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## **ICMS-2022**

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- International Journal of Energy Economics and Policy (Scopus)
- New Challenges in Accounting and Finance (Copernicus Master Journal)
- Journal of Turkish Operations Management
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- International Journal of Health Sciences (Scopus)
- Journal for Educators, Teachers and Trainers (JETT) (Emerging Source Citation Index)
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# Abstracts

## Motivational Communication in Academic Setting: A Ukrainian Case

#### Elina Paliichuk

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Under the volatile conditions of recent years and extreme disturbances many countries experience today, effective organisational communication is even more critical for keeping a corporate institution sustainable, competitive, and productive. Redefining working processes at all levels of a corporate structure in academic field, the attention should be given to the management and pedagogical personnel and students whose performance depends not only on clear task assignment and regular monitoring procedures but also on the principles of corporate culture and organisational communication. The project explores the image schema theory by G. Lakoff and M. Johnson (2003) in action for development of motivational communication in academic setting. Specifically, it measures the university community perception of the educators' direct speech fragments. The case study is Borys Grinchenko Kyiv University whose culture embraces the principles of academic integrity, servant leadership, personal commitment to corporate values, and social responsibility. The university is an organism with a high level of intra-departmental and interpersonal interaction. Theoretically, the study aims to reveal dominating schemata governing organisational communication at the university. A thesis by Hurtienne and Blessing (2007) that image schemas pertain to sensory motor subconscious knowledge stimulates our interest in the role of the mindful use of schemata-charged language in the development of the motivational communication between academic process participants. Methodologically, there are three stages: 1) identifying recurrent schemata in educators' direct speech; 2) survey between pedagogical staff and students of the Institute of Philology at BGKU evaluating the educators' speech in terms of motivational component: 3) revealing typical reactions. Preliminarily, we observe responses to UP, LINK, CONTAINMENT, PATH schemata and dominance of enthusiasm, encouragement, inspiration, gratitude, care, growth, etc., which maintains motivational communication, which will result in the development of guidelines for the mindful schemata-charged motivational communication.

Keywords: Schemata, Organisational Communication, Education, Survey, Motivation

## Use Style: Job Satisfaction of Chefs in Colombia

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The world is different now. It has experienced the biggest crisis in the humanity. The new labour situation has drastically changed due to unforeseen circumstances caused by the new Corona virus. It affected all businesses but the hospitality sector suffered the most. The paper aims at studying how Colombian chefs perceive job satisfaction.as well as their career development opportunities. In this regard, the paper aims at providing an understanding about factors that contribute to their level of job satisfaction. The following hypothesis has been formulated: Colombian chefs will be more likely to perceive higher salaries and extra benefits as determinants of higher job satisfaction. Furthermore, second, it is hypothesized that Colombian chefs will perceive supervision, promotion and career development as a path to achieve job satisfaction. An adapted online version of the Job Satisfaction Survey (JSS) comprised of 16 questions has been the chosen method of data collection. The population of the sample are Colombian citizens, who work in the hospitality industry, more specificity as chef, cook and employees that work in the Food and beverage industry. Correlation of Job satisfaction and various condition that lead to it, payment satisfaction, workload and an introduction of some of the conditions to Work-Quality-Life. The results showed that Colombian chef may perceive supervision, promotion and career development as a path to job satisfaction. This, as supported by the finding showing that the benefits, Salary and workload are relevant to have a better performance of employees. Moreover, this, orient employees to have high job stability and avoid informality, creating loyalty within the company, benefits and the right of the employees to get pay their extra hours and get the fair payment of their tips, thus, generate trust from the employee to the supervisor and employers/owners.

*Keywords:* Job Satisfaction, JSS Survey, Colombian Chefs Satisfaction, Perceive Supervision, Career Development Opportunities

## An Empirical Study of the Predictors of Green Purchase Behavior

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The world has progressed economically in leaps and bounds but sadly at the cost of our environment, Green Consumer Behavior has become the need of the hour in recent years with the rapid degradation of the environment. This study focuses on green apparels and aims to examine if there is a relationship between i) Personal Norm and Green Purchase Behavior, ii) Peer Influence and Green Purchase Behavior iii) Perceived Benefits and Green Purchase Behavior and iv) to examine if attitude mediates the relationship between Personal Norm and Green Purchase Behavior. Value-attitude-behavior hierarchy theory (VABH) has been used. The method used for analyses is the Structural Equation Modelling (SEM) technique using AMOS 22 software. A sample of 146 consumers was used and the convenience sampling technique was followed. The study results show that there is a positive and significant relationship between i) Personal Norm and Green Purchase Behavior, ii) Peer Influence and Green Purchase Behavior, iii) Perceived Benefits and Green Purchase Behavior and iv) attitude mediates the relationship between Personal Norm and Green Purchase behavior. The findings are valuable to green apparel product manufacturers, policy makers, parents, school managements and to the community at large.

*Keywords:* Green Purchase behavior, Personal Norm, Peer Influence, Perceived Benefits. Green Products

## The Specifics of the Perceptions of Teachers of Higher Educational Institutions in Ukraine about Professional Well-Being

#### Elena Voitenko

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Background. The presence in the scientific literature of numerous descriptions of various aspects of psychological well-being in the organizational and professional space indicates a lack of sufficient theoretical basis and common understanding of professional well-being, as well as the need to clarify and operationalize this concept. The purpose of this study is to theoretically and empirically substantiate the composition of the construct of subjective professional well-being of higher education teachers in Ukraine. Methodology. In order to operationalize the concept of "professional well-being" and highlight the criteria for its evaluation, the method of content analysis of ideas about professional well-being and next interpretation of results was used. A survey of 45 high school teachers was conducted. Respondents were asked open-ended questions about their perception of professional well-being, organizational factors and personal resources that form a sense of professional wellbeing. Results. Quantification of the survey results showed that professional well-being in the understanding of higher education teachers is a complex construct consisting of several elements. Based on the analysis, professional well-being can be defined as an integral indicator of optimal functioning of the individual in the professional sphere, which includes emotional, motivational, cognitive and behavioral components that characterize a person's attitude to himself as a professional, his professional environment and to organizational context.

*Keywords:* Professional Well-Being, Structure of Professional Well-Being, Content Analysis

## The Determinants of FDI Inflows in Romania

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The growth of foreign direct investment around the world has been significant in recent years. It is a critical element of any and every nation's economy, including Romania's. The main objective of the study is to examine the potential determinants of FDI inflows in Romania during the period from 1997 to 2019. We employed the Autoregressive Distributed Lag (ARDL) bound co-integration technique to identify the potential determinant factors of FDI inflows such as trade openness, gross domestic product, interest rate, education level of the labor force, exchange rate, inflation, and control of corruption. As per the findings, the log of gross domestic product and labor force education variables have a positive impact on inbound FDI, whereas trade openness has a negative impact in the long run. In the long run, other variables, such as interest rates, real effective exchange rates, and corruption control variables, cannot explain the variation in inbound FDI. In the short run, the log of gross domestic product, labor force education, real effective exchange rate, and corruption control explain the variation in FDI inflows, although the interest rate and inflation are insignificant. The findings revealed some important policy implications, including the need to maintain a stable exchange rate and promote strong open trade policies to improve the investment climate, increase gross domestic product to create needed markets for foreign investors, improve labor force education by introducing training and workshops, and control corruption by implementing rules that are more effective.

