



**2nd INTERNATIONAL CONGRESS ON
BLUE & GREY COLLAR WORKERS**
AN ALTERNATIVE NEO-HUMAN RELATIONS PERSPECTIVE
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BOOK OF ABSTRACTS

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AN ALIGNMENT BETWEEN STRATEGIC POLICIES AND RECRUITMENT AND SELECTION PRACTICE IN MALDIVES CIVIL SERVICE ORGANIZATION

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Abstract

Purpose of the study- HRM practices are deemed a remarkable strategical Human resource practice that relatively brings changes to organizational growth and affects organizational performance. It all depends on selecting people with essential skills, expertise, and qualifications to meet the organization's strategic objectives. This study identifies the major strategic policies, barriers for maintaining the effectiveness of recruitment and selection practices that reflected organizational performance. Correspondingly, the main objective of the study is to identify the research gap of an alignment between strategic policies and recruitment and selection practice in the contextual of Maldives Civil Service Sector.

Methodology – The quantitative and stratified random probability sample method was used in the study. An adopted self-administered questionnaire was distributed to 418 respondents of Civil Service Sector employees to draw the data. To analyse the data AMOS version 25 and SPSS 24 was used. The study tested the hypothesis and mediating effect through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) procedure.

Study Findings - The study asserted that Strategic Policies play a full mediating role that links between recruitment and Selection Practice and Organizational Performance. However, the study indicated that Civil Service employees were selected based on Merit-Basis (Skill, knowledge, and Experience) with the following strategical policies. Though Civil Service Sector has a merit basis selection system, still the service quality appears insufficient. However, the study finding raises an intriguing question regarding the nature and extent of the organizational administrative actions, the ethical dilemma of recruitment and selection penal, and their integrity and proficiency of carrying out recruitment and selection process.

Originality/value - This analytical paper discusses the relationship between strategic policies and recruitment and selection practice in the context of Maldives Civil Service Organization. The findings from this study would contribute to literature gap and better understanding of future research.

THE SITUATION OF WOMEN IN TURKISH PETROLEUM INDUSTRY

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Abstract

Energy is an indispensable requirement in all areas of social life and economic activities. There is an intense dependence on petroleum and natural gas in energy consumption in the world. Petroleum, especially as the main energy source of many sectors, has the largest share in the world's primary energy consumption, and as of 2021 data, it met 31% of the world energy demand and natural gas met 26.9% (BP, 2022: 12). Today, it is clear that as an energy source petroleum is at the centre of the countries' economic development. The petroleum industry is a large and integrated sector consisting of national and multinational enterprises based on crude oil production and processing (refining) operations. The research aims to examine the situation of white, blue, and grey-collar women workers in the Turkish petroleum industry. According to The Global Gender Gap Report 2023, women are poorly represented in Oil, Gas and Mining industries, as 22.7% of the workforce. Women continue to be outnumbered by men in senior leadership positions across all industries. However, unlike other industries, this gap is one of the widest in Oil, Gas and Mining with only 18.6% the share of women in senior leadership positions. Unfortunately, there has been no major hopeful improvement in this regard over the years. Qualitative data analysis from interviews and document analysis using the "Case Study Method" (Yin, 2018) were undertaken in this research. TPAO is chosen as a case study because it is Türkiye's largest oil production company achieving over % 80 of the domestic production and also the largest industrial public sector company in Türkiye by asset size and equity. According to the findings, support for personal development and education, implementation of mentoring and development programs, creating more flexible working conditions and comfortable working spaces can increase the number of women workers and managers in Turkish Petroleum Industry.

DO THE SDG POLICY DRIVERS SUPPORT BOARD GENDER DIVERSITY AT WORK? EVIDENCE FROM POLAND

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Abstract

Currently, we observe a growing awareness of the relevance of diversity and equal opportunities issues in the business community. If we consider gender diversity at work, the literature review by Fine et al. (2020) provides rich evidence on the various range of organizational benefits. Yet, women are still perceived as less competent, although the legislation and diversity policies have been established in various countries, and the evidence on academic and professional performance of women is sound (Orr, 2021; Górska, 2017).

In this study we address gender diversity in Polish companies, by exploring the relationship between diversity related policies and the real activities that capture their endeavor in gender diversity. Our study revises a set of gender variables that are frequently reported by firms in their sustainability reports. Namely, we monitor the extent to which Polish firms define their gender diversity policies and targets, establish board gender diversity policies, or are a signatory of SDG 5. The main aim is to explore what are companies' policies in terms of women at work, and whether firm's diversity policies have significantly changed after the implementation of the EU Non-Financial Reporting Directive.

We find an increase in recent years of the number of firms that formulated the policy on Diversity and Equal Opportunities, or Board Diversity Policy. The increase is also clearly visible between 2016 and 2019, which suggests that the implementation of the EU directive on non-financial reporting could be significantly influential on strengthening firms' diversity policies. However, the number of firms that set the targets within diversity and equal opportunities or are the signatories of SDG 5 on gender equality, is still marginal. We observe the increase in the percentage of women in boards in 2018 and 2019 in our sample but there are no significant changes in the percentage of women executives.

ORGANIZING WORKSPACE TO STIMULATE CREATIVITY WITH TECHNOLOGY - A PERSPECTIVE FROM QUALITATIVE RESEARCH

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Abstract

In exploring the perfect combination of sociocultural and physical environment variables that foster employee inventiveness, the authors plan to evolve the prevalent stationary work model into a hybrid one. They hypothesize that specific creativity catalysts might adequately replace their counterparts in the stationary model. Numerous investigative queries are raised about both work structures' ideal sociocultural and physical environment elements.

The study relies on qualitative and empirical research encompassing profound interviews. Content analysis was employed in the qualitative study, concentrating on the participants' insights and encounters.

The conclusions drawn from the qualitative study highlight the significance of comprehending which sociocultural and physical environment factors are most conducive to sparking employee creativity across varying work systems. The design of the workspace is fast becoming integral to driving organizational innovation; elements such as greenery, soundscapes, flexible furniture, and designated relaxation areas significantly impact employee ingenuity.

Conclusively, this study is focused on discerning the elements that drive employee inventiveness in the hybrid model and authenticating their probable function as replacements for the existing features within the stationary model.

THE PARADOX OF DISLIKED ACTORS: UNDERSTANDING POSITIVE OUTCOMES FROM NEGATIVE TIES IN NETWORKS

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Abstract

This study aims to identify interaction patterns in positive and negative networks of employees exhibiting varying performance levels. Contrary to prevailing wisdom, this research challenges the notion that negative ties universally lead to adverse effects on an actor's performance. Instead, it suggests that disliked actors may strategically navigate and respond to hostile relationships, resulting in unexpected improvements in their performance. Focusing on two distinct academic units within a university environment governed by a publication-based performance management system, this study employs network analysis methodology. It involves detailed analysis of signed graphs and the application of various centrality measures. The findings reveal distinct interaction patterns among disliked high-performance actors within diverse academic units. Moreover, the results demonstrate that formal relationships between actors can mitigate the severity of unanticipated effects stemming from negative ties. Additionally, non-managerial actors are shown to willingly maintain negative ties with their managerial counterparts. Notably, high-performing actors, both disliked and possessing high publication performance, exhibit negative ties with each other. The study also underscores the amplifying role of brokers in intensifying hostility between disconnected parties, highlighting the significance of structural holes and intermediary actors in shaping negative ties within organizational networks. Practical implications arising from this research suggest a possible shift in how organizations manage conflicts or adversarial relationships.

REVEALING CREATIVITY THROUGH EMPOWERMENT AND VOICING WITH THE ROLE OF LEADER-MEMBER EXCHANGE: BLUE & GREY COLLAR SAMPLES

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Abstract

This comparative study explores the impact of empowering leadership on employee creativity and the mediating role of employee voice, focusing on blue and grey-collar workers in the national defense sector. Utilizing survey data from 543 employees the findings highlight the positive influence of empowering leadership on creativity, particularly emphasized in blue-collar workers through "leading by example" and "participative decision-making." Employee voice acts as a mediator, exhibiting nuanced variations between worker groups. Notably, Leader-Member Exchange (LMX) is identified as a crucial moderator, especially among blue-collar workers, shedding light on the leader's empowering role in shaping employee voice. The study underscores the importance of tailored empowering leadership strategies, considering task nature and employee composition, and provides practical insights for fostering creativity, particularly among blue and grey-collar employees.

CORPORATE SOCIAL RESPONSIBILITY IN THE SMALL-SCALE GOLD MINING SECTOR IN GHANA.

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Abstract

The small-scale gold mining sector in Ghana has had a tumultuous history over the years, however, its contribution to the national economy cannot be overemphasised. It is reported that the sector provides employment to over one million people making it one of the largest employers in the country. However, beneath these glittering statistics lays the issue of environmental pollution, land degradation, water contamination and floral depletion. Corporate social responsibility has been synonymous with large scale gold mining firms in that country as they are required by law to practice it, however, there is limited research on small scale gold mining practices in terms of social responsibility as the sector lack the requisite CSR policy.

This study concentrates on the corporate social responsibility practices of small-scale gold miners in the country in terms of enablers for example intermediaries, governance structure and funding. Using secondary data in the form of peer reviewed publications, institutional journals and websites of relevant organisational websites, the study found that small scale miners have limited knowledge about social responsibility practices in the gold mining sector and lack the necessary funding and support. The study further recommends that the government agencies in charge of mining should ensure a code of practice for small scale miners on CSR. Furthermore, miners should be encouraged to form and join associations/ unions to be better organised for CSR training.

IMPACT OF TRUST ON KNOWLEDGE SHARING AND KNOWLEDGE MANAGEMENT CULTURE IN HIGH-TECH SERVICE COMPANIES

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Abstract

Objective: The purpose of the study was creating and verifying a model on the relationships that exist among service high-tech companies. The developed model consists of four elements and assumes the direct positive impact of trust, knowledge management culture and knowledge sharing on the company's business performance. Moreover, it assumes the direct positive impact of trust on knowledge management culture and knowledge sharing. What's more, the indirect relationships in the model were also examined.

Research method: The research questionnaire was developed on the basis of the literature. The study was conducted in Poland among high-tech service industry companies using telephone interviews using a sample of 352 companies. Data analysis has been carried out using the PLS-SEM method.

Research findings: The results show that all three constructs strongly affect the explained variable - business performance. Trust exerts the strongest positive influence, knowledge management culture has a much weaker positive influence, and knowledge sharing exerts the weakest positive influence. Such a strong influence of trust is the result of the cumulative effect of direct and indirect influences within the model. It should also be noted that trust has a very strong direct positive impact on both knowledge management culture and knowledge sharing.

Theoretical contribution: The most important contribution of the publication is understanding the role of trust in high-tech service industry companies. The results of the study show that trust has a strong direct impact on the business performance of aforementioned enterprises, but they also show how, through mediators, related to knowledge management, it affects business performance indirectly.

Practical recommendations: Results of the research reveal that a company should start building knowledge management operations by building trust within the organisation. This is due to the strong positive impact of trust on other elements related to knowledge management. In the studied model trust explains about half of the variance of knowledge management culture and knowledge sharing.

TRUST IN THE CONTEXT OF PSYCHOLOGICAL AND MANAGERIAL DETERMINANTS OF HUMAN-ROBOT-INTERACTION

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Urszula Widelska, University of Łomża, Poland

Abstract

The aim is to determine the role of trust as a component of relationships occurring in the human-robot interface, with particular emphasis on psychological factors and those stemming from managerial decisions and actions. Development of robotics and growing use of robots in many areas of the economy and social life require research which will identify problems related to the use of modern technologies and the development of human-robot interaction (HRI, Human-Robot Interaction). Research in this area has been expanding in recent years, but there are still issues that require in-depth scientific exploration. The article uses the method of narrative literature review.

