-735.
- Chuang, C. H., Jackson, S. E., & Jiang, Y. (2013). Can Knowledge-Intensive Teamwork Be Managed? Examining the Roles of HRM Systems, Leadership, and Tacit Knowledge. *Journal of Management*, 42(2): 524-554.
- Collins, C. J., & Smith, K. G. (2006). Knowledge Exchange and Combination: The Role of Human Resource Practices in The Performance of High-Technology Firms. *Academy of Management Journal*, 49: 544-560.
- Davis, N. (2017). Review of followership theory and servant leadership theory: Understanding how servant leadership informs followership. In *Servant Leadership and Followership* (pp. 207-223). Palgrave Macmillan, Cham.
- Elkin, G., Zhang, H., & Cone, M. (2011). The Acceptance of Senge's Learning Organisation Model among Managers in China: An Interview Study. *International Journal of Management*, 28(4), 354.
- Fauske, J. R., & Raybould, R. (2005). Organizational learning theory in schools. *Journal of Educational Administration*, 43(1 SPEC. ISS.), 22-40. <https://doi.org/10.1108/09578230510577272>.
- Gherardi, S. (2001), "The learning organization", in Smelser, N.J. and Baltes, P.B. (Eds) (2001), *International Encyclopedia of the Social and Behavioral Sciences*, Elsevier, Amsterdam, Vol. 11, ISBN: 0-08-043076-7.
- Howieson, W. B. (2019). What Is Leadership? – An Academic Perspective. *Leadership*, 35-149. <https://doi.org/10.1108/978-1-78769-785-020191003>.
- Hsu, S. W., & Lamb, P. (2020). Still in search of learning organization?: Towards a radical account of The Fifth Discipline: The Art and Practice of the Learning Organization. *Learning Organization*, 27(1), 31-41. <https://doi.org/10.1108/TLO-09-2019-0142>
- Kennedy, M. F., & Beyerlein, M. M. (2005). Minimizing the Impact of Organizational Distress on Intellectual and Social Capital Through Development of Collaborative Capital. *Collaborative capital: Creating intangible value*, pp. 237-284, Emerald Group Publishing Limited.
- Kluge, J., Stein, W., & Licht, T. (2001). Knowledge Unplugged: The McKinsey Global Survey of Knowledge Management. Palgrave Publishing, Masmillan UK.
- Lin, C.-Y., & Kuo, T.-H. (2007). The Mediate Effect of Learning and Knowledge on Organizational Performance. *Industrial Management & Data Systems*, 107, 1066-1083.
- Monteiro, S., & Pais, L. (2014). Knowledge Management and HRM – Theoretical and Empirical Links. Proceedings of the 15th European Conference on Knowledge Management, Academic Conferences and Publishing International in Santarém, Portugal, pp. 700-708.
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation*, University Press, Oxford.
- Ofek, E., & Sarvary, M. (2001). Leveraging the customer base: Creating competitive advantage through knowledge management. *Management science*, 47(11), 1441-1456.
- Pedler, M., Burgoyne, J., & Brook, C. (2005). What has action learning learned to become?. *Action Learning: Research and Practice*, 2(1), 49-68.
- Turner, J. R., & Baker, R. (2018). A review of leadership theories: identifying a lack of growth in the HRD leadership domain. *European Journal of Training and Development*, 42(7-8), 470-498. <https://doi.org/10.1108/EJTD-06-2018-0054>.
- Vargas, M. I. R. (2015). Determinant factors for small business to achieve innovation, high performance and competitiveness: organizational learning and leadership style. *Procedia-Social and Behavioral Sciences*, 169, 43-52.
- von Krogh, G. 1998. Care in Knowledge Creation. *California Management Review*, 40(3), 133-53.

- Wahab, M. A. (2012). The Impact of Islamic Work Values on Employees' Job Performance in Malaysia. *University of Canberra*.
- Wikaningrum, T. (2020). Collaborative Agility Capital: Concept and Development of Action Learning. In *Conference on Complex, Intelligent, and Software Intensive Systems* (pp. 463-470). Springer, Cham.
- Wikaningrum, T., Sulisty, H., Ghozali, I., & Yuniawan, A. (2019). Collaborative agility capital: a conceptual novelty to support knowledge management. In *Conference on Complex, Intelligent, and Software Intensive Systems* (pp. 972-980). Springer, Cham.
- Xie, L. (2020). The impact of servant leadership and transformational leadership on learning organization: a comparative analysis. *Leadership & Organization Development Journal*.
- Youndt, M. A., Snell, S. A., Dean, J. W., & Lepak, D. P. (1996). Human Resource Management, Manufacturing Strategy, and Firm Performance. *Academy of Management Journal*, 39(4), 836-866.

\*\*\*