Keywords: ARDL Bound Test, Determinants of Inward FDI, Romania

## The Impact of the COVID-19 Pandemic on the Evolution of the Patient-General Practitioner Relationship

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The present paper aims to highlight the impact of the COVID-19 pandemic on the way the patient - general practitioner (GP) relationship evolved throughout the pandemic period. Patients' communication with the GP has acquired special importance throughout the pandemic, considering the significant number of patients infected with SARS-CoV-2 and also taking into account the health authorities' recommendations for the population to immediately contact their GP at the first potential symptoms of SARS-COV-2 infection. The purpose of the research is to show the changes in patients' communication with their GP, taking into account both the epidemiological context generated by the pandemic and the increased interaction between the two parties, due to the raised patients' need to reach the GP more often than before. For a thorough analysis of this matter, quantitative research was conducted using the survey method and the questionnaire as a tool. The research was performed on a sample of over 200 patients from the largest polyclinics in Bucharest, Romania, between December 2021 and February 2022. The main finds of the study show that with the outbreak of the pandemic, the communication between patients and their GP, both online and offline, increased significantly, also the patients' confidence in the GPs' advice grew, as well as patients' adherence to the treatment indicated by the physician. The study indicates that analyzing the evolution of the patient-GP relationship, both during and after the COVID-19 pandemic is an important asset that allows polyclinics to identify the factors that have the most influence on improving communication between the GP and their patients. In this way, in order to improve the quality of medical services and the patients' journey, polyclinics can monitor over time the actions that have the most impact on improving the patient-GP relationship.

*Keywords:* Doctor-Patient Relationship, Patient Satisfaction, Healthcare System, General Practitioners, Relationship Marketing

## **Process Optimization of the Selected Business Using a Process Approach**

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Businesses must invest in quality - whether it is the quality of services. products, processes or the way of doing business. Hence the goal that all businesses should strive for: to produce quality products or services, which enable the maximum fulfillment of customers' requirements. A small business (SME) from Slovenia, which is engaged in boutique production, is universally recognized in its field of business. Due to the desire for long-term competitiveness, they are constantly looking for innovation and improvement opportunities. One of these is the process approach, which allows better control of processes, and not only can improve but is a prerequisite for business management and performance. Processes are managed as a system defined by a network of processes and their interactions, which creates a better understanding of businesses performance. The issue of business environment quality for SMEs represents a field of scientific research. SMEs have several specific characteristics related to their limited size, lower level of diversification, low capital strength, limited market and higher risk. On the other hand, they are more flexible, as they can adapt quickly to new conditions, have closer contact with customers and are very important for economy employment. Due to the small number of employees in the selected business and high market demand, they have failed to introduce a process approach so far. Inevitable need of business management improvement and performance optimization, a process snapshot was performed to obtain the existing process approach, based on which a critical analysis of necessary furtherance's was carried out. For the purpose of real business environment improvement of performance and competitiveness, and based on all the findings, we made a proposal for the problem solution, which represents an improved process approach based on the ISO 9001:2015 standard. Proposed solution was well received and implemented into business performance.

*Keywords:* Logistics Processes, Process Approach, Business Management, Performance Optimization, ISO 9001:2015

## Problem of Financing Public Accounts Before an Aging Society: Alternatives and Possible Solutions

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The article studied possible solutions to the problem of financing public accounts in Brazil. As an alternative, Public-Private Partnerships (PPP) were considered, an option to carry out initiatives focused on long-term investments of great social importance. The provision of public service of a constitutional good, such as health, for example, justifies the importance of researching a solution that complements the existing model in the country, although vigorous, but that contemplates and adjusts to the growing aging of the population, expressive, and which has increasingly impacted the demand for health services. This demonstrates the need to balance the country's national accounts and seek robust improvements to solve the public finance deficit, a problem that has plagued the nation for decades. The advantages of adopting PPPs were presented, such as the resumption of tax benefits and other financing opportunities with a reduction in tax expenditures. The internalization of the proposal in the country can be a potential gain, as it would allow investment to be deconcentrated from serving the most populous cities to the places less favored by the existing health network. Although there are limitations and implementation risks, the results could be promising with the partnership between public power and private initiative, less pressure on public finances, greater fiscal balance and improvement for society.

Keywords: Population Aging, Public Finances, Public-Private Partnerships, Health

# Factors Influencing Consumers' Perception of Sustainable Products: A Systematic Literature Review

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Sustainability has taken on a key role in contemporary society. Following consumer's desires, companies are committing to supply sustainable products on the market. Despite their efforts, the market share of sustainable products remains low. Available literature has provided many possible interpretations without reaching definitive results. This work aims to help bridge this gap by summarizing the main results and providing an original perspective on the topic, focusing on practical implications. In this paper, an in-depth literature review is conducted to identify factors influencing consumers' perception of sustainable products. These factors are then classified according to the triple bottom line framework in order to provide a holistic perspective on sustainability, that is also in line with companies' needs. Findings suggests that the uncertainty of the literature results is caused by the adoption of partial perspective on sustainability, as most works focus only on one of the sustainability dimensions or consider only one product category. The results show that there are numerous factors that can influence consumer perception across all three sustainability dimensions. Businesses can enhance their marketing and communication efforts by adopting a holistic approach on sustainability. From a practical perspective, this study provides managers with a solid starting point to identify and assess sustainable products' value in relation to the sustainability dimensions and the characteristics of the target customer segments.

*Keywords:* Sustainable Consumption, Triple Bottom Line, Green Marketing, Consumers' Preferences

# The Effect of Capital Expenditure on Indonesia Domestic Investment and Foreign Investment

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This research aimed to know how the effect of capital expenditure and inflation variable to the Domestic and Foreign Investment in Indonesia especially Provinces in Java Island in 2016 to 2020. This research used the panel data regression method with time-series data from the Central Bureau of Statistics (BPS) and the Directorate General of Fiscal Balance's portal data. The results of this study are the inflation variable partially significant effect on Foreign Investment in provinces in Java Island. On the contrary, the capital expenditure variable does not have a significant effect both on domestic and foreign investment, while the inflation variable strengthens the relationship between capital expenditures and domestic investment.

Keywords:

## Sustainability Framework of Online and Distance Education

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The recent Covid-19 pandemic has drastically changed the higher education landscape and its future sustainability achievement. There has been a surge in enrollments of online courses whereby people expressed greater enthusiasm for online-only options. The rising public participation in lifelong learning have created an educational niche opportunity for distance education to be enforced from being a supplementary to a distinctive solution. While few attempts have been done on the impact of online and distance education on sustainability elements, little attention has been paid on the attributes of the distance education which are economically, environmentally and socially sustainable. Thus, the study triggers the question of "How do online and distance education relate to sustainable development?" and attempts to identify the attributes of online and distance education that are related to sustainable development. Based on the Triple Bottom Line approach, the study employed a qualitative method by engaging several selected ODL experts in Malaysia in a series of interviews. The results of the study presented a set of themes representing the sustainability attributes of online and distance education, which formed the framework for e-learning quality deployment and sustainability attainment measures. Future study may further expand the applicability and operationality of the developed framework.