MACHINE LEARNING IN THE DOMAIN OF AGRICULTURE - A SYSTEMATIC LITERATURE REVIEW

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Abstract

The utilization of machine learning (ML) techniques in agriculture has initiated a transformative era in the farming landscape. That is why the main aim of this study is to present a systematic literature review (SLR) of the ML in the domain of agriculture and emphasize important techniques relevant to this concept. The following set of research tasks was adopted to achieve the main aim: (1) presentation of the distribution of articles by year (both journal and conference papers) on the ML concept in the field of agriculture; (2) identification of the most frequently cited articles in this area; (3) identification of the countries that have contributed most to the development of the ML concept in the domain of agriculture through publication activities; (4) presentation of the various definitions of the ML; (5) identification of the most important ML techniques used in the field of agriculture; and (6) presentation of future research directions for the ML in the agriculture. It is worth noting that the research tasks undertaken will be both quantitative and qualitative. The data search was conducted on 09 January 2024, and the selected peer-reviewed database was Scopus.

HUMAN – ROBOT - INTERACTION – ETHICAL AND COMMUNICATIVE DETERMINANTS OF TRUST

Urszula Widelska, University of Lomza, Poland

Joanna M. Moczydłowska, Białystok University of Technology, Poland

Agnieszka Tul-Krzyszczuk, Warsaw University of Life Sciences, Poland

Abstract

Human-Robot Interaction (HRI) is a multidisciplinary field that explores the interactions between humans and robots. In particular, robotics, autonomous systems and artificial intelligence pose a number of new communication and ethical challenges. Trust plays a crucial role in these interactions, as it directly influences how humans perceive and interact with robots. Understanding the dynamics of social interactions generated by robot-human encounters requires in-depth scientific exploration. The aim of this article is to systematise knowledge about human-robot interaction in the work environment, and to identify research gaps in the area of communication and ethics. The article uses the method of a narrative review of recent literature. The following research questions were formulated: What are the key challenges in human-robot communication? What ethical challenges determine human-robot interaction? The research results obtained allow the identification of further directions for scientific research on human-robot interaction.

CORPORATE SOCIAL RESPONSIBILITY AS A FACTOR OF INNOVATION ON THE SUSTAINABLE DEVELOPMENT

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Abstract

The view that innovation is a key driver for sustainability is widely accepted among scholars, industry professionals, and government representatives. This is due to the fact that sustainable development is a pressing issue that requires immediate action and changes from governments, industry, and society as a whole. This article reviews the literature on innovations that can lead to transformations in individuals, organizations, supply chains, and communities toward a sustainable future. Although many of the articles explored in this review report on existing urgent environmental and social issues, their findings, recommendations, and contributions are encouraging as we make progress toward a sustainable society through innovation and change. This article reviews the diversity of innovation for Sustainable Development in the literature, proposes a typology of such a phenomenon, provides an overview of key articles based on the primary subjects they address, and identifies a series of recommendations for the future development of the field.

WORK-RELATED FACTORS INFLUENCING WORKPLACE STRESS OF LAWYERS: THE CASE OF LAW FIRMS IN HO CHI MINH CITY, VIETNAM

Thanh Trang Bui, University Of Economics Hochiminh City – UEH, Vietnam

Minh Tien Pham, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

This study aims to investigate key determinants and its effects to lawyer's stress in the workplaces. There were 200 lawyers working in law firms in Ho Chi Minh city participated in the online surveys. The results suggested some valid factors affecting workplace stress such as: Job Demand, Job Resources, Role Conflict and Ambiguity, Interpersonal Relation, Workplace Aggression, Conflict between Work and Life roles. Among those, the most critical sources of stress for lawyers were identified as Job Resources, Interpersonal Relations, and Job Demands. The study conveys several insights on workplace stress in the lawyer profession, specifically in the context of Vietnam, by providing recommendations for law firm managers of how to reduce employee's stress in their workplaces.

NON-IMMERSIVE VIRTUAL REALITY TECHNOLOGY IN ENHANCING CUSTOMER EXPERIENCE AND HOUSING PURCHASE INTENTION

Tien Minh Dinh, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

Purpose - The authenticity of simulated environments and experiences has been demonstrated to be enhanced by an innovative VR technology. This research examines the hypothesis that non-immersive VR influences the behavior of consumers by employing the Stimulus-Organism-Response (SOR) model. In order to examine this concept, this study examines the experiences of users.

Methodology - A total of 300 individuals were polled for a quantitative inquiry. The data was examined utilizing two software applications. All components in the research model were deemed satisfactory, and the incorporation of virtual reality (VR) features enhances the user experience when combined with non-immersive variables, hence augmenting purchase intention.

Findings - The wide array of fascinating experiences that immersive virtual reality (VR) technology offers consumers confirms its vital significance in various fields. Expanding on the previously highlighted advantages, we extended our investigation to assess the efficacy of non-immersive virtual reality technology and its impact on homeowners' buying intentions.

Originality - The findings of this study indicate that the impact of stimulation, enjoyment, and excitement experienced when consuming a product does not have a statistically significant affect on customer intention and behavior. However, it is important to recognize that there are variations in the results when analyzing different groups of participants, categorized based on three criteria: Interaction, Atmosphere, and Presence.

FACTORS AFFECTING CONSUMERS' PURCHASE INTENTION TOWARD ENERGY-EFFICIENT HOUSEHOLD APPLIANCES IN HO CHI MINH CITY – VIET NAM

Thu Nguyen, University Of Economics Hochiminh City – UEH, Vietnam

San Nguyen, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

Using energy economically and efficiently is essential to ensure national energy security and is an excellent solution to reducing greenhouse gas emissions and preventing climate change. Household appliances consume a considerable amount of energy, so choosing energy-efficient household appliances is one of the best approaches to consuming energy economically and efficiently. The research applies the extended theory of planned behavior to empirically investigate factors affecting consumers' purchase intention toward energy-efficient household appliances in Ho Chi Minh City.

The paper develops both qualitative and quantitative methods. The qualitative method is conducted with five in-depth interviews to get more consumer insight, verify the research model and elaborate the questionnaire based on the theoretical framework. The quantitative method with 300 consumers living in Ho Chi Minh city is used to address the research question. The primary data is collected via a Web-based questionnaire and analysed by IBM SPSS Statistics 20 and IBM SPSS Amos 20.

The research indicates that attitude, subjective norm, perceived behavioural control, past purchase experience, and economic benefit have significant positive impacts on consumers' purchase intention toward energy-efficient household appliances. In particular, economic benefit has the most significant impact. Nonetheless, consumers' purchase intention is not significantly impacted by their level of environmental knowledge. Besides, past purchase experience and economic benefits positively impact attitude and indirectly affect purchase intention, while environmental knowledge does not.

Based on the empirical results, some policy recommendations are drawn for policymakers to promote energy-efficient household appliance consumption by citizens, thereby ensuring national energy security and promoting environmental protection. Implications to help manufacturers improve products in the right direction and make wise investment decisions and distributors/retailers to understand consumers in Ho Chi Minh city are also suggested.

SPIRITUAL BRANDING ATTRIBUTES AND CONSUMER BUYING INTENTION: THE PROPOSAL OF CONCEPTUAL MODEL

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Y Nguyen Nhu Luu, University Of Economics Hochiminh City – UEH, Vietnam

Vi Thai Huyen Kim, University Of Economics Hochiminh City – UEH, Vietnam

Chi Viet Duong, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

Spirituality serves as an ethical benchmark for shaping human and brand identity. Only a few studies attempted to examine the impact of spiritual attributes on customer's behavior recently. This study extends the current literature and aims to develop a research model to investigate spiritual brand attributes toward customers behavior. The study employs the Stimuli-organism-response model as a theoretical signpost to construct the research model. Driven by this paper, future research opportunities are presented, and the opportunity for empirical research is also illustrated.

MULTIPLEX INTERACTIONS BETWEEN BLUE-COLLAR AND WHITE-COLLAR GROUPS: INTEGRATING K-NEAREST NEIGHBORS ALGORITHM TO MODEL NETWORKS OF AVOIDANCE, FRIENDSHIP, AND ADVICE

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H. Cenk Sözen, Başkent University, Turkey

Caner Asbaş, Atılım University, Turkey

Abstract

There are few studies examining level of dislike, integration and fragmentation between blue- and white-collar employees in multiple types of organizational networks. This research was conducted on a small and manufacturing firm located in an industrial district, utilizing the k-Nearest Neighbors (kNN) algorithm to examine and model complex social dynamics, focusing on networks that involve avoidance (Venkataramani, Zhou, Wang, Liao & Shi, 2016), advice (Jahantab, Erdoğan & Vidyarthi, 2023), and friendship (Cangialosi, Odoardi, Battistelli & Baldaccini, 2021). Our results shed light on the interplay of human relationships, revealing patterns of avoidance, areas of friendship, and channels of advice. This study aims to contribute to a deeper understanding of social dynamics, offering valuable insights into the complex networks. As a result of the pattern recognition performed through machine learning, an intertwined relationship between avoidance, advance and friendship relations where nonlinearities and complexities are dominant are detected. Moreover, it is observed that the patterns which exhibits avoidance relations depending on friendship and advice are realized in different ways for blue- and white- collars. This study also suggests a planning tool based on kNN algorithm to disperse avoidance relationships for blue- and white- collar employees using the complex interaction between friendship, advice and avoidance relations detected by kNN algorithm.

E-TICKET IS THE NEW PLATFORM FOR TRANSPORTATION SERVICES PROVIDERS - THE CASE IN VIETNAM

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Anh Minh Nguyen, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

This study empirically tests the influence of key elements on intent to use electronic ticket through the "Stimulus-Organism-Response (SOR)" framework and structural equation model. Results highlight factors such as E-trust Technology, Ease of Use, E-satisfaction, Intention to Purchase E-ticket, Price Perception, and Usefulness, the study comprehensively analyzes the factors influencing the decision-making process of consumers when it comes to purchasing E-tickets. The research employs a hypothesis-driven approach, aiming to establish relationships between these variables and the intention of consumers to buy E-tickets for using transportation services, which help transportation providers understand the importance of its platform to benefit customers who are willing to change their perceptions from paper tickets to electronic tickets, while using digitalization to help firms control their cost and their employees better.

BREAK THE CURSE FOR THE NEXT LEVEL! WOMEN REPRESENTATION IN VIDEO GAMING INDUSTRY? A CASE STUDY OF TURKEY

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Abstract

During the last decade, this evolving digital economy has been the preeminent driver of structural change and economic growth at both the national and the regional level in the developed, industrialized economies. However, there are substantial differences among countries and regions as regards their role in the development of ICTs and their propensity to adopt and apply ICTs applications in various sectors and activities. Hence, countries and regions differ markedly in how far they have come on the road to the digital economy.

On the other hand, digital transformation also creates many tools for economic growth and social inclusion. More disadvantaged groups such as women can raise their voices by dint of digital tools or networks (social media, web...). It is believed that digital transformation will provide a leapfrog opportunity for women and a chance to build more social inclusion in social life. The video gaming industry will be analyzed in that sense.

Video games are extremely valuable commodities in the digital industries. The revolutionary changes in digital technologies, and the introduction of the internet, have made video gaming a powerful actor in the global industry. The scope of video games now extends beyond its entertainment content and is also a medium for companies to interact with their customers and their employees, or for schools to improve educational quality. While the video gaming industry is relatively new (about fifty years) its socio-economic growth is exceptional. It is currently one of the fastest-growing industries globally. In 2019, the global scale of the video gaming industry is expected to surpass \$130 billion.

It is well known that in developed countries women face a trenchant obstacle in the digital divide: a systematic under-representation in information and communication technology (ICT) jobs, top management and academic careers. Women are statistical and cultural outliers. For instance, women worldwide are 20% less likely to hold a senior leadership position in the mobile communication industry. Besides, the average number of women workers (at every level of job opportunities) in the digital gaming industry is 22%. Unfortunately, 90% of new start-ups were established by men.

The adoption of equal opportunities policies and various campaigns worldwide to attract women into ICT. Information, communication, and technology (ICT) occupations represent a classic example of

occupational gendered segregation and include both vertical and horizontal segregation. The sector has been active in increasing women's participation through some government strategies to increase the appeal and the image of the sector to young females.

In this research, the employment situation of women in the video gaming industry will be analyzed. The Turkish gaming industry is selected as a case. The main aim of this article is to unpack and analyze the work experiences (i.e. the problems, entry barriers, dealing with male-dominated environment...) of female workers in the video gaming industry and ways for struggling with these problems. The scope of the research covers some critical point as mentioned below:

- Is there a salary gap between men and women workers in the video gaming industry? In Turkey, there is no exact study that aims to analyze the salary gap for men and women in creative sectors.
- What about leadership and decision-making positions in the video gaming industry? Generally speaking, in many sectors, these positions are mostly occupied by men.
- If women are faced with undervaluation in terms of their work such as accepting lower-paid job offers

The field study has covered about 40 gaming companies. The field study has had two steps: At first, a questionnaire was applied to managers to clarify the problems of the video gaming industry in general. Secondly, in-depth interviews were conducted with the women workers, co-founders, managers, artists...etc. The study was initiated seven months ago. At the end of March, it will be finalized.

It is believed that the creative industries have the potential to challenge the gender inequalities and unequal power relations manifested in many areas of the economy and decision-making. They can be used in promoting social inclusion and cultural diversity and human development.

CORPORATE SOCIAL RESPONSIBILITY IN THE B2C MARKET: THE ROLE OF MORAL EMOTIONS IN CUSTOMER BRAND ADVOCACY

Tien Minh Dinh, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

THE OBJECTIVE OF THE STUDY

It is difficult to stand out in today's highly competitive corporate environment. In today's globalized environment, all firms must practice social responsibility (Sara Baskentli, Sankar Sen, Shuili Du, C.B. Bhattacharya, 2019). It also has an impact on consumer spending and employment. Companies today prioritize social responsibility in their business operations, focusing on corporate leadership, societal impact, and employee treatment. Large corporations must understand how social responsibility affects society and their customers since consumer brand advocacy is critical to their success (Sandra Castro-González, Belén Bande, Pilar Fernández-Ferrín, Takuma Kimura, 2019). Businesses cannot exist without them. The study also looked at business-to-consumer corporate social responsibility (CSR) and moral emotions as a bridge between customer brand promotion and CSR. Customers' morality have a significant impact on CSR efforts . Due to its recent prominence, Vietnamese research on "corporate social responsibility" is limited. This is the primary purpose for this investigation.

THE BASIS OF THE STUDY

An investigational framework has been suggested by synthesizing the theoretical foundation with the theories of planned behavior, the triple bottom line, and attribution, among others. Following the synthesis of secondary data sources, we test the appropriate scales and the research model using a combination of qualitative and quantitative methods.

FINDINGS

Except Prior Ethical Reputation, which has no statistical relevance with CSR and Moral Emotions, most variables interact. Brand advocacy decreases when customers reject a company's ethics. CSR and customer brand endorsement were linked to morality in this study. Customers in Vietnam comprehend "emotion" and "moral" but not "moral emotions". Not joy, despair, or rage—moral feelings help customers make ethical choices. The topic questionnaire expresses ethics.

In this interesting study, the enterprise's "prior ethical reputation" moderates CSR-moral attitude and CSR-brand advocacy links. The company's ethics affected brand advocacy but not CSR. People check brand reputation before buying.

IMPLICATIONS

Organizations can use the research findings to reduce brand advocacy problems while promoting economic and community goals. As indicated in the research, managers should use CSR to gain a competitive edge. Successfully exhibiting a company's CSR efforts can inspire admiration, respect, and brand loyalty. Using ethical and affective concepts, managers can create consumer psychology-specific marketing strategies.

CONCLUSIONS

In conclusion, social, environmental, and economic CSR initiatives are more valued. The association recommends firms increase their CSR in this area. According to Ullah, M.H.; Siddiqui, D.A (2020), social and environmental elements generate brand love, which may reduce brand mistrust.

EFFECTS OF WORKING MOTIVATION ON EFFICIENCY AND WORK SATISFACTION: CASE OF EMPLOYEES AT FPT SOFTWARE COMPANY

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Ngan Ma Thi, Vietnam National University, Hochiminh City, Vietnam

Abstract

The study was conducted to determine the relationship between three factors Work motivation (intrinsic and extrinsic) – Work efficiency – Job satisfaction of employees at FPT software company branch Ho Chi Minh. Survey data collected from 300 employees working at FPT software company, it shows that with the specific work characteristics of the information technology industry, the stronger the employee's motivation to work, especially the intrinsic motivation, the greater efficiency and job satisfaction. At the same time, the higher the work efficiency, the more positive the employee's job satisfaction will be. The study also draws some managerial implications that are valuable for reference for information technology enterprises, to find solutions to increase work motivation, efficiency and satisfaction of staff, thereby minimizing layoffs, stabilizing personnel, and increasing competitiveness.

FACTORS AFFECTING CAREER COMMITMENT OF PUBLIC SERVANTS IN VIETNAM: PERSPECTIVES OF INVESTMENT MODEL AND MODERATION EFFECTS OF PERCEIVED ECONOMIC CONDITIONS

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Abstract

This study proposes the factors influencing career commitment among public servants in Vietnam. By applying perspectives of the investment model with the moderating effects of perceived economic conditions, this study suggests that commitment to a career of public servants depends on career satisfaction, career alternatives, career investment, and professional self-efficacy. Additionally, the study proposes that perceived economic conditions moderate the relationships between these factors and career commitment. As economic instability may influence job satisfaction, turnover intentions, and investment decisions, understanding its interaction with career dynamics is crucial for public sector management. Overall, this study contributes to a better understanding of the complexities of career commitment among Vietnamese public servants and provides policymakers with more insights on how to improve employee commitment.

A STUDY ON ENVIRONMENT, SOCIAL AND GOVERNANCE DISCLOSURE IN THE CASE OF THE PACKAGING SECTOR IN ROMANIA

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Abstract

This study is based on actual legal requirements in Europe on disclosure of nonfinancial information and the principle of the United Nations Principles of Responsible Investment (UNPRI), reflecting ESG commitment behaviour from companies. The ongoing discussion in the literature suggests that existing sustainability or annual reports of firms do not adequately cover the long-term value generation of these businesses. Given that plastic pollution is the world's biggest source of climate change, stakeholders want sustainable packaging and an ESG disclosure approach that creates value over the long run. To assist the development of a research viewpoint, preliminary literature review was conducted and then a research on ESG disclosure in the consumer products packaging industry and the market response in Romania. The study aims to identify the critical factors that influence ESG reporting and contribute to packaging firms' long-term financial success. Using the ideas of value creation process theory a content analysis was done in the first research stage to examine sustainability/ESG reports from the five companies on their long-term value development process and the techniques they used. Second, the findings were verified for validity (credibility and reliability) using semi-structured interviews with Romanian ESG professionals. The research results, aligned with the literature, indicate that a strong business strategy integrated with ESG across the value chain, along with a multistakeholder and commitment-driven approach, is critical in creating long-term business value. Lastly, it is highly advised that reporting practitioners, sustainability leaders, and policy makers of consumer goods packaging companies implement all of the key determinants of ESG reporting as identified in this study in order to create long-term business value through ESG reporting by moving beyond compliance-driven strategy.

TRUST IN EMPLOYEE- AND EMPLOYER- BASED BRAND EQUITY FOR DIFFERENT COLLAR WORKERS

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Abstract

Branding in the labour market is an important issue due to the growing importance of brand. This study aimed to analyze the term of trust in the employee- and employer-based brand equity for grey-, blue-, and white-collar workers using bibliometric analysis. The study design included the formulation of three research questions. Bibliometric data comprised 205 employee-based brand equity publications and 40 employer-based brand equity publications from the Scopus database. The analysis involved quantitative measures such as the number of publications and citations as well as the frequency of source types, authors, and countries. VOSviewer software mapped the co-occurrence of keywords in employee- and employer-based brand equity publications. These mappings revealed eight clusters related to employee-based brand equity publications and four clusters in terms of employer-based brand equity publications. The issue of trust has been analyzed in publications on employee-based brand equity; no such studies have been noted for employer-based brand equity. Employee- and employer-based brand equity has not been analyzed for various collar workers.

IMPORTANCE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) IN THE GLOBAL FOOD PROCESSING INDUSTRY

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Abstract

In the global food processing industry, corporate social responsibility (CSR) is garnering increasing attention from companies, employees, consumers, and regulatory bodies. The purpose of the article is to identify areas insufficiently addressed in the existing literature, yet significant and specific to the food processing sector, and those exerting the greatest impact on global society. CSR initiatives in the global food industry are diverse and companies in the food sector are increasingly recognizing the importance of CSR not only for ethical reasons but also to enhance competitiveness, consumer trust, and overall sustainable business development, including mitigating risks associated with the ESG area. The methodology used includes a literature review and a critical analysis of the scientific literature. The research question identified by the author is: "Whether and why CSR is important in the global food processing industry from various perspectives and what key aspects require further analysis and research in this field?". Two hypotheses were delineated: *CSR is of paramount importance and possesses a vast scope of influence in the global food industry *Need for further analysis of key CSR aspects in the food industry. To identify research areas of focus, the Scopus database was utilized. Due to insufficient literature, the article was enriched with additional sources of scientific literature. Stakeholder engagement, transparency, and compliance with standards are vital for effective CSR implementation. The role of independent verification and consumer awareness in enhancing companies' legitimacy lacks research. Insufficiently explored are also tools for all market participants to curb harmful practices and promote healthy competition and development on the market.

FACTORS AFFECTING CANCER PATIENTS' TRUST IN THE HEALTH CARE SYSTEM

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Extended Abstract

The aim of the study was to determine the level of trust in the health care system of individuals diagnosed with lung, breast and colon cancer and to reveal the factors affecting the level of trust in health services. The study was designed as a cross-sectional, descriptive and explanatory model. The study population consisted of patients diagnosed with lung, breast and colon cancer who were receiving inpatient treatment at a foundation university hospital in Ankara, over the age of 18, who had been receiving chemotherapy for at least 3 months, who could read and write Turkish and who agreed to participate in the study. By not selecting a sample in the study, it was aimed to reach all patients who met the participation criteria. Within the scope of the study, data were collected from 105 patients. “Demographic Characteristics Form” and “Multidimensional Trust in Health-Care Systems Scale” developed by Egede and Ellis (2008) were used as data collection tools. The scale has three subscales. 56.2% of the participants are women, 48.6% are university graduates and 13.3% have private health insurance. 29.5% of the participants were the main income earners in the household and 81.9% experienced loss of income due to illness. 48.6% of the participants had stage 2 cancer, and 71.4% stated that the diagnosis period was less than 10 months. 93.3% stated that they did not receive support from an institution, and 89.5% stated that they did not have a family member who left work to accompany them. 86.7% examination, 9.5% surgery, 17.1% hospitalization, 81.9% medication, 65.7% laboratory, 47.6% imaging, 8% 6% had out-of-pocket expenses for medical devices. 69.5% stated that they were examined at the polyclinic several times and 83.8% stated that they were satisfied with the health service they received. The total score average of the participants' trust in the health care system is 61.66 ± 7.56 , the trust subscale mean score in professionals providing health services is 41.85 ± 5.45 , the trust subdimension mean score in institutions that cover the cost of health services is $10.22 \pm 3, 95$ and the trust in institutions providing health services subscale score average was found to be 9.58 ± 1.87 . Statistically significant differences were found between the participants' confidence levels and their gender, education level, private

insurance status, financial role in the household, cancer stage, diagnosis period, financial changes, support status, whether a family member quit their job to accompany them, out-of-pocket expenses, previous use of health services. The explanatory power of the regression model based on the binary backward likelihood ratio, developed with the independent variables associated with trust, was calculated as 33.1%, and the correct classification percentage was calculated as 73.5%. According to the results of the regression analysis, the factors affecting trust were determined as financial role, diagnosis period, changes in financial situation and out-of-pocket expenses. It was concluded that trust is more related to financial situations and that financial protection can improve trust in cancer patients.

RETHINKING ORGANIZATIONAL HIERARCHY: A CRITICAL ANALYSIS OF STRATEGIC MANAGEMENT SCHOOLS

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Mehmet Barca, Ankara Social Science University, Turkey

Abstract

The purpose of the study is to find out the place of non-managerial workers, including blue-and grey collar, through analyzing how different schools of thought in the strategic management literature approach strategy making from the viewpoint of an organizational hierarchy, especially top level management team, or human competence, no matter whether they occupy any hierarchical position. There is a gap in the literature regarding the extent to which non-managerial workers engage in strategic management processes. While their role has been acknowledged by many scholars, there is a need for further explanation of how different schools of thought in strategic management hold varying assumptions about organizational actors in non-hierarchical positions. In this regard, this study aims to question the dominant hierarchy logics of different strategy schools. This will be done through analyzing the strategy literature with a “strategy-making skills & capability centered” lens, and conceptualization of the hierarchical positions’ role in SM will be criticized. By this way the role of grey and blue-collar workers in strategic management literature would be better understood.