*Keywords:* Distance Education, ODL, Online Education, Sustainability, Triple Bottom Line

## Artificial Intelligence (AI) Applications in Retail Marketing in Canada vs China

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Online Retail, a type of electronic commerce whereby consumers buy goods or services through the Internet using a web browser has seen significant growth due to increased digitalization, pandemic triggered new shopping patterns. Online retail is continuously developing and creating a new meaning to the buying experience (Campbell, 2020). On line retailers are mandated to respond in real-time to any type of consumer behavior, and increased demand. AI (Artificial Intelligence), a completely automated, intelligent system that can help shoppers find exactly what they need, is definitely revolutionizing the online shopping processes (Kietzmann et al., 2018; Lee et al., 2018; Silva et al., 2019). Literature review reveals that AI is helping reduce ecommerce returns, strengthens retail supply chains and enables brands to differentiate via increased personalization. However, not enough work has been published how Artificial Intelligence tools in online retail lead to customer satisfaction and eventually customer loyalty. This study is a part of larger international research cooperation with Cape Breton University, Canadian University of Dubai and Multi Media University of Malaysia. The aim is to understand AI applications use in on line retail in BRIC (Brazil, Russia, India, China) countries, Canada, United Arab Emirates and Malaysia and cross compare them. This specific study deals exclusively with AI applications in online retail in China and Canada.

Keywords: Artificial Intelligence, Online Retail, China, Canada and Customer Satisfaction

## Managing Coopetition in Business Ecosystem – A Case Study of the Printing Industry in Malaysia)

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Coopetition is a phenomenon among firms as competition and cooperation occur simultaneously. These strategic alliances involving multidisciplinary actors including competitors, complementors needs to be managed. There is a large gap in coopetition research on how a coopetition process is established and managed in a business ecosystem. Through the in-depth analysis of a single printing business ecosystem in Malaysia, this paper finds coopetition is common as the way of doing business among the micro, small and medium sized firms in one industrial park growing into a popular printing ecosystem in Selangor state of Malaysia. This paper identifies the sources of coopetition, challenges faced by different firms in the same industry and the mechanism of these firms surviving in this business ecosystem. Our findings showed that informal cooperation more likely than a structured coopetition to achieve short-term success vet a long-term resilience for small medium enterprises. The possible tension in coopetition is reduced when trust and friendliness is available to maintain the business ecosystem position. The interchangeable supplier-customer relationships facilities value cocreation through exchange of resources and capabilities in the geographic, technological and market overlap business ecosystem. The paper suggests the coopetition strategy is the base strategy to build competitiveness of individual firm located in a business ecosystem.

Keywords: Coopetition, Business ecosystem, Value Co-creation, Printing Industry

## A Review of Scientific Papers on the (Tele)Work of Postgraduate Professors

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Before the implementation of compulsory remote work due to the Covid-19 pandemic, postgraduate professors already exercised telework in their homes, informally. Thus, the objective is to analyze the scientific production on telework or work of postgraduate professors. A systematic review of articles in the SCOPUS, Web of Science, and Scielo databases and of theses and dissertations in the Brazilian Digital Library of Theses and Dissertations was carried out. We sought to classify the research found by themes and identify the content of the results that researchers found. There was a significant amount of work on the evaluation of postgraduate studies or professors, in search of improvements. Problems were noted in the professor's work in relation to the lack of training for teaching, university environment with few resources, complex activities and in a quantity that extrapolates the time of service, evaluation by results that causes negative consequences in the performance of activities as in the personal life of the professor. Telework was found in different contexts, such as ubiquitous work and the digital age, distance education, pleasure and suffering at work, and as a dimension that addresses teaching work. Since professors have already experimented with teleworking and compulsory remote work, they are subject to the positivities and negativities that it can cause, which may or may not facilitate the improvement of the problems pointed out. The research contributes to the human resources management area, by seeking to understand how professors-researchers have used this modality outside universities and potential research gaps, such as identification of control of professors' telework since it is subjective and complex; more precise identification of the profile of professors who telework and what type; how teleworking affects the issues raised by research on professors' work; and, how was the experience of compulsory remote work during the pandemic.

Keywords: Telework, Work, Professor, Postgraduate

## Knowledge Management in Social Work Centers and the Influence on Quality of Services

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The purpose of our research is to present new insight into the relationship between knowledge management and social work to demonstrate that knowledge management can enable social work organizations such as social work centers to improve the quality of their services. In the 21st century knowledge-based economy this relationship is even more relevant as knowledge and knowledge management are becoming increasingly more important and a critical resource for the successful functioning of any organization. Currently, there is a gap in research of knowledge management in the social work environment. Some contemporary research has added to the knowledge base of knowledge management in social work, however in general this topic still remains underexplored and underutilized in practice. We opted for a quantitative research approach, namely linear regression to test the positive influence of components of the knowledge management process, including knowledge creation, knowledge storage, knowledge transfer and knowledge implementation on the quality of services provided by social work centers in practice. This empirical research was conducted on the individual level on a sample of 98 employees from Slovenian social work centers. The findings show a significant and positive relationship between components of the knowledge management process on the quality of services. In the conclusion of our research, we discuss the theoretical and practical implementations derived from our study.

*Keywords:* Knowledge Management, Social Work, Knowledge Management Process, Social Work Centers, Knowledge Management in Social Work

## Relations Between Shareholding Nationality, Controllership and Organizational Characteristics: A Study in Publicly Traded Companies Listed on B3

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This paper identifies the relationship between the nationality of shareholding nationality, controllership and organizations characteristics than 426 companies publicly listed in Brazil, Bolsa e Balcão (B3). The organization structure is characterized for the standardize structure through the similar actions with the objective for guide the company to achieve its longterm purposes set as goals. The organizational characteristics are single and needed to be in consistence with the mission, vision and values of the companies. The research was characterized as exploratory, descriptive and quantitative, using the documental research technique and relying on a checklist as a data collection instrument. The operationalization of the data took place by descriptive and inferential statistics. Mann-Whiteny, Chi-Square and Kruskal-Wallis U tests were performed. The results indicated that regardless of the nationality of the company's shareholding control, its business behavior is similar, its cultures, values and characteristics are not related to the organizational characteristics adopted, identifying isomorphic behaviors. This perspective of isomorphic behaviors believes the companies have tendencies for to copy practices and customs of others, making them similar, independent of their symbols, myths and beliefs. Although many works talk about the individual characteristics of companies, this study identifies the isomorphic behavior among all publicly traded companies listed on the Brazilian stock exchange.

Keywords: Shareholding, Controllership, Organization Characteristics

## **European Convergence: Does the Euro Contribute to The Convergence Process?**

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The European Union was confronted with the economic and social heterogeneity of its counterparts. As these disparities were an obstacle to implementing an economic and monetary union, the European Union made real and nominal convergence an economic policy objective. Moreover, the introduction of a common currency in Europe was the culmination of the Economic and Monetary Union. As political authorities have emphasised the positive economic effects of adopting the euro, it is relevant to ask what impact, if any, the euro area has had on the convergence process. For this purpose, two distinct samples were devised: the European States and Regions - NUTS 2 - belonging to the Eurozone on the one hand and on the other hand, the States and Regions outside the Eurozone. Since the aim of this paper is to determine whether the euro area has contributed to reducing disparities and catching up for structurally backward States and Regions, σ-convergence and βconvergence analyses have been carried out on the basis of these two indicators: GDP per capita, the key economic indicator, and employment rate in order to take into account the socio-economic dimension in our analyses. These analyses highlight a process of convergence between the European Regions and the States outside the Eurozone, whereas a trend towards divergence emerges from the analyses within the Eurozone. However, an important nuance must be made; we have observed that disparities in terms of employment are increasing while a catching-up process, indicated by the beta-convergence, is taking place in parallel. Thus, it can be concluded that there is convergence in econometric terms, but that the gaps are not narrowing.