MEDIA COMMUNICATION WITH STAKEHOLDERS ON EXAMPLE OF POLISH INNOVATION CENTRES

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Abstract

The modern entrepreneurial university, in addition to education and research, also plays the role of supplier of new solutions to the market. The transfer of new knowledge to economy requires, on the one hand, continuous efforts to serve academic entrepreneurship development, and on the other hand, to improve the flow of information between science world and business. An important element in moderating such dialogue are Innovation Centers.

This article presents the results of an analysis of more than 120 Polish Innovation Centers activities, aimed at strengthening cooperation between academy and economy using media communication.

EXPLAINING DEI AT WORK IN THE POST-PANDEMIC WORK-WORKER CONTEXTS: COMPARING THE DEI NARRATIVES AND POLICIES OF TOP 25 FORTUNE 500 COMPANIES AND HIGHER EDUCATION INSTITUTIONS OF 2023

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Saime Özçürümez, Başkent University, Turkey

Abstract

Designing and implementing diversity responsive policies are key to inclusive and productive work environments in the post-pandemic era. In the pre-pandemic world, studies on the future of jobs had identified that “changing work environments and flexible working arrangements” had already begun to impact labour markets significantly (WEF, 2016: 8). This impact would be observed as highest (63%) in “professional services” followed by “basic services and infrastructure” (46%). (WEF, 2016: 9). The new era of the relationship between work and workspace has been identified as: “Work is what people do, and not where they do it.” (WEF, 2016: 30). In other words, researchers had already anticipated a shift in the nexus between work and workspaces and the pandemic has intensified the impact of this shift in multifaceted ways. The literature on the transformation of the labour market in the post-pandemic world can be classified in terms of two approaches to understanding the “new normal” in work in the post-pandemic era. The optimists suggest that those in manual work may enjoy new opportunities due to the rising gig economy and e-commerce which may require customer service and warehousing related jobs. In a similar vein, those in gray collar and white-collar work may enjoy flexible time and workplace. The pessimists emphasize that AI and robots may rapidly replace blue, gray, and white-collar workers. In such a work environment, all workers will need to invest in reskilling and upskilling, or risk losing their jobs (Vyas, 2022). Both approaches, however, acknowledge the strategic benefits of increasing workforce diversity for creativity and innovation. Work force diversity comes in an amalgamation of cognitive diversity and identity diversity (Page, 2017). This study will examine the diversity responsive policies of the top 25 of “world’s most admired companies” and top 25 of those that “change the world” (and the top 25 institutions of higher education according to Times Higher Education Supplement (<https://www.timeshighereducation.com/world-university-rankings/2023/world-ranking>)). The

study will analyze how these companies and institutions of higher education define diversity, equity, and inclusion; how they identify and showcase their policies concerning diversity and whether to what extent they point out interactional dimensions of diversity sensitive workplace environments. The study will fill a gap in the literature on how two highly diverse work environments (global companies and institutions of higher education) approach the questions around diversity, inclusion, and equity in the post-pandemic era in which the boundaries among work, workers and workplace are becoming blurred physically and virtually. The research will be conducted by collecting data from the websites on “diversity, inclusion and equity” of the sample of companies and institutions of higher education. For example, data from the websites of Walmart (top ranking most admired company website <https://corporate.walmart.com/purpose/belonging-diversity-equity-inclusion>) and University of Oxford (Equality and Diversity Unit, <https://edu.admin.ox.ac.uk/>) on equality and diversity will be collected, analyzed, and classified. The study will seek answers to questions such as: How do these companies and institutions of higher education approach interactions in the workplace in the time of remote work and flexibility? How do they frame cognitive and identity diversity? How do they identify vulnerable groups and design policies for their inclusion and well-being? How do they make the case for benefits of diversity on innovation and creation? How do they identify institutional actors responsible for the evaluation and monitoring of DEI policies? This study has implications for understanding and explaining the similarities and differences across globally recognized workspaces on the matters of diversity, equity and inclusion, and the convergence and divergence concerning DEI standards globally.

TRUST AND COOPERATION WITH VIRTUAL ASSISTANTS

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Abstract

The use of artificial intelligence has become a reality in our everyday lives. Today, many entities use various forms of artificial intelligence to communicate with their customers. Among the most common, there are such as Siri, Alexa, Google Assistant, etc. Such solutions are becoming increasingly popular in e-business. Applications that are becoming increasingly more advanced and tend to rely on artificial intelligence raise uncertainty and are seen as potentially posing a risk. Key trust challenges are connected with gaining awareness and acceptance of AI by users. Three aspects may be distinguished: 1) the lack of knowledge concerning AI and its use by virtual assistants hinders building of trust, 2) the lack of trust in the ability of AI used in virtual assistant technology to connect complex problems, and 3) the lack of trust in the ethical management and handling of users' personal data by virtual assistants.

The aim of this study was to determine trust in virtual assistants among their users and to identify main challenges affecting the building of trust and cooperation related to artificial intelligence.

In the study, the Structural Equation Modeling (SEM) model was used to analyze the impact of individuals on trust in virtual assistants.

BEYOND THE COLLAR: EXPLORING WORK INTENSITY AND RECOVERY EXPERIENCES IN THE SUPPLY CHAIN WORKFORCE

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Inan Eryilmaz, Suleyman Demirel University, Turkey

Deniz Dirik, Suleyman Demirel University, Turkey

Abstract

EXTENDED ABSTRACT

In the contemporary lands(hells)cape of work, individuals are confronted with a multitude of tasks and demands that require significant energy and effort for completion. The repercussions of such exertion manifest in various adverse outcomes for employees, encompassing fatigue, tension, and stress. The availability of post-work recovery and rest opportunities is a pivotal element contributing to these effects, irrespective of the collar or status of the employee. However, the time and the need for recovery may be notably more pronounced for blue-collar workforce, who actively engage in physical labor within the product or service industry.

The Effort-Recovery (E-R) Theory, pioneered by Meijman and Mulder (1998), posits that exposure to high demands necessitates a recovery process to enhance employee well-being. Accordingly, failure to undergo adequate recovery can lead to detrimental psycho-physiological states, including fatigue, anxiety, and burnout. Additionally, the Intensified Job Demands (IJDs) model, proposed by Kubicek et al. (2015), suggests that increased job demands overburden employees, leading to negative effects on well-being (Korunka et al., 2015).

Against this backdrop, this paper addresses the work intensity and recovery needs of blue-collar workers in the labor-intensive environment of the supply chain market. Data was collected on a sample of 225 blue-collar workers operating in a regional supply chain market in Isparta province of Türkiye. The survey incorporated scales measuring work intensification, need for recovery, and control variables such as age, gender, educational status, marital status, number of children, and off days.

The findings revealed that, on average, blue-collar workers engaged in 48 hours of weekly work with only one day off. After factoring in demographic variables, the analysis displayed a significant negative effect of work intensification on the need for recovery ($\beta = -.204 < 0.05$). This implies that heightened work intensification adversely impacts black-collar workers' recovery experiences.

The data collection process continues, with efforts focused on expanding it to enhance the analyses. We anticipate that our study will contribute to a more comprehensive understanding of the intricate dynamics between work intensity and recovery needs among blue-collar workers in the supply chain market.

APPLICATION OF BIBLIOMETRIX APP IN THE CONTEXT OF DIGITAL TRANSFORMATION OF THE LOGISTICS SECTOR AND SCM

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Abstract

Research Objective: this paper aims to analyse the application of bibliometric methods in the context of the digital transformation of the logistics sector and supply chain management (SCM). The main objective is to identify the main trends, research directions and important authors in this field.

Basis of the study: the study is based on the analysis of academic publications and research studies covering the topics of digital transformation of the logistics sector and supply chain management. For this purpose, bibliometric methods are applied, including keyword frequency analysis, identification of the most cited sources and authors.

Main results: the study identifies the main trends and research directions in the field of digital transformation of the logistics sector and supply chain management. Also, the most influential sources and authors making significant contributions to the development of this field are identified. Top 10 best authors, citations, documents and etc. were illustrated in every section in Results and Discussion.

Practical conclusions: the results of the study can be useful for researchers involved in the digital transformation of the logistics sector and supply chain management, as well as for practitioners developing strategies and solutions in the field of logistics and SCM.

Conclusion: the bibliometric analysis provides valuable information on the current status and trends in research on digital transformation of the logistics sector and SCM (444 documents were analyzed), which can be useful for further research and strategy development in this area.

LIMITATIONS OF TECHNO-EMPOWERMENT: MULTI-METHOD RESEARCH ON THE PERCEPTION OF AUTONOMOUS MACHINES IN HUMAN-CENTRED AND SUSTAINABLE AUTOMATION WITH AI

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Yevgeniy Vladimirovich Kossov, CAICR Research Center, Kazakhstan

Damian Kedziora, LUT University, Finland

Abstract

The essence of techno-empowerment is a transfer of decision-making autonomy to machines. Autonomous technology is developing dynamically and arouses business interest. There are such algorithms in the prototyping phase that order everyday products or invest in the stock market and make decisions without human consent. Little is known what decisions made by algorithms people oppose or accept. This article is basing on multi-method research, and it consists of two studies. In the first one, there is investigated what people belief autonomous machines (AM) should not decide on independently. In the second study, people representing various professions were interviewed to discover what tasks from their work they would never delegate on AM. Both studies are exploratory by nature. They are used to formulate hypothesis that are tested in third study on 176 people representing various professions and age. The results shows that people oppose the machines making such decisions that (1) demand empathy, (2) requires human experience and intuition, (3) concern ambiguous/ complex situations, (4) may harm human life, (5) have long-term effects, (6) concern human close surrounding/territory, and (7) lead to the lost of control. Second, the reason for such exclusions is perceived risk which may have (a) material, (b) contextual, and/or (c) competitive nature. Third, it was found age helps to predict the willingness to transfer the tasks/decisions on AM whereas gender, in contrast to earlier research, does not influence such intentions.

HOW COGNITIVE CRAFTING, JOB STRESS AND OSTRACISM AFFECT WORKPLACE LONELINESS? A STRUCTURAL MODEL ON ENGINEERS

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Abstract

This study focuses on the term “workplace loneliness” (WL) which is widely discussed in the organizational literature by scholars (Kose and Özmen, 2021; Wright and Silard, 2021). As “workplace loneliness” is characterized as “undesirable feeling”, “relational deficiencies”, “painful/sad/annoying situations”, “distress” or “isolation”; the direct and indirect interactions and relations among workers have important roles for explaining WL (Promsri, 2018; Zhou, 2018; Yang and Wen, 2021). On the other hand, the factors which explain the interactions and relations for WL are studied with several variables in the literature.

This paper focuses on several factors that may have significant effects on WL and tries to answer how cognitive crafting, job stress and ostracism affect workplace loneliness. Several studies have examined the relations among these variables with qualitative and quantitative methods in literature to understand the WL. These studies have examined that these variables could vary based on individuals, groups, and other factors.

This study has a purposive sample that is represented by engineers. It is assumed that trying to answer the research question with the engineers may have several contributions to the literature. First, the nature of the work environments of engineers may differ from other work environments in terms of (higher) complexity, task orientation and formalization levels. Second, building a structured model to investigate the effects of cognitive crafting, job stress and ostracism on WL with the moderating effect of the gender of the engineers can have a significant contribution. These arguments will be examined and discussed with the results of the analyses. *This study has two important research questions with the sample represented by engineers.*

1. *How cognitive crafting, job stress and ostracism affect WL?*
2. *Can gender be a moderator when cognitive crafting, job stress and ostracism affect WL?*

To answer the research question, the proposed model is tested with engineers from different sectors. The results showed that gender had significant moderator effect. The conditional effects of the moderator (represented by the gender of the engineers) will be discussed in detail.

The proposed model is given in Figure 1.

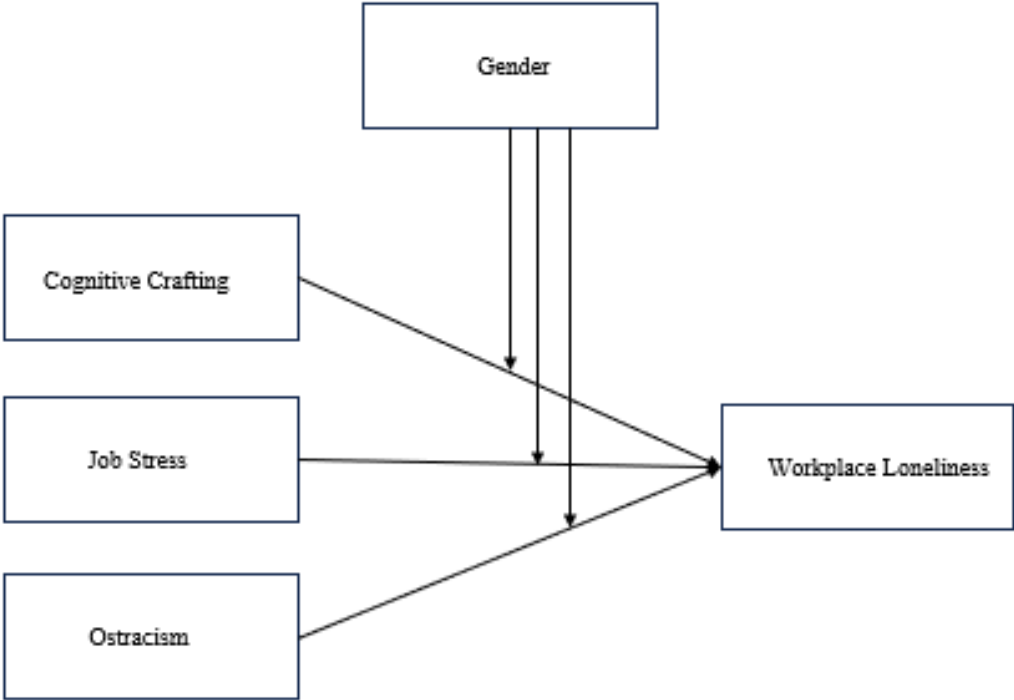


Figure 1. The Proposed Model

THE IMPACT OF PERSONALIZATION ON THE BEHAVIORAL PURCHASE INTENTIONS BASED ON CONSUMER PSYCHOLOGY: A STIMULUS-ORGANISM-RESPONSE (SOR) MODEL PERSPECTIVE

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Trong Ly Nguyen, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

Purpose: Inheriting the multi-dimensional personalization framework, applying the personalization level measurement tool to the e-commerce context, using the SOR model to explore the impact of personalization on consumer psychology usage and purchasing behavior lead to purchase intention

Design/methodology/approach: This study developed a research model by applying the S-O-R framework to test the proposed hypotheses. It is quantitative research, employing a combination of web-based experiments and online surveys for data collection. The hypotheses were empirically tested using Smart PLS.

Findings: The research results confirm the usefulness of the scale, confirming that Personalization (Stimulus) directly affects 4 factors of Organism including: Perceived Usefulness, Perceived Risk, Positive Emotions and Negative Emotions. Crucially, the variables mentioned above have an impact on the intention to purchase (response). From here, the research highlights numerous significant conclusions and offers helpful suggestions.

Originality/value: This research examines personalization from a multidimensional perspective, driven by the novel factor of Artificial Intelligence, making it one of the latest articles applying this comprehensive multidimensional measurement. The study endeavors to provide theoretical and practical insights for both academics and practitioners by investigating a structural model encompassing four psychological states and customer perceptions. The research aims to contribute further knowledge to the contemporary theoretical foundation of personalization, as well as its noteworthy impacts

SPEAK UP FOR THE HOSPITAL! INCLUSIVE LEADERSHIP AND HOSPITAL EMPLOYEES' VOICE BEHAVIOR

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Özlem Tuna, Afyonkarahisar Health Sciences University, Turkey

Abstract

There are few industries where employee voice is more important than healthcare. This study aimed to determine the effect of inclusive leadership on employee voice in a sample of hospital employees. The study was carried out in a state university hospital in the Central Anatolia Region of Turkey. This study was completed by reaching 394 employees working in different titles in the hospital. Questionnaire form was used as a data collection tool in the research. The first part of the questionnaire includes demographic information, the second part includes inclusive leadership scale, and the third part includes employee voice scale. The collected data were analyzed using descriptive statistics, reliability and validity analysis, factor analysis, CHAID analysis, and partial least squares structural equation modeling (PLS-SEM). Of the hospital staff participating in the study, 62.9% (f=248) were female, 72.3% (f=285) were married, 58.4% (f=230) had a bachelor's degree, 47.2% (f=186) were nurses, 12.9% (f=51) have unit responsibility or managerial position. The mean age of the participants was 35.43 ± 8.35 , the average working years in the profession was 11.70 ± 7.97 , and the average working years in the institution was 8.72 ± 6.44 . Findings based on self-determination theory confirmed that inclusive leadership positively affects employee voice behavior. The study results are consistent with previous research conducted in different countries. The current study found that hospital employees with unit responsibility or manager duties had higher scores than other employees. This study emphasizes that the employees' voice behavior can be improved when leaders are open, available to help, and accessible while interacting with the employees and giving them the opportunity. One of the ways to encourage employees to speak up in hospitals is through inclusive leadership behaviors. For this reason, it is recommended that hospital managers be inclusive in improving the employees' voices.

THE ROLE OF INTERNAL COMMUNICATION AND EMPLOYEE PARTICIPATION IN CREATING HEALTH & SAFETY CLIMATE: A MONOGRAPHIC STUDY

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Çiğdem Vatansever, Namık Kemal Üniversitesi, Turkey

Abstract

This study has been conducted to understand the elements of the employee health and safety climate in a steel factory with 1200 employees, the focus was on employee participation and communication, which are at the center of the ISO 45001 Occupational Health and Safety (OHS) Management System standard. The main aim has been to provide the framework to manage occupational health and safety risks and opportunities. Data were obtained through 14 focus group interviews with 133 blue and gray-collar workers, including foremen, assistant foremen, shift supervisors, and engineers, in February 2023. The data was analysed using the MAXQDA 2022 qualitative data analysis program. It was aimed to create unique inductive model from the data collected under 9 themes, and the model was created with embedded theory based on detecting, defining, and integrating meaning categories in the qualitative research literature. Analyses focused on the themes of Communication and Participation, modelled as "intervening variables" in the study conducted with qualitative method. The results revealed that effective communication, including providing direct information to employees and establishing trust-based relationships, training and development programs and interventions strengthening employees' approaches related to OHS are required. It has been found that employees cannot participate in risk assessment studies at the factory and that this process is carried out as a more technical and managerial task. Employee participation in work and decisions, as an act of doing-learning-understanding related to real life, has the power to transform employee behavior more than issues that are "known on paper". Additionally, in terms of social sustainability, one of the dimensions of sustainability, it is important to underline for employees to be heard in the process of creating successful workplaces that ensure employee well-being.

AI-DRIVEN LEADERSHIP: TRANSFORMING ORGANIZATIONAL PRACTICES AND ENGAGEMENT IN THE DIGITAL AGE

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Abstract

Rapid development within the field of artificial intelligence (AI) technologies is changing many organizational businesses, including leadership practices. This paper will explore how AI reshapes leadership roles in the digital era and the implications in terms of organizational effectiveness and employee engagement.

Previously, traditional leadership was dependent on human-centered decisions, personal skills, and emotional intelligence. However, as AI technologies accelerate, automated processes, predictive analysis, and data-driven decisions are being incorporated into managerial functions. Hence, this change requires leaders to adapt their ways and skills so that they can be effectively used to achieve success at the organizational level.

The results of this literature review will help identify key trends, challenges, and opportunities related to AI-driven leadership and will infuse the new digital transformation landscape for organizational leaders with insights. This paper adopts a systematic methodology for literature review to explore current research on AI-driven leadership and the influence of AI on managerial roles.

In other words, this paper highlights that AI-driven leadership will be an integral part of organizations in the digital era, making leaders crucial for adapting to ever-changing managerial roles. With the adoption of AI technologies and fostering the needed skills and competencies, leaders could certainly employ AI for the improvement of organizational performance, fostering innovation, and driving employee engagement. However, it is imperative for leaders to take into account the ethical considerations and potential pitfalls pertaining to the implementation of AI, so that it can be incorporated positively within leadership in the digital age.

NEGATIVE AND POSITIVE INTERACTIONS IN GREY-COLLAR WORKERS GROUP: THE CASE OF NURSES

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Sinem Eroglu, Başkent University, Turkey

Abstract

This study aims at examining the positive and negative network patterns of grey-collar workers who haven't classified as either blue- or white-collar employees. We claim that this role or classificational ambiguity may lead to a tension among employees. One of the typical examples of the occupational groups facing such problems of being grey-collar workers are nurses. Nurses have significant levels of turnover rates and mobility in the health care sector. There have been many research efforts to examine possible causes of high turnover intentions of nurses such as job satisfaction, orientation, leadership style, stress, commitment, role conflict and burnout but there are few research efforts examining features of the social structure they are embedded in. A social network research was conducted on 147 nurses working in a university hospital. The network data of positive - friendship, advice - and negative ties were gathered. The findings of the social network analysis highlight that central actors in the negative relationship networks can be influential both in advice and friendship networks. This signifies a fragmented social structure in the work environment of nurses. It was also found that the actors having numerous direct negative ties with the others occupy brokerage positions in the positive networks. Managers seem to have influence on the nurses due to their strong positions in the advice network.

IS DIGITALIZATION BAD FOR TRADE UNION DENSITY IN OECD COUNTRIES IN THE AGE OF GLOBALIZATION?

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Ömer Demir, Şırnak University, Turkey

Abstract

Nowadays, digital transformation, which is an integral part of globalization, has a substantial effect on the labor market. Along with globalization and digitalization, the nature of work and the structure of the labor market have changed, resulting in a transformation in the relationship between employees and employers. Fragmentation of the production process, digitalization of production, replacement of employees by digital devices such as computers and robots, and division of labor have weakened the labor standards of unskilled labor. Furthermore, these factors have transformed the relationship between trade unions and workers. In other words, shifting to a more digitalized process causes a decrease in trade unions that represent and preserve labor rights.

This paper aims to investigate the impact of digitalization on trade unions in 25 OECD countries over the 2000-2019. The panel quantile regression results indicate that digitalization negatively affects trade unions in OECD countries in all quantiles. In other words, digitalization reduces trade union density. The labor force has a negative effect on trade union density in all quantiles. Wage positively affects trade union density in all quantiles except Q09. Institutional quality negatively affects trade union density in the Q01-Q07 quantiles. Globalization has a positive effect in the Q01 and Q09 quantiles and a negative effect in the Q05 and Q06 quantiles. Economic growth positively impacts trade unions in the Q03-Q09 quantiles. Our empirical findings prove that since digitalization transforms the economic structure and nature of work, it causes a reduction in the importance of being a member of a trade union for the labor force. Hence, as digital technologies replace the labor force, it is inevitable that the protection and representation of unskilled labor by trade unions will decrease. Therefore, despite several contributions of digitalization in the sphere of life, it is crucial to keep the labor force's rights in the age of globalization for policymakers.

CONTINUANCE INTENTION IN PROFESSIONAL NETWORKING SITE: THE ROLE OF PERCEIVED VALUES AND SOCIABILITY

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Xuan Tai Mai, University Of Economics Hochiminh City – UEH, Vietnam

Abstract

Professional social network sites (SNS) are widely employed by business individuals to build formal relationships, obtain career opportunities, and professional development. While the characteristics of professional SNS are generally different from other SNS, there is limited understanding of the determinants of users' continued usage on this platform. The study addresses this research gap by developing a conceptual framework that relates perceived values perspective (utilitarian value, hedonic value) and sociability dimensions (social presence, social benefit, social support, and self-presentation) to continuance intention to use professional SNS. Data was gathered from a questionnaire distributed on LinkedIn and analyzed using PLS-SEM. The findings contribute to the emerging literature on the IS continuance domain, particularly in the area of professional SNS. Furthermore, the study can help professional SNS providers properly manage to retain existing users for sustainable business performance.