*Keywords:* Economic Disparities, Convergence, Economic Cohesion Policy, European Union, Euro Area

## Hidden Cost and ERP System: A Case Study on the Functional Web of Actors in the Civil Construction Sector

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This study aims to understand how ERP users see their role and interpersonal relationships to avoid hidden costs linked to its misuse. The research presents practical contributions to companies of the civil construction sector regarding the role of interpersonal relationships as main contributing factor of avoiding dysfunctions in activities that would lead to hidden costs for the organization. The research also provides academic contribution by addressing the issue of costs information systems through a theoretical perspective from organizational culture. In order to understand the actors that are part of the functional network as users of ERP system, the study was carried out in a case study exploratory qualitative approach considering both the lack of similar previous studies in the literature and the understanding of the company in its own context. The case was selected from a survey previously carried out to identify an organization that has been a ERP user in a positive way by organizational actors interested in effectively using the tool. The organization's controller indicated key staff members in charge of the accounting department, the tax and human resources department and the finance department. The process of data collection considered categories regarding organizational culture and hidden costs. The study used primary and secondary evidence for data triangulation. The organization and transcription of the collected material was used as a data analysis technique, and content analysis was applied. The case studied proved to be positive for all the cultural characteristics studied, although it still presents dysfunctions in its activities. It was concluded that excluding situations with perfect system and actors, all organizations are subject to hidden costs. The observation of these can operationally, competitively and financially boost the organization, it is up to the manager to choose whether or not to pay attention to the "iceberg" in his direction.

Keywords: Hidden Costs, ERP Systems, Organizational Culture, Civil Construction

## Managing the Tradition and Innovation Paradox of Agribusiness Industry: A Panel Data Analysis

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The paper aims at investigating the role of the network in managing the tradition and innovation paradox in the agribusiness industry. In particular, this study aims to fill the gap in research related to innovation in a traditional context such as the agribusiness industry. Using and extending the social capital conceptual framework and the territorial strategy theory, we derived empirical evidence from companies belonging to the PGI-labeled Consortium of Pasta di Gragnano (Consortium). This is the first study that employs a panel data analysis to investigate this paradox. The results suggested that belonging to Consortium had a positive impact on (i) the operating performance, (ii) the financial performance, and (iii) the environment where consortium firms operate.

*Keywords:* Agribusiness, Innovation, Network, Panel Data Analysis, Social Capital Theory, Tradition

## The Persistence to Failure of Tunisian Rural Entrepreneurs: An Essay from the Perspective of Social Capital

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The objective of this research is to characterize the determinants of the persistence of rural entrepreneurs in the face of failure. Certainly, the development and improvement of the living conditions of the vulnerable population are today a central concern of the populations and the public authorities, including Tunisia which has continued to see all economic and social indicators decline since its famous revolution of 2011. Rural entrepreneurship is therefore a form of response to this concern. The objective of this research is correlated to one of the fundamental questions of entrepreneurship research which is to know why some entrepreneurs fail to keep their businesses alive. This question has most often been addressed according to two schools of thought on organizational failure: determinism versus voluntarism (Mellahi and Wilkinson, 2004). However, despite their contributions, the answers provided by these two currents of thought remain insufficient. They cannot, for example, answer the following question; why do some entrepreneurs persist in keeping their business alive despite its poor performance? To do this, we open up to other disciplines such as economic sociology, in particular through the work of Bourdieu, Putnam, Coleman, Granovetter and others. In our analysis, we have tried to show that social innovation through the mobilization of social capital is one of the determinants of resistance to social and economic problems of the rural entrepreneur. In other words, this article attempts to fill in the existing gaps by modeling the persistence of entrepreneurial failure in rural areas through the perspective of social capital. Thus, to deploy this vision at the empirical level, we mobilized an abductive logic supported by a longitudinal qualitative analysis.

*Keywords:* Rural Entrepreneurship, Persistence to Failure, Social Capital, Network, Socio-Economic Development

### **Gift-Giving: The Offer Framing Effect**

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Gift-giving is an exchange that occurs since the beginning of civilization. It has a social, economic and communicational hole (MAUSS, 1954; BELK, 1976). It is a complex act that involves many agents and factor, like gift donator and gift receptor likes and preferences, the relationship between them and the context where the gift is exchanged. The point in gift-giving is to elevate receptor preferences without losing identity and keep a focus on the relationship (LIU; DALLAS; FITZSIMONS, 2019). Nowadays, gift-giving represents an important part in Brazilian economics and culture (SPC/CNDL, 2019; 2020). This paper has an objective to understand how the offer framing effect, which suggests that the way a product is shown to a decisionmaker and the number of choices this person performs, may impact in the decision made (MITTELMAN ET. AL, 2014), and the social closeness between givers and recipients affects variety seeking in gift-giving situations. Through an experimental study, this paper found that social closeness influences in variety seeking, when donor and receptor are closer (distant) the choices are less (more) varied. It is also found that the relation between social closeness and variety seeking depends on the way the choice is done (sequential or not), since this relation only happened when the choice was not sequential. Furthermore, preference uncertainty is a possible explanation for the main relation.

*Keywords:* Gift-giving, Offer Framing Effect, Sequential Choices, Variety Seeking, Consumer Behavior

## Quality Management from an Organizational Culture Lens: A Qualitative Study in the Context of Dubai Government Organizations

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Quality management (QM) is neither a new concept nor set of approaches and practices. Nonetheless, with a rapidly changing world, global market, and economy, this topic is more needed than ever. QM cannot be approached in an organization in isolation of the organization's culture. In other words, an efficient and effective implementation of OM models and practices demands a proper understanding about the cultural traits, shared values, attitudes, behaviours, and assumptions within an organization, namely the organizational culture. The "Competing Values Framework" (CVF) identifies four organizational culture constituents: group, developmental, rational, and hierarchal. Despite the numerous studies that investigated the impact of organizational culture on QM, these studies were mainly focused on the private sector. There is a worldwide dearth of research in studying such an impact across the public sector, with no previous studies about it in the UAE. This paper investigated the impact of the four organisational culture constituents on QM practices in Dubai government organizations (DGO). The paper adopted a qualitative research method by administering four focus group interviews with 24 participants who were from middle and top-management levels in DGO. This study found that in DGO, the impact of hierarchical and rational cultures on QM—contrary to what have been reported in the literature review—is not perceived as a negative but rather a positive one, conditioned by a critical and complex interaction and balance between all the four constituents of organisational culture. Such a critical and complex interaction and balance between all four organisational cultural constituents will orchestrate efforts, ideas, and initiatives among all employees to successfully implement and sustain QM practices within DGO. Findings from this study urges management across government organizations in UAE, MENA region, and similar contexts to carefully assess and consider all four cultural constituents before embarking on their OM journey.

*Keywords:* Organizational Culture, Quality Management, CVF, Dubai, Government Organizations

## Self-Evaluation for Open and Distance Learning Among Academician During Pandemic Covid-19 In Malaysia

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The education system worldwide had closed since March 2020 to curb the spread of the Covid-19 pandemic. Thus, the traditional face-to-face lecture in the higher education field transitioned into the open and distance learning (ODL) method that substantially impacted the teaching and learning process. This study aimed to examine teaching self-evaluation (TESA) towards open distance learning (ODL) and students' feedback online (SuFO) on various courses at the Faculty of Business and Management (FBM). The data for the Teaching Self-Assessment for Open and Distance Learning (TESA-ODL) score was obtained from students in FBM from the Selangor UiTM campus. Additionally, the SuFO data was obtained from students in FBM from the Selangor UiTM campus. The mean and standard deviation score of TESA-ODL was 171.28 and 16.68. indicated most academicians rated themselves as an expert in professionalism and selfreflection on ODL practices. Conversely, the mean and standard deviation of SuFO was 88.19 and 4.52, which denoted excellent performance in lecturers' professionalism and teaching-learning activities for various courses as rated by students. The analysis showed that male lecturers from the Selangor campus and lecturers with ten years and less teaching experience scored higher in TESA-ODL than their counterparts (p< 0.05). The regression analysis demonstrated four predictors for TESA-ODL, namely gender, years of teaching experiences, position, and campuses. The lecturers' high TESA score was supported by excellent students' feedback on various courses during ODL, suggesting that online learning positively impacts students' learning in FBM. Nevertheless, there were several issues related to ODL despite the positive TESA-ODL rating score among academicians. Future research should examine the usability and effectiveness of mobile applications such as WhatsApp and Telegram in-depth by evaluating students' socio-demographic inequality in FBM and UiTM.

Keywords: Open Distance Learning, Online Learning, Teaching Evaluation, Malaysia

## Impact of Price Indexes on Daily Stock Price of Banks during the Crisis Periods

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The world economic outlook and growth projections changes from time to time, depending on the country's economic health, financial indicators and the unexpected crisis like the pandemic and the Ukraine-Russian war. Financial crisis has many negative impacts on the country's economy health which were gauged by looking at the reduction in GDP and demand, drop in stock prices and increase in unemployment rate. The economic crisis will create a domino effect to the nearby countries, for example, the Asian financial crisis of 1997 where several countries in Asia experienced the financial crisis which impacted their economic growth. The Canadian economy underwent several financial crises during the last century. In this paper, the daily stock prices of five large Canadian banks were studied during the last five economic crises, to determine the most effective price indexes on the daily stock price during the crisis period. The data of the five crisis periods were collected from January 1975 to December 2020 and were analyzed by using the graphs to match the crises identified from the literature. The multiple regression method was performed to predict the downturn of the indexes that matched the crisis periods. The results provide a clear picture that the index "Financial" is the most effective index affecting the daily stock price positively. The most important result found in this study is that price indexes having positive or negative impact on the daily stock market prices changed based on the reasons of the crises and the stock market portfolio of the banks.

**Keywords:** Economic Crises, Multiple Regression, Stock Price, Index Price

# Educational Management in the Conditions of Digitalization of University Learning

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This article aims to present the specifics of educational management that takes place in the digital environment of university learning. The paper focuses on the analysis of digitalization and its various dimensions in the process of teaching and training, with the main emphasis on university education. The digital platforms and electronic resources, as well as the internet links and connections, which are the basis of digital learning, are tracked. It also examines how the management of this digital process is carried out, how it affects the quality of education, what are the strengths and weaknesses of the digitalization of education. The article reviews the literature related to the management of education digitalization as an object of interest in various studies in terms of: teaching processes; student learning styles; the impact of online learning on student achievements and critical thinking. This article is completely relevant to the topic of the conference, because it examines the management in the specific environment of university education and its ways to optimize. The analysis is based on the use of qualitative methods; focus groups with students and university lecturers on digital learning and its quality, as well as the management of the education process itself. This paper focuses on students' reactions and their assessments on ongoing online learning, as well as on the views of university professors. The main implication of the article is that in the Bulgarian context serious steps have been taken regarding the restructuring of modern university education in digital. Online learning platforms have been introduced in Bulgarian universities and the overall educational management is being transformed.

*Keywords:* Educational Management, Digital Learning, University Context, Digitalization

## Traditional and Advanced Management Accounting Practices from the Perspective of External Contingency Factors

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Contingency Theory applied to Management Accounting has explanatory potential on the varieties of management accounting practices adopted by institutions. Using the framework provided by the International Federation of Accountants-IFAC, 1998, and the work of Abdel-Kader and Luther (2006a, 2006b, 2008), a list of 30 practices segregated into traditional and advanced, in addition to referring to: cost and financial control; performance evaluation; and planning and budgeting. The objective of this research is to investigate how external contingent factors may be associated with traditional and advanced managerial accounting practices. To this end, a multiple case study was carried out, in six industries defined by theoretical sampling, through interviews and direct observation, analyzed with the support of content analysis within each case and between cases, according to the script proposed by Eisenhardt (1989), in addition to the cross search for patterns made possible by the analysis between the cases. The results point out the predominance of traditional practices in the six cases. and add this predominance directed to the use of cost practices and financial control and planning and budgeting. However, the adoption of performance evaluation practices proved to be more diversified between financial and non-financial and traditional and advanced, associated with the presence of the perception of customer power at non-negligible levels (medium and high). That is, the recognition of the high power of the client by the interviewees is the only external contingency factor, among those studied, present in the research industries that adopt advanced management accounting practices. It was concluded that the perception of environmental uncertainty at low and medium levels, hostile competition and low customer power are associated with formal control, emphasis on accounting control and the predominance of traditional management accounting practices, while the high power of the client influenced the adoption of advanced management accounting practices.

Keywords: Management Accounting, Management Control, Contingency Theory

## The Heliotropic Effect of Organizational Virtuousness: A Systematic Literature Review

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Seligman and Csikszentmihalyi (2000) were amongst the first to recognize the necessity of shifting the locus of scientific interest from the negative organizational phenomena to positive ones and call researchers to direct their attention to the flourishing and virtuous aspects of organizations. In this vein of thought, Cameron and colleagues with their seminal 2004 article on organizational virtuousness approach the phenomenon as an organization's qualities which through amplifying and buffering functions can foster escalating positive consequences at individual, organizational and societal level. Furthermore, they operationalized the term as a set of organizational behaviors that reflect optimism, trust, forgiveness, compassion and integrity. This inspiring work triggered a stream of research on the phenomenon; its antecedents, intervening mechanisms and outcomes. Nevertheless, up to now there has been no attempt to synthesize this rich body of knowledge into an integrated theoretical framework and provide guidance for practitioners and future research. The current paper aims to address these gaps. Based on an extensive keyword search, in scientific peer-review journals listed in Scopus and ABS between 2004 and 2021, we traced and critically reviewed all the relevant published empirical/theoretical work. The results of our analysis suggest that emphasis has been mainly placed on understanding direct employee (e.g., work engagement, job performance) and organizational (e.g., organizational commitment, citizenship behavior) level outcomes under the lenses of affective events, social identity and social exchange theories, whilst research on antecedents, intervening processes and societal level impact is scarce. Moreover, whilst researchers declare to adopt Cameron and colleagues' views and measurement instrument it seems that they have been rather lost in translation. Thus, we call authors to re-focus their research under Cameron and colleagues' line of thinking and adopt a more holistic approach to the phenomenon. Additionally, the present work provides practical guidelines to executives and human resource managers to develop employees' psychological and social capital as well as exploit the heliotropic effect of organizational virtuousness.

Keywords: Organizational Virtuousness, Outcomes, Social Theories

## Motivational Aspects of a Military Leader's Managerial Culture Development

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The research reveals the motivational aspects of the military leader's development of the managerial culture. It is emphasized that the military leader presents professional culture as potentially possible, that performs the functions of regulating behavior and influencing possible choices and actions. The serviceman realizes his managerial potential through the vision of the future, the availability of clear life plans and ways to achieve them. The purpose of the article is to reveal the main prerequisites for the development of the motivational component of the managerial culture of the military leader. Methods. The following research methods were used in the work: analysis and generalization of scientific results on research of the nature of professional activity of the personality, - for clarification of motivational aspects of development of managerial culture of the military leader. Conclusion. An important condition for the professional culture of a military leader, which ensures his full existence in professional activities, should be considered the tendency to develop the managerial potential as a set of ideas about work based on self-understanding, self-perception and personal growth. The basis of this movement is the professional and personal activity of military leaders - persistence in achieving goals, self-confidence, confidence in the professional experience and certainly a positive attitude towards others. These leaders are determined, do not stop there. Their personal characteristics are manifested at the level of self-awareness and are revealed in the process of selfregulation of behavior in professional activities. This is what helps a military leader to orient himself well in life, to be free in choosing his professional path and responsible for the consequences of the choice.