CUSTOMER WEBROOMING BEHAVIOR IN CONSUMER ELECTRONICS INDUSTRY OF BANGLADESH: DETERMINING ONLINE SEARCH FACTORS

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Zahurul Alam, University of Chittagong, Bangladesh

Mohammad Khaled Afzal, University of Chittagong, Bangladesh

Abstract

This study investigates the determinants of webrooming behaviors within consumer electronics industry of Bangladesh, focusing on large home appliances. The research spans Dhaka, Chattogram, and Rajshahi divisions and encompasses 385 respondents. Using a comprehensive set of factors comprising 4 independent variables, it examines one (Search Online) of two critical aspects: 'Search Online' and 'Purchase Offline.' Employing techniques such as Cronbach's alpha reliability analysis, frequency, correlation, and regression analysis, the study unveils positive impacts of these factors on webrooming behaviors. The outcomes revealed that four factors of webrooming is positively correlated to 'Search Online' [Price Comparison ($r = 0.367$, $p < 0.001$), Reviews, Ratings and Recommendations ($r = 0.521$, $p < 0.001$), Avoiding Inefficient Shopping Trips ($r = 0.297$, $p < 0.001$), and Targeted Purchasing Behavior ($r = 0.311$, $p < 0.001$)]. All hypotheses are accepted. The study culminates by outlining its limitations, proposing avenues for future research exploration, and providing recommendations.

MENTORING IN THE CONTEXT OF CSR STRATEGY'S CREATION AND IMPLEMENTATION

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Beata Żelazko, SGH Warsaw School of Economics, Poland

Abstract

Experts representing the sector of business support services can contribute to the professionalization of strategic management in enterprises by providing valuable knowledge to managers and company owners. One of the forms of knowledge transfer is external mentoring. It deserves attention because it serves to shape the competences of enterprises in the formulation and implementation of CSR strategies.

The aim of the presentation is to present external mentoring as a tool supporting the improvement of company management, as well as to assess its availability of the SME sector. In addition to indicating the possibilities of supporting the process of strategic management by engaging external experts as part of the provision of mentoring services, in the presentation will be also included recommendations regarding the conditions for the effectiveness of CSR-related mentoring programs. It will be moved also the issue of the availability of CSR mentors in Poland. It will be used the results of literature analysis and empirical research carried out by the authors.

INFLATION WAGES AND SECTORAL MARKUPS IN POLAND

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Abstract

The aim of the study is to present the main premises for the consumer price index (CPI), wages and main sectoral markups in Poland in the period 2008Q1 – 2023Q1. While most existing research focuses on explaining and predicting headline inflation, many economic and financial institutions are interested in more disaggregated components. Therefore, a VAR model was developed to reveal the interdependencies between changes in the CPI and changes in wages and markups in nine major sections of non-financial corporations. The results of the impulse response analysis and variance decomposition identified the impact and extent to which changes in the CPI are explained by changes in wages and markups as well as the contribution of the CPI to their changes over the forecast period.

INFLUENCER MARKETING ON TIKTOK: THE ROLE OF CONTENT AND REVIEWER-RELATED SIGNALS

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Joanna Paliszkiewicz, Warsaw University of Life Sciences, Poland

Abstract

Purpose – This work investigates the determinants of influencer marketing that enhance followers’ positive behavioral responses toward influencers on TikTok, a short-form video application. Drawing upon the signaling theory, our study examines how content-related signals (i.e. perceived review quality, review consistency, and paid communication) and influencer-related signals (i.e. self-influencer homophily and product-influencer congruence) influence followers’ perceived information diagnosticity and influencer credibility, which consequently affect followers’ intention to follow and recommend influencers.

Design – Surveys were conducted among 289 TikTok followers of a well-known beauty TikTok influencer in Vietnam.

Findings – The results showed that perceived review quality and review consistency significantly explain information diagnosticity whereas paid communication did not. Besides, self-influencer homophily and product-influencer congruence were found to significantly increase reviewer credibility, ultimately contributing to followers’ intention to follow and recommend the influencer.

Originality/value – This study represents the initial endeavor to examine how both influencer-related and post-related signals simultaneously shape follower behavioral intentions on TikTok. This study also enriches the signaling theory and contributes to influencer marketing literature. Our findings offer valuable insights for marketers, brands, and influencers on how to develop advertising strategies that better resonate with their intended audience.

THE CONTRIBUTION OF 3+1 WORKPLACE MODEL IN VOCATIONAL SCHOOLS ON GREY COLLAR EMPLOYMENT, JOB-RELATED SKILLS AND PRODUCTIVITY: AN EVALUATION IN ANADOLU ORGANIZED INDUSTRIAL ZONE IN TÜRKİYE

Levent Çolak, Başkent University, Turkey

Yalım Gültekin, Başkent University, Turkey

Abstract

While the need for qualified workforce is increasing in the business world, "grey collar" employees, have started to make a difference in the most sought-after employee category. The fact that businesses prioritize their needs and goals when choosing the individuals they will work with makes the coordination between vocational training institutions and the labor market extremely important. The main purpose of the 3+1 applied education model, which is a model that will shed light on the training of qualified labor force with university-business market cooperation is to ensure that students are trained for employment and to increase their employability opportunities. The main purpose of this study is to introduce the benefits of the 3+1 vocational education model. The research questions are; "Does vocational education give a labour market advantage over the whole career?", What are the benefits of work experience or work placements in terms of preparing them for paid employment and helping them to get employed? ,What evidence is there on the effectiveness of education or training services to help these young people find a job/career?. In the study, the self-evaluations of company managers and employees in the sector regarding the effectiveness of the education model in vocational schools in the dimensions of employment, work-related skills and productivity were revealed. Quantitative and qualitative methods were used together in the study, an online survey and structured qualitative interview methods were applied. The population of the study consists of 169 firms, 1000 blue collar and 5000 white collars workers. The sample of the study is 85 firms, 278 blue and 356 white collars workers. As a result, it has been determined that the education model applied is a very useful model for providing qualified personnel to meet the need for gray collar intermediate staff in the sector and that most of the graduates are employed in the companies where they do internship in the workplace practice and are highly needed as sought-after employees.

PORTRAYAL OF WORKING-CLASS RELATIONS AND WORKERS' RIGHTS IN CONTEMPORARY CINEMA: A COMPARATIVE ANALYSIS OF "CROSSROAD" AND "FORGOTTEN LOVE"

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Mustafa Çağatay Tok, Bandırma Onyedi Eylul University, Turkey

Olca Bige Aşkun, Marmara University, Turkey

Abstract

This paper explores the portrayal of working-class relations and workers' rights in contemporary cinema through a comparative analysis of two films: "Crossroad" and "Forgotten Love." Drawing on foundational Marxist theory, the analysis examines how these films depict capitalism, labor exploitation, and class struggle within the context of blue-collar workers' experiences.

The analysis begins by outlining Marxist perspectives on capitalism, labor exploitation, and the role of the working class. It explores the key tenets of capitalism, such as private ownership of the means of production and the pursuit of profit, and the mechanisms through which labor is exploited for surplus value. Additionally, it discusses the dynamics of class conflict between the bourgeoisie and the proletariat, highlighting the inherent contradictions and inequalities within capitalist societies.

Through content analysis methodology, the study evaluates the narrative themes, character dynamics, and socio-economic contexts presented in each film. It examines how "Crossroad" and "Forgotten Love" portray the struggles, challenges, and aspirations of blue-collar workers, focusing on their experiences of exploitation, class conflict, and the quest for social justice.

In "Crossroad," the film's depiction of Mazhar's ambition to accumulate wealth and expand his holding reflects the capitalist imperative for capital accumulation. His dismissal of workers who join the union exemplifies the suppression of labor rights in pursuit of profit maximization. The workers' protests and Emine's confrontation with Mazhar highlight the inherent conflict between labor and capital, while Emine's actions symbolize the broader class struggle between the bourgeoisie and the proletariat.

On the other hand, "Forgotten Love" portrays the working classes primarily as agricultural workers and temporary laborers living in poverty and struggling to access essential services like

healthcare. The reliance on fake doctors by the impoverished working class further highlights the exploitation they face, as they are unable to afford proper medical care and are left vulnerable to exploitation by unscrupulous individuals.

The analysis reveals nuanced representations of working-class experiences in both films, shedding light on issues such as labor exploitation, class conflict, and the quest for social justice. However, it also identifies limitations in both films' narratives, particularly in their treatment of the root causes of exploitation and the potential for transformative change.

This paper argues for the transformative potential of Marxist theory in shaping social and economic structures toward a more equitable and just society. It discusses the implications of these findings for understanding *Crossroad* of art, social consciousness, and labor politics in contemporary cinema, emphasizing the importance of critically engaging with representations of working-class experiences in film.

A TEXT MINING ANALYSIS ON THE REFLECTIONS OF PHYSICIAN BRAIN DRAIN ON THE TURKISH MEDICAL ASSOCIATION

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Sema Dokme Yağar, Başkent University, Turkey

Abstract

International mobility of healthcare professionals has increased at global and national levels, especially in the last twenty years, and the phenomenon of "physician brain drain" has come to the fore as an important and problematic phenomenon in terms of healthcare management. The aim of this study is to analyze TMA's approach to the issue of "physician brain drain" using the text mining method. The news and articles were scanned on TMA's website using the keywords "Physician Brain Drain", "Migration", "Healthcare Human Migration" and "Brain Drain". 37 data (news = 28, article = 9) obtained from TMA's website on 13.12.2023 constituted the scope of the research. Text mining techniques were used to analyze the data. Among the text mining techniques, keywords (TF-IDF), word clouds, binary N-gram, sentiment analysis and clustering analysis techniques were used. While the keywords "labor", "health" and "TMA" were most used in the title section, it was determined that the keywords "health", "country" and "migration" were widely used in the content section. It was determined that a positive approach was dominant in both the title and content sections of the texts. In addition, as a result of the clustering analysis, it was determined that the texts were divided into the headings "countries, reasons for migration, action on migration and data on migration". The increase of publications about brain drain, especially after 2020, allows us to infer that working conditions play a critical role in influencing the preferences of healthcare professionals. It has been observed that publications increased in 2009-2010 when the full-time law for physicians was intensely discussed and there was pressure to close private clinics. It has been concluded these outputs obtained from publications on brain drain will make a significant contribution to the literature in terms of showing the general framework.

HEALTH SERVICE FROM VOLUME TO VALUE: VALUE BASED HEALTHCARE FROM THE PERSPECTIVE OF FUTURE PHYSICIANS AND TODAY'S PHYSICIANS

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Caner İncekaş, Başkent University, Turkey

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Abstract

Health systems are increasingly moving towards “value-based health care” (VBHC), which aims to further improve the quality and performance of the health care provided, while ensuring the sustainable use of resources. Aim of the study is to evaluate the perspectives, awareness and attitudes of today's physicians and those who will take part in the VBHC model in the future. The study is a descriptive cross-sectional study consisting of 248 students of Faculty of Medicine and 94 physicians working in Başkent University hospitals. 45% of the students stated that they had heard of the concept of VBHC 26% stated that they were interested in the subject but did not have knowledge. 83% stated that they did not know the value formula, but 73% wanted to learn it, and 54% defined value as achieving a high degree of patient satisfaction even if the clinical results and costs were outside the expected values. 63% of the physicians stated that they had no contact with the subject of VBHC, and 21% stated that they had only heard of it before. 40% defined value in health as clinical outcomes that are important to the patient achieved, relative to the cost of achieving outcomes. The majority of the physician candidates and physicians stated that the amount of the health service provided, the duration of the service, the complexity of the service, and the outcomes of the health service are very important in reimbursing the doctors for the health service provided. It has been concluded that both physicians and physician candidates do not have much knowledge about VBHC, but they are warm to this approach. Physician candidates who will serve in the future during medical education should have knowledge about the country's health system, management and models.

IS SILENCE IN COMMERCIAL KITCHENS A CATALYST OR BARRIER TO ENTREPRENEURIAL INTENTIONS?