*Keywords:* Managerial Culture, Military Leader, Military and Professional Activity, Serviceman, Motivation

## Attitude Towards Online Product Endorsement Using Digital Celebrities: The Case of Laptops

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Although the broad concept of celebrity endorsement is not new, the popularity of its Social Media version skyrocketed over the last several years, being exploited even by notorious and top-tier companies. A substantial body of academic research approached the traditional celebrities' endorsement, leaving rather unstudied the impact of digital celebrities' endorsement power. Aiming at reducing the literature gap, the present study investigated the audience's attitude towards online endorsement that includes famous vloggers (a category of digital celebrities) and its effect on future behaviors. In this sense, a conceptual model was tested using the structural equation modeling technique in the context of a primary research. The results unveiled that the perceived characteristics of the vlogger reflect on the overall attitude towards the vlogger. Despite influencing the attitude towards endorsed products, video content, product recommendation and actions on Youtube channel, the attitude towards the vlogger didn't have a direct effect on purchase intention. The attitude towards the video content affected the attitude towards the product and both were shown to have a positive influence on purchase intention and recommendation. Yet only the first one reflected on actions concerning vloggers' online platform.

**Keywords:** Attitude Towards Endorsement, Digital Celebrity Endorsement, Vlogger, Smartpls

## **Exploring the Shopping Mechanism in Case of Major Promotional Events**

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In addition to classical sales promotions, several times a year, many retailers introduce simultaneously sales promotions based on significant price discounts, leading to major promotional pricing campaigns or events, such as Black Friday or the end of season sales. Preparing in advance for the major promotional events and investing in providing good customer experience, both in online and offline environments, the retailers manage to attract hundreds of millions of customers which eventually generate billion euros in sales, worldwide, Despite the commercial scale, the subject has rarely been addressed by scholars. Hence, the present study aims at expanding the academic body of knowledge in the field, providing insights on core elements of the shopping mechanism namely motivations, attitude, satisfaction and future actions. A quantitative surveybased research was employed among 572 Romanian consumers that made purchases on major promotional events, regardless if offline or online. Using the SEM modeling with SmartPLS software, the data analysis revealed the satisfaction with the promotional event is influenced by consumer's shopping motivations such as economy, pleasure, utility, convenience, whilst social interaction and value expression has no significant impact. Moreover, the satisfaction has a direct influence on post-exposure attitude towards promotional events, which reflects on the intention to engage in future major promotional campaigns and WOM. Besides the academic contribution, the results provide managerial implications for retailers, showing that when organizing major promotional campaigns, in addition to price discount, they should consider other aspects derived from shopping motivations.

*Keywords:* Promotional Event, Price Discount, Black Friday, End of Season Sales, Smartpls

## The Structure of Professional Skills of Customs Officers

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Background. The analysis of the available scientific literature on the professional selection of customs officers shows the lack of sufficient theoretical basis on this issue. as well as the need to study the perceptions of certain categories of the population regarding the profession of customs officer. The purpose of this study is a theoretical and empirical study of such an element of professional selection as students' ideas about the profession of customs officer. Methods. The author's questionnaire and the method of content analysis of the results with further processing and interpretation of the results were used in the research. A total of 414 students from 18 specializations from 4 universities of Ukraine were involved in the study. Results. Analysis of the survey results showed that the content of the customs officer's activities from the point of view of students consists of three skills necessary for its effective implementation. 1. Ability to establish contact with people in any situation. 87% of respondents agreed that the work of a customs officer is primarily work with people. 90% of respondents stressed that the work of a customs officer requires emotional and mental workload, 98% of respondents said that the customs officer needs psychological competencies. 2. Ability to communicate effectively at different levels of government, 91% of them said that the customs officer must be fluent in two foreign languages. 3. Ability to solve intellectual problems of different levels of complexity. 69% of respondents believe that the profession of customs officer is one of the most important in society, 79% said that the work of a customs officer has opportunities for self-improvement. 74% of respondents agreed that it provides an opportunity to achieve recognition. 77% of respondents believe that a customs officer should have developed leadership skills.

Keywords: Professional Selection, Customs Profession, Content Analysis

### **Elasticities in Bulgaria's Foreign Trade**

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In recent decades, we witness an increase in global economy growth rates. Most often this process is measured by comparing the growth rates of trade to those of production, which shows this ratio is gradually but steadily increasing. Although the ratio is a good indicator when measuring the openness of economy (whether global or of a specific country), it may cause confusion when exploring the relation between trade and production (income). Sometimes this ratio is incorrectly deemed equal to income elasticity of trade. Certainly, the similarity in the calculation of the two indicators accounts for that, but their economic significance is rather different. Trade elasticities are extremely important in the process of economic policy formulation and more particularly in forecasting of foreign trade flows. Very often debates and different opinions as to whether to conduct one or another foreign trade policy ultimately boil down to a choice among different evaluations of the behavior of trade elasticities. This article provides a short overview of the in-creasing and changing role of international trade. It discusses the theoretical foundations and empirical challenges in using models describing trade flows, and more specifically in calculating trade elasticities. It offers estimates of long-run (price and income) elasticity of Bulgarian export and import and provides recommendations from an economic policy perspective.

**Keywords:** Foreign Trade, Economic Policy, Trade Elasticities

## Strategies to Increase Exports of Wine Companies of the Valle De Guadalupe Region in Baja California, México

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This research analyzes the exports of wine companies in the Valle de Guadalupe region in the State of Baja California, Mexico. The objective is to determine the factors that induce strategic decision making to achieve a high-performance level of productive capacity. The hypothesis suggests that production, technological innovation, and competitiveness are the factors that favor the exports of these wine companies. For the statistical analysis, Partial Least Squares structural equation modeling (PLS-SEM) is used, including the evaluation of the out-of-sample predictive power by means of PLS predict. The methodology used includes a qualitative analysis of the current situation on the subject and a quantitative study of data obtained by applying a 41-item instrument to 92 companies. The main findings show that the variable that presents a higher degree of association is competitiveness and the variable that presents a lower degree is production. Another finding is that there is a need to strengthen collaborative projects with a Cluster Approach, in which the collaboration network between these companies, government agencies, wine associations and educational institutions must be actively involved. The main strategies proposed are three: the first in relation to competitiveness is to improve operational planning to increase productivity. The second is to achieve a more competitive price by purchasing supplies collaboratively between companies; the existing common bond and business synergy will allow exports to increase. The third is to manage a greater participation of the government, mainly in terms of financing and support, investment in highway infrastructure, reduction of taxes on this item and the sustainable administration of the State's water resources.

Keywords: Valle De Guadalupe, Wine Company, Cluster, Export, PLS-SEM

## Redesign of Active Learning with Using Digital Tools to Develop Student Soft Skills

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Use digital tools insight into lecturers' experiences with students' perceptions of active learning approach in new norm education system. This experiences include elements of enjoyment, motivation, satisfaction, engagement, distraction and participation in teaching and learning session. Student reflection data identify best practices for activities and strategies to promote redesign in pedagogical practices for student soft skills performance. This study was conducted in a small group using the limited digital tool to apply. Mixed data quantitative and also qualitative analysis in case study shows that active learning method have a positive impact among lecturer and student to integrated with improvement in many or others way. Active learning with new approach after redesign in course can be used as an alternative for teachers in implementation of Teaching and Learning session toward enhancing student's soft skills mastery.

*Keywords*: Active Learning, Digital Tools, New Norm, Redesign, Soft Skills, Pedagogical

## Development of an Instrument to Measure the Perceptions of Adopting an Online Personal Trainer: Technology Acceptance Model in Fitness Context

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It is difficult to keep motivated whether a person is a regular exerciser or not, especially in an age of pandemics. Where the online personal trainer can be beneficial; one-onone with a professional personal fitness trainer would be ideal, but it is costly and difficult to fit during any disruptive events. With an online personal trainer, a person may get all the benefits of working with a personal trainer in person, but without the expenditure and at one's own convenience. The goal of this study is to investigate the factors and develop the instruments to measure the influence on the adoption of online personal trainers in terms of users' attitudes and awareness. The current study makes use of an enlarged version of the unified theory of acceptance model as the base model. Quantitative research methods will be employed in order to achieve the objectives. For the individuals, a generic survey led by a standardized questionnaire will be utilized to obtain data from 200 active followers of online personal trainers using convenience sampling. Through partial least square structural equation modeling (PLS-SEM), all hypothesized relationships will be evaluated. The outcomes of this study will be beneficial in a variety of ways insights on the use of online personal training among individuals, as well as the influence of different factors on the adoption of online personal training.

*Keywords:* Adoption, Digital Personal Trainer, Technology Acceptance, Social Media, Fitness

## Drivers and Barriers to Circular Economy: A Systematic Review

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We live in a context of food, economic and social crises, environmental pollution, growing awareness of social responsibility, sustainability, and concern for the environment. The adoption of Circular Economy (CE) can be seen as a way to solve this dilemma. Identifying the drivers and barriers to CE is important to implement the CE. Within this context, this study aims to identify drivers and barriers to CE adoption. Using Scopus database, a systematic literature review was conducted. As result, ten categories of drivers that can help the CE implementation and barriers to disrupt the CE adoption were identified, as follow: environmental (aspects related to sustainability, environment, waste management, recycling, scarcity of resources), supply chain (aspects involving supply chain, distribution channels, logistics, reverse logistics), economic (financial aspects, sales, profitability, revenues, earnings, costs, accounting, costs and price of raw materials, regulatory costs of environmental pollution and waste), information (aspects related to information, CE knowledge, information sharing, learning, training, experience), legal (normative and regulatory aspects, and their costs), market (external aspects to the organization, like consumer environmental awareness, consumer preference, market demands and trends), organizational (managerial aspects and related to companies and commercial institutions, i.e., internal company/organization aspects such as competition and competitiveness, performance indicators, organizational culture, company policy, environmental aspects of the company, aspects related to property, management and personal department, product, raw material, components, suppliers, partnerships, customers, brand and company image), public (Government, States and Municipalities aspects, such as its support, encouragement, financial aid and public policies), social (society and community aspects, involving job creation and reduction of the unemployment rate, population, public health, safety, hygiene, social responsibility, social projects, public awareness), and technological (science, technology, technical aspects). The result of this study can contribute to the development of circular processes, promote sustainability, and encourage the implementation of CE in various areas.

**Keywords:** Circular Economy, Drivers, Barriers

## What Do Consumers Think about Disposal Recyclable Waste in Montreal? A Study on Discard Behavior

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Nowadays, we live in a context of social and economic crises, declining in non-renewable resources and environmental pollution. On the other hand, we can see the growing awareness of social responsibility, sustainability practice increasing and concern for the environment. But, to have success and develop sustainable processes, it is necessary that all involved actors contribute by working collaboratively in the supply chain. In this sense, it is important to understand what the consumers think about recyclable disposal waste in the supermarkets. In this way, this study aimed to verify the perception of the consumers from the city of Montreal in Canada to dispose of their recyclable waste in supermarkets in Montreal. Qualitative research was carried out and the data were collected through personal interviews with seven consumers from Montreal. It was possible to identify consumers being aware of the importance of conscious disposal to reduce pollution in the environment, despite they don't practice. They emphasize that supermarkets and grocery stores do not incentivize the recycling process. The results also show that, in general, consumers think that it's not practical and convenient to dispose their recyclable waste in the supermarket in Montreal. Finally, consumers agree that it will be positive if the supermarkets encourage their consumers to disposal the recyclable waste by offering financial benefits. They also believe that this action could incentivize people to recycle more. These results are important for the sustainable development, for the establishment of strategies walking forward sustainability by the supermarkets. The supermarkets can develop sustainable practices working together with their consumers, promoting gains to supermarkets, consumers and the environment.

Keywords: Supermarket, Consumer, Disposal, Recyclable Waste

## Management Control and Its Relationship with the Health Sector, a Bibliometric and Systemic Analysis

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Our study aims to substantiate the increased usage of management control in healthrelated issues and organizations, hence enhancing their knowledge and research opportunities. For this, we apply a systematic technique known as the Knowledge Development Process - Constructivist (Proknow-c) in high-impact scientific literature in an exploratory and transversal way to investigate the same topic from various aspects, allowing the investigation of various factors. The result was a PBR Bibliographic Portfolio including the most important scientific articles, allowing for bibliometric and systemic examination of new research opportunities and gaps. The General Objective: Confirm the increased usage of management control in healthcare and its organizations, while also contributing to the subject's knowledge and literature and identifying research opportunities. Importance of the study: In health services organizations there is evidence of a growing interest of health professionals with a managerial or coordination role, in expanding their knowledge and their hospital and care functions in management, administrative and financial control issues. (Burns and Baldvinsdottir, 2005; Indjejikian and Matejka, 2006; Byrne and Pierce, 2007). Literature Review: Identification of important scientific publications with the central theme of the research. Selection as Web of Science database, the timeline from 1990 to 2020. A total of 316 articles are retrieved with the search features applied. Filters are made and the other steps of Proknow-c are continued. Main Results: Health organizations use management control as a strategy that facilitates the materialization of their projections, diagnosis, and evaluation of their processes. The research in more than 47% are case studies and in more than 60% related to health organizations in management control, efficiency, performance, costs, public management, disease control, diagnoses and others. More studies in developing countries.

*Keywords:* Health Management Control, Healthcare, Efficiency, Bibliometric, Proknow-C

## The Impact of Entrepreneurial Education on the Development of Entrepreneurial Intention Among Students (The Case of Students at Hassan II University in Casablanca, Morocco)

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Given the importance of entrepreneurship in socio-economic development, countries seek to develop it by all necessary means. Entrepreneurship education is increasingly emerging as a stimulus for enterprise creation. Our research is in line with this perspective, which is becoming increasingly important for policy makers. Our objective is to demonstrate the impact of entrepreneurial education on the development of entrepreneurial intention among students at the Hassan II University of Casablanca (UH2C), and to see if the teaching of this discipline in high school can stimulate this intention, in order to propose the areas of action that stimulate entrepreneurial action. To do this, we proceeded with a bibliographical study on the subject of entrepreneurship, entrepreneurial intention and entrepreneurship education, to draw inspiration from different experiences in the field. Then we carried out a qualitative survey that allowed us to collect real data, allowing us to draw scientific results. This survey is carried out by a questionnaire, on Google Drive, which we tested by a sample of 26 students, readjusted and validated by three universities teachers' experts in the field, and then we sent it to university students of the UH2C. The results of our survey are: The development of entrepreneurial intention increases with entrepreneurship courses in high school that encourage business creation and entrepreneurship. A minority of these respondents opt for wage employment and the civil service. The majority felt that entrepreneurship education stimulated their desire to be entrepreneurs. Part of the respondents felt that entrepreneurship depends on entrepreneurship education and 50% felt that entrepreneurship depends on the combination of education, means and will. The analysis of the detailed results of our survey will be the subject of our research work.