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Meral Kızrak, Başkent University, Turkey

Inan Eryilmaz, Süleyman Demirel University, Turkey

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Abstract

This study examines the phenomenon of organizational silence in commercial kitchens, shedding light on its implications for kitchen staff behaviors and intentions. Drawing on established theories such as Self-Determination Theory (SDT) and Goal Shielding Theory (GST), we explore the multifaceted impacts of silence on employees. By applying SDT, we analyze how silence may hinder the fulfillment of employees' psychological needs, subsequently influencing their inclination towards entrepreneurial pursuits. Additionally, we adapt the concept of organizational embeddedness to the culinary domain and investigate how silence erodes employee connections, commitments, and investments in the workplace. Furthermore, we introduce the moderating role of learning goal orientation, demonstrating how this aspect may shield individuals from the negative effects of reduced organizational embeddedness. Our study highlights the significance of individual goal orientations in navigating the impact of silence within kitchen environments, emphasizing the potential for a strong learning goal orientation to mitigate entrepreneurial intentions. To validate our proposed moderated-mediation model, data collection is currently underway among kitchen staff in two cities in Turkey. The analysis of this data will be concluded well ahead of the conference, offering robust empirical insights into the phenomenon under study. The insights gained from this research can inform the development of practical interventions and strategies to address the challenges posed by silence in kitchen environments.

FEMINIZATION IN HEALTH: THE GLASS CEILING IN THE HEALTH SECTOR FROM THE PERSPECTIVE OF FACULTY OF MEDICINE STUDENTS

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Abstract

The glass ceiling refers to the invisible barriers that prevent women from rising to decision-making positions, regardless of their qualifications. The health sector is becoming more and more feminized every day. Aim of the study is to evaluate the feminization in health in Turkey from the perspective of future physicians in terms of the glass ceiling. The study is a descriptive cross-sectional study consisting of the students of Başkent University Faculty of Medicine. Data were obtained by the "Glass Ceiling Scale" consisting of a total of 38 questions and 7 sub-dimensions. 78% of them say that there is gender discrimination in the profession of medicine, 76% of them say that some gender-specific fields are exist in medicine in our country, 61% of them say that to be a physician are easier for men in our country, 73% think that gender is an important factor in patients' choice of physician. Most of them think that all fields are suitable for women. but there is gender discrimination in the field of specialization in surgical sciences, It was found significant differences in the dimensions; Multi-Role Playing, Personal Preference Organizational Culture, and Policies, informal communication networks, mentoring, stereotypes. In general, female students stated that women's multiple roles in the health sector and the roles of both mother, wife and working woman can create conflict. Both groups stated that they highly agree with the items related to stereotypes. They have negative attitudes towards the phenomenon of a glass ceiling for women in the health sector. Career strategies to "break" the glass ceiling are given as; Gender quotas, Blind screening in recruitment and promotions, more mentorship for women, Promoting diversity and inclusion, Supportive work environment for women. Creating equal opportunities will maximize the industry's potential and enhance patient care.

SOLIDARITY BASED WOMEN COOPERATIVES AS CO-WORKING SPACES IN ISTANBUL

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Mustafa Şenyücel, Halic University, Turkey

Abstract

Co-working has become popular among knowledge workers and independent contractors as a means of devising alternative ways of work. Accordingly, women cooperatives, which have prioritized the development of socio-economic conditions of women, have started providing workspaces for their members. Thus, with an aim to illustrate how solidarity-based women cooperatives provide alternative co-working solutions, we developed a multi-case study. Our work includes three cooperatives from the city of Istanbul, Turkey; Potlac, Ilkadim, and Harmony.

HEALTH WORKERS' EXPERIENCES WITH PRECARIOUSNESS

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Çağdaş Erkan Akyürek, Başkent University, Turkey

Abstract

Today, with neoliberalism, the phenomenon of precariousness includes not only working styles such as part-time, project and home working, but also full-time employees and their working styles. This study attempted to explain how healthcare workers employed in 4/B status experience precariousness. Since the research focused on experiences and the world of context, qualitative research method and accordingly phenomenological design were used. The data of the study were collected through a semi-structured interview form with 21 healthcare workers working in 4/B status in a public hospital in Ankara. Afterwards, the data were entered into the NVIVO 10.0 package program, coded and conceptualized through content analysis, and then categorized and themes were reached. Within the scope of the study, "Employees Based on the Phenomenon of Precariousness: Our Victimization is Chronic Because We Are Members of the 4B", "Unions, Civil Society Organizations and Associations in the Context of Protecting the Right to Work" and "The Future: "How Will I Construct Life?" There are three themes: "Personnel Rights", "We Do the Same Job But...", "Unions, Civil Society Organizations and Associations: They Protect Our So-Called Rights", "What If My Contract Isn't Renewed This Time", "Should I Still Hope?" sub-theme was created. Participants said, "The hours are the same, the labor is the same. You work in the same conditions, you work the same way. But his rights are not the same as your rights. Why so? If they won't make us 4/A, let them make them 4/B. Let's be the same. May our rights be equal. This is all I want.", "It is a difficult job both psychologically and physiologically. We still have no wear and tear. It is said that it will be included in every omnibus bill when it is prepared, but it turns out at the last minute that it is not there. "So unions are not working well." and "Will my contract be renewed this year or will I be let go at the end of the road?" Will I continue? Uncertain. "It's the same every year." The statement can be shown as an example of the findings. Under these themes, it can be said that the participants are worried about the future, they are afraid of losing their jobs, they are hopeless as a result of the problems they experience with their work lives and personal rights, and unions, civil-society organizations and associations are insufficient to defend the rights of employees.

DILEMAS OF FUTURE MILITARY LOGISTICS

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Abstract

The contemporary conditions of the functioning of the armed forces are forcing innovative actions in the field of their logistic security. The future military logistics will depend on a number of factors occurring at the technological and organisational level and on the development of international logistical cooperation in connection with the dynamically growing role of multinational logistics in the military environment. Research to date indicates that the key challenges and dilemmas faced by military logisticians in the future include: autonomisation of supply systems, cyber security, sustainability, adaptation to environmental change, but above all, ensuring maximum flexibility and mobility of owned and procured logistics resources.

Solving the dilemmas identified will require not only technological innovation, but above all a strategic approach and allied international cooperation to develop and implement optimal solutions for the operation of future military logistics.

THE INFLUENCE OF “ONENESS” ON CITIZENSHIP BEHAVIORS TOWARDS ORGANIZATION: CONTEXTUAL ROLES OF JOB SATISFACTION AND ORGANIZATIONAL CULTURE

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Faruk Şahin, Muğla Sıtkı Koçman Üniversitesi, Turkey

Abstract

The aim of the study is to reveal the effect of exhibiting "oneness" in explaining citizenship behaviors towards organization and to investigate whether this effect differs in the context of organizational culture and job satisfaction. Although the data collection process in the research continues, data has currently been collected from 80 employees. The results show that there is a direct interaction between "oneness" and citizenship behaviors towards organization; tightness or flexibility does not make a difference in the interaction of organizational culture's oneness and citizenship behaviors towards the organization; This interaction is stronger for those with high job satisfaction levels.

HUMANIZING, SOCIAL NORMS, TRUST AND ATTITUDES ON ARTIFICIAL INTELLIGENCE (AI): COMPARING POLAND AND TURKEY

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Anna Jasiulewicz, Warsaw University of Life Sciences, Poland

Joanna Paliszkiwicz, Warsaw University of Life Sciences, Poland

Abstract

Over the past few years, AI is becoming increasingly sophisticated particularly in recognizing and reacting to human preferences, needs and behaviors. The purpose of the paper is to explore the roles of social influence, human-like, and trust on attitude towards AI, and compare them in two different countries: Poland and Turkiye. The data was collected from 639 university students from different departments in a university from each country. The results revealed that the human-like AI and the social influence increase the attitude towards AI, but there are no mediating relations with the role of trust in AI in these relations. But both the human-like AI and the social influence increase the trust in AI. Moreover, all these effects are more strong for the Polish sample than Turkish one.

BIOREACTORS AS A SOLUTION TO DECREASING LABOUR COSTS IN PLANT TISSUE CULTURES

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Abstract

Plant tissue culture involves the sterile and controlled propagation and cultivation of plants. It encompasses the aseptic culture of plant cells, tissues, or organs in a synthetic nutrient medium, enabling the regeneration of whole plants. This technique finds applications across various fields including plant science, agriculture, biotechnology, and notably horticulture. The number of commercial laboratories engaged in ornamental plant production is increasing. Thus, reducing production costs in plant tissue culture facilities is vital for ensuring economic sustainability, expanding market penetration, fostering competitiveness, and advancing research and development in plant biotechnology. These efforts align with the broader objective of enhancing the accessibility, affordability, and impact of plant tissue culture on a global scale. According to available data labour is the highest share in total variable costs of plant production. Bioreactor systems offer advantages such as heightened efficiency, reduced labour demands, and enhanced growth rates compared to traditional agar-based methods. They prove particularly advantageous for mass plant propagation within a controlled and sterile environment. Automated systems can handle a larger number of cultures simultaneously, increasing the overall throughput of the tissue culture process. This capability is especially beneficial for high-throughput applications like large-scale commercial plant propagation. Bioreactor systems enable the scaling up of operations without compromising the quality of the resulting plants with reduced labour engagement.

PECULIARITIES OF THE HUMAN RESOURCES DEVELOPMENT IN STATE AUTHORITIES OF UKRAINE

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Abstract

In the context of the implementation of the administrative reform in Ukraine, issues of modernization of the civil service, a component of which is raising the professional level of civil servants, are gaining priority. An important condition for the professionalization of the civil service today is the professional development of human resources.

The analysis of the indicators of the modern civil service shows that in Ukraine there is a trend towards the development of professionalism and professional competence of the civil servants, their work is used rationally, and motivation to study increases.

The civil servants constantly improve their professional competence during their service. The need for the formation, development, and updating of the relevant competencies of the civil servants is carried out on the basis of the evaluation of the results of their official activities and is reflected in the individual program.

The article highlights the essence of the concept of human resource professional development. The quantitative and qualitative composition of employees of state authorities of Ukraine, forms of professional training of civil servants, online services for training within the framework of self-education, as well as general and special programs for improving the qualifications of civil servants were considered. The peculiarities of drawing up and implementing an individual professional development program of a civil servant, which records individual needs in professional training, and is a tool for planning the professional development of a civil servant have been studied. The results of an online survey of the National Agency of Ukraine on Civil Service are presented, which allowed us to find out how public servants assess the prerequisites for professional growth.

In modern conditions, it is important to use innovative approaches to personnel training in state authorities.

SEXUAL COERCION AND LABOR TURNOVER VIA JOB BURNOUT IN THE HOSPITALITY INDUSTRY: A HIDDEN ISSUE IN VIETNAM

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Abstract

The hospitality industry is renowned for its high-pressure environments, which can lead to job burnout and high turnover rates. In particular, sexual coercion represents a critical yet underexamined factor contributing to these occupational stressors, particularly in developing countries such as Vietnam. This study aimed to quantitatively assess the relationship between sexual coercion, job burnout, and labour turnover intentions among employees in the Vietnamese hospitality industry. A cross-sectional survey was conducted using a stratified random sampling technique to select 270 respondents from various hospitality establishments in Vietnam. The survey instrument included validated scales such as the Sexual Experience Questionnaire (SEQ) in Sexual coercion, the Maslach Burnout Inventory (MBI-HSS), and the Turnover Intention Scale (TIS-6). Descriptive statistics, correlation analysis, and multiple regression models were employed to examine the associations between the study variables. The findings revealed a significant positive correlation between experiences of sexual coercion and job burnout. Job burnout was also positively correlated with turnover intentions. It indicated that sexual coercion was a significant predictor of job burnout, which, in turn, significantly predicted turnover intentions. The mediation analysis confirmed that job burnout partially mediated the relationship between sexual coercion and turnover intentions. The study highlights the detrimental impact of sexual coercion on employee well-being in the Vietnamese hospitality sector, evidenced by increased levels of job burnout and subsequent turnover intentions. These findings underscore the urgent need for industry-wide interventions to address sexual coercion, improve working conditions, and reduce staff turnover. Policy implications suggest that hospitality organizations should implement comprehensive sexual harassment policies, provide training and support systems, and promote a zero-tolerance culture towards sexual coercion to mitigate its negative effects on employees' mental health and retention.

HUMANISTIC PARADIGM IN MANAGEMENT ON THE EXAMPLE OF POLISH ENTERPRISES

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Abstract

The issue of humanistic management has recently become particularly important. One of the reasons for that is the increasing empowerment of employees – a situation that requires changes in many areas, notably in the very sphere of culture in organizations.. Employee empowerment is the result of humanizing work processes and introducing elements of humanistic management. The aim of the article is to examine the level of applying humanistic management paradigm in 250 companies operating in Poland. To accomplish that, a literature review was carried out on this paradigms of management and groups of vales liked to it.. The research problem focuses on determining the level of applying the humanistic values by managers in Polish enterprises. The research using the questionnaire as a tool was conducted in 250 Polish companies in November 2023 by National Research Panel Ariadna. The research results show the differences in the level of applying humanistic paradigm between big, middle and small enterprises representing different industries. . Based on the results obtained in the study, conclusions were drawn and recommendations were provided for each group of enterprises.

TRUST IN ARTIFICIAL INTELLIGENCE IN HOTEL SECTOR – THE PERSPECTIVE OF POLISH MANAGERS

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Weronika Wójtowicz, Warsaw University of Life Sciences, Poland

Abstract

This chapter provides a systematic review of the current literature and presents the results of a diagnostic survey on user trust in artificial intelligence (AI), conducted from the perspective of hospitality industry managers. The analysis leads to the identification of various factors influencing user trust in AI. The following research questions were formulated: Do hotel executives have confidence in AI-based tools? What challenges and concerns are associated with the use of AI in the hotel industry? Do hotel managers see the potential to further develop and improve the use of AI in the company in the future?

Based on the results, we propose to develop a comprehensive conceptual framework to better understand hotel management trust in AI. This framework can be further researched and validated in a variety of contexts to broaden the understanding of how managers perceive and trust AI technology in the context of hotel operations. The survey also identifies potential areas for future research that can help understand how to build managerial trust in AI applications, not only in the hotel industry. The results highlight the importance of building this trust through various aspects, which can contribute to positive changes in managers' attitudes towards new technologies.

PLACING NON-MANAGERIAL EMPLOYEES IN THE MANAGEMENT THEORIES: TOWARDS A THEORETICAL ADVANCEMENT

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Abstract

This paper responds to recent calls for a more in-depth examination of the crucial role played by non-managerial employees, including those in various strata such as blue, and grey collars, from an alternative neo-human relations perspective. By exploring and synthesizing recent initiatives aimed at developing a new theory of management or extending existing ones, the goal is to facilitate an inquiry into the pivotal role of blue and grey collar employees as significant entities within the domain of management processes. The proposition suggests that broadening the conceptualization of management to include non-managerial perspectives has the potential to generate fresh insights, thereby contributing to the advancement of management theory. From that, the ostensibly opposing theory building recent efforts of universalistic, strategic/contingent and value-based in management discipline are assessed for their potentialities. Utilizing the method of synthesizing, the aim is to introduce a significantly re-conceptualizing of existing efforts towards a candidate explanation that leads to default theory enabling to generate and solve problems concerning the phenomenon of non-managerial employees in management processes. Towards this end, three arguments are put forward. First, the absence of relevant theories enabling focused inquiry and research endeavors into non-managerial employees impedes empirical contributions to enlighten the phenomena associated with blue and grey-collar employees. Second, the constrictions inherent in current management theories devalue and underestimate the significance of blue and grey-collar employees in the overarching management processes since they perceive the phenomena as trivial, thereby restricting the potential for in-depth and warranted inquiry. Third, the future trajectory of management will involve three integral dimensions: the universal dimension of cooperation and coordination inherent in management, the strategic responses to continuously evolving environmental changes as the management of contingencies, and the normative dimension of value-creation to address the specific needs of blue and grey-collar employees. By synthesizing these three dimensions, we provide insightful signposts for the prospective evolution of management theories.

ECONOMIC ASPECTS OF THE USE OF PHYTOBIOTICS IN BROILER FEEDING IN SELECTED EU COUNTRIES - BROILERNET PROJECT

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Anna Grontkowska, Warsaw University of Life Sciences, Poland

Sławomir Jarka, Warsaw University of Life Sciences, Poland

Abstract

Consumers of animal products are more and more interested in the production methods used because they are aware of the impact of these methods on the quality and safety of the food they obtain. It increases consumer awareness and their expectations regarding the living conditions and welfare of animals, including the use of antibiotics. Consumers deny the validity of using antibiotics for non-medicinal purposes, i.e. to improve feed efficiency and growth rate. From the producers' perspective, the use of antibiotics in feed in subtherapeutic amounts reduces the mortality and morbidity of broilers and improves daily weight gain because subclinical pathogenic bacterial infections are eliminated. Although antibiotics as feed additives benefit farm animals' health and welfare, continued use poses significant risks to human health because of antibiotic residues in animal tissues and organs and products made from them. Such residues may be dangerous to humans. Even small doses of antibiotics taken with food for a long time may cause allergic reactions or be mutagenic and carcinogenic. This problem has been growing for several decades. Hence, there is increasing pressure on broiler producers to limit or eliminate the use of antimicrobials, especially antibiotics. Data from the European Medicines Agency, show that sales of antibacterial agents for farm animals in Europe decreased by 20% between 2010 and 2017. However, sales of these drugs increased by 5% in six countries while in Poland by 28%. Therefore, it is essential to determine whether it is possible to use alternative substances, particularly phytobiotics, and what economic effects they may bring because the prices of phytobiotics are high. Phytobiotics are a broad group of bioactive compounds of plant origin that protect against bacteria, viruses and fungi. They have preventive and therapeutic effects. To determine the economics of using phytobiotics in broiler production, models of typical farms developed in the BroilerNet project were applied. The data for analysis came from a poultry farm where this feed additive was used. There was a better feed conversion (FCR was lower by 4%) and an increase in the average final body weight of broilers by 2.9%. The results indicate that the addition of phytobiotics may bring a benefit of PLN 0.31-0.37/broiler.

DATA ECONOMY SCENARIOS FOR FOOD SYSTEMS - DATA4FOOD 2030 PROJECT

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Abstract

The Data Economy is defined as a global digital ecosystem where all types of data are gathered, processed, analyzed, stored, and exchanged to create economic value. All industries can profit from using data, including the Food sector, where more and more information is generated due to the broad use of modern technology. Data is generated at farms thanks to farm equipment with sensors, drones, and satellites. Food processors use cameras, sensors and AI to monitor and control food production processes. Additionally, consumers use many applications to check food products' composition, origin or amount of calories. This observation is a trend influencing data economy growth. But, of course, the future of the Data Economy in the food sector will result from many other trends.

This paper presents a diverse range of stakeholder opinions on future scenarios for Data Economy. The scenarios were developed during a workshop in February 2024 at SGGW, which included representatives from all key stakeholder groups in the food system and related sectors. The participants engaged in a comprehensive discussion of various economic trends and their potential impact on the data economy and the agri-food sector. This discussion led to the development of three distinct scenarios: **TECHNOLOGICAL BREAKTHROUGH**, **The GREEN CHANCE** , and **BEHIND THE EARTH**.

The "Technological breakthrough" scenario was based on the opinion that Artificial Intelligence (AI) "Information and Communications Technology (ICT)" will influence the data economy. In the scenario, stakeholders emphasized that the effects of potential technological breakthroughs are difficult to predict. Still, there is no doubt that new technologies and artificial intelligence will significantly impact the data economy in the food sector. Regarding social aspects, participants emphasized that certain social groups might be excluded because some people can't follow technological progress, even with support in terms of equipment and knowledge about new technologies. The scenario assumes that new, previously unknown professions and job positions are emerging.

The GREEN CHANCE scenario was built based on two other trends: "Transition to a more sustainable and green economy" and "Increasing the scope and tightening of regulations" In this scenario, it was emphasized that more rational resource use would be essential for sustainable food production assuring at the same time a new model of consumption. People will have new dietary models (e.g., eating less meat, especially red meat). The stakeholders underlined an increase in the importance of "green" technologies for delivering food products. Regarding social aspects in this scenario, attention was drawn to increased people's awareness, particularly concerning the risk to food safety and conscious decision-making about consumers' purchase of specific products (maintaining freedom of choice).

The third trend, entitled BEHIND the EARTH, was based on two assumptions that more influential trends will be "Technological progress in Information and Communications Technology (ICT)" and "Increased requirements regarding food safety." In this scenario, authors predicted the replacement of human work with automats and unattended production technologies. An essential part of this scenario was the integration of all chain stakeholders for traceability and quality control.

Regardless of the future scenario, the importance and value of the Data Economy in the EU will undoubtedly increase. However, in addition to its benefits, it also carries some threats.

INNOVATIVE PRACTICES IN ORGANIZING MILK PRODUCTION - CARE4DAIRY PROJECT

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Abstract

The dairy industry faces many challenges, including meeting consumer demand for high-quality dairy products, continually improving animal welfare and mitigating the environmental impact of dairy farming.

There are many modern, specialized farms in the European Union, but many farmers, also outside the EU, still need help in proper farm management and milk production. The Care4Dairy For project was established by a non-profit consortium consisting of six partners (EURCAW, SLU, INRAE, ELGO-DIMITRA, IZSAM and UCD) to support breeders in their activities. The Care4Dairy project aimed to develop best practice guides to help farmers ensure the well-being of dairy calves, heifers, cows and animals at the end of their careers. These practices help monitor and improve the quality and safety of milk during milking, storage and transportation. For example, in Brazil, after implementing good practices, 32.53% instead of 12.94% of farms produced milk of hygienic quality in accordance with regulations. The purpose of this article is to provide a brief description of unique good practices that can improve mainstream procedures on dairy farms.

MEASURING TOKENISM THROUGH SOCIAL NETWORK ANALYSIS: THE CASE OF DISABLED GREY-COLLAR EMPLOYEES IN A HIGHER EDUCATION INSTITUTION

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Mehmet Abdülkadir Varoğlu, Başkent University, Turkey

Abstract

Tokenism has gained popularity since its introduction in Kanter's (1977) award-winner book, "Men and Women of the Corporation", where it was conceptualized as a construct reflecting minority status within work groups. The concept of tokenism has since stimulated interest among researchers. According to Kanter, members of a particular social identity group become tokens when they have low representations within groups. As a mechanism by which people with minority status are not treated equally or equitably, tokenism is comprised of high visibility, exaggeration of the minority group's differences from the dominant/majority group, and roles defined by the dominant group (Kanter, 1977). Overall, becoming a token is in fact an ascribed low status and it involves several experiences such as polarization and isolation, which contribute to the token's profound sense of being in a disadvantaged position. So far, tokenism has been dominantly studied in the context of gender. In a review of research published between 1991 and 2016, out of 83 empirical articles on tokens, 69 studies had gender, while 28 studies had race as the status characteristic (Baskerville Watkins et al., 2019). However, increased diversity in organizations requires more studies on minorities and tokenism, and disability is such a dimension of diversity that needs to be studied with regards to the challenges brought by a minority status. Among a few studies on disability and tokenism, one study found that disabled employees engaged in mentoring relationships – specifically as protégés – who perceived higher levels of tokenism reported receiving lower levels of psychosocial and career-related mentoring (Kimbrough, 2007). In another study, where tokenism is indirectly and implicitly discussed, federal employees with disabilities showed significantly higher intentions to leave, compared to their counterparts without disabilities (Chordiya, 2022). Within the framework of social networks, then, it is possible that the token status of disabled employees is carried over to peripheric positioning and weak ties within the social networks in which they are placed for work. In order to check whether these expectations

hold true and to what extent, research has been conducted in a higher education institution, and questionnaire data was collected from 53 support staff - employees who hold grey-collar jobs. The data were analyzed via social network analysis to uncover any positive and negative relations of the disabled employees, and to assess the extent of their exclusion from the social structure. Results of the analysis reveal that disabled employees are located far away from where they should be in terms of positive ties within the social network, and they fall well below average in positive ties, such as friendship, counseling, betweenness, and eigenvector centrality within the social network mechanism. These show that the disabled employees of the institution are possibly isolated, and face social exclusion. One implication of this study is that minority status and therefore tokenism become inevitable due to the low disability employment quotas outlined by laws and regulations. For the creation of more inclusive work environments for disabled employees, starting with the stereotypes of disability, more surveys are needed with cross-sectional samples in which various industries and jobs are represented.

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