Keywords: Entrepreneurial Intention, Entrepreneurial Education, Entrepreneurship

## **Life-Purpose Orientations of Civil Servants During Martial Law in Ukraine**

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Background, A significant number of scientific papers devoted to the study of life-purpose orientations of civil servants of central and local executive power, studied primarily by psychologists in peacetime with psychological recommendations to increase stress, counteract emotional burnout, develop emotional intelligence and others. Organizational activities and the formation of life-purpose orientations of civil servants during the war remain virtually unexplored. The purpose of this study is to determine the specifics of the formation of life-purpose orientations of civil servants during the war. Methods, 163 local civil servants and 56 central executive civil servants took part in the survey. Respondents were asked questions about their awareness of the goals and meaning of their own lives and the development of the professional sphere in the performance of work tasks and their own views on the future. Results. Based on the analysis of the results of the study, it was determined that the life-purpose orientations of civil servants during a fullscale war in Ukraine are aimed at such key components as: security, motives for independent choice of activities during hostilities. Also important are the ability to retain employment for specialists called up to the Armed Forces of Ukraine, the possibility of exemption from military mobilization of certain specialists to perform duties for a period of six months, self-realization in professional activities, development of emotional, motivational and behavioral components, and availability of the necessary material support to receive medical supplies and necessary goods and services.

Keywords: Life-Purpose Orientations, Civil Servants, Martial Law

## Influence of Professional Stress on the Subjective Attitude of Rescuers of International Humanitarian Missions to the Conditions of Individual and Group Activities

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Background. Rescuers' activities in the context of the International Humanitarian Missions (IHM) are associated with significant physical and emotional stress, as well as complicated by the impact of many adverse and dangerous environmental factors. These circumstances significantly increase the likelihood of negative changes in the functional states of specialists. The purpose of this study is to identify and substantiate the basic principles and strategies of individual and group activities of rescuers in the context of international humanitarian missions (IHM). Methods, Empirical data were obtained during the study of rescuers who underwent a special training course as part of the Heavy Class Search and Rescue Team in the city context according to the unified methodology of international certification INSARAG and were certified as an international class team. In total, the study covered 64 rescuers of international class. Results. It has been established that rescuers of international humanitarian missions operate under conditions where the result of their work depends more on a number of external factors (joint efforts of all specialists involved in IHM, weather and climatic conditions, equipment, head decisions, etc.) than the work of rescuer as an individual subject of labor. In such circumstances, the rescuer may feel like a passive object of other people's actions and external circumstances, rather than an active subject of his own professional activity.

*Keywords:* Professional Stress, Rescuers of International Humanitarian Missions, Individual and Group Activities

## Testing Integrative Models of Change Behavior in the Intention to Adopt Cryptocurrency

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Several studies have used widely applied behavioral prediction models that explain cryptocurrency adoption, such as the theory of reasoned action, theory of planned behavior, and technology adoption model variations. However, the authors are convinced that the nature of the intention to adopt cryptocurrency has psychological, affective, and population-specific characteristics that are less captured in the mentioned models. Thus, this study was conducted to explore the use of integrative models of change behavior in the intention to adopt cryptocurrency. The study used a structured survey questionnaire to 684 university students in the Philippines as study samples. Structural equation modeling (SEM) was used to determine the integrative model of change behavior that will explain and predict cryptocurrency adoption. The findings showed that among the explanatory variables used in the models, only affective attitude and perceived norm does not affect the intention to adopt cryptocurrency. In contrast, knowledge of cryptocurrency and risk appetite only affects intention indirectly through attitude, social norms, and self-efficacy as significant mediators. Finally, the study proposed a best-fitting integrative model variant that explains and predicts an individual's intention to adopt cryptocurrency. Theoretical and practical implications of the model are discussed in the paper.

**Keywords:** Cryptocurrency; Integrative Models of Change Behavior; Structural Equation Modeling

## Are We Ready for a Circular Economy?

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Over the past decade, the concept of the circular economy has been in the spotlight, with governments, global organisations and businesses alike seeing it as a potential option for sustainable development. The question is not whether the circular economy is useful, but how it can become a tool for protecting the planet's climate through an economic paradigm shift. It is now clear that EU countries face a short-term transformation imperative. Our current linear economic system is flawed and a change of approach is needed. There is a sense that the status quo is not sustainable for long, but the question "What concrete changes are needed to achieve sustainability, how can this be effectively achieved and maintained in society and in the way businesses operate?" has no clear answer. This research aims to answer this question and contribute to the effective functioning of a "greener" sustainable economy. The research will be guided by the development of an innovative framework and a closely linked skills development model that can identify key competences and identify existing and emerging competences. The first phase of the research will focus on the circular economy framework and the skills development model to support adaptation. A variety of research methodologies will be used, including literature review, examination of international best practices, expert interviews, questionnaire survey. This will be followed by a pilot measurement exercise to assess the competences of the companies and stakeholders involved in the research, to analyse the gaps in key competences for an efficient circular economy, in order to identify areas for improvement. The modelling of results and the development of methodological combinations will be of practical use, as their adaptation can facilitate an efficient transition to and operation of the new economic system.

*Keywords:* Sustainability, Circular Economy, Competence, Efficiency, Capacity Building

# The Intellectual Capital as a Predictor of a Company's Future Performance: A Case Study

#### Hassan Medaghri Alaoui

GROUPE ISCAE

The accounting and financial reporting system in use today is over half a century old and has failed to capture the new knowledge and innovation economy in which intangible assets are becoming increasingly valuable. Yet. there has been a growing acknowledgement among the research community as to the relevance of intellectual capital as a major enhancer of an organization's well-being. Much of the research provides great support how the IC is instrumental in determining profitability and stock performances. As far as we know, this article is one of the earliest exploratory attempts to examine intellectual capital impact on corporate performance of the IT sector in Morocco. The purpose of this study is twofold. Firstly, it attempts to verify empirically the influence of intellectual capital on firm performance. Secondly, we aim to analyze the effect of the corporate public listing over the period. We have undertaken over a nineteen-year period, a longitudinal (2002–2020) case study of a prominent payment-solutions company based in a developing economy and generating 80% of its revenues from global operations in ninety countries. The paper uses the Pulic framework, in its ameliorated version as modified by Ulum. The paper tests four elements of IC and company performance. For the sake of data analysis, the multiple linear regression with simultaneous entry method was used for this empirical study. The findings show that: the company's IC has a positive impact on the firm's current and future profitability, IC is not a predictor of market performance. In addition, IC components yield a significant correlation for the performance of the high-tech company, the results indicate that physical capital is not a determinant of corporate financial performance.

Keywords: Human Capital, IT Sector, Modified Value Added Intellectual Capital Coefficient, Morocco, Structural Capital, Relational Capital, Reporting

## **Business Model for Continuous Enterprise Sustainability**

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Due to higher requirements for achieving sustainable development goals, current challenging socio-political climate and internationalization, business models remain problematic, resulting in a more complex global competition among firms and the need for sustainability incorporation. The purpose of this paper is to present the new conceptual Model of Continuous Enterprise Sustainability, which is designed to facilitate and enhance enterprise management in today's demanding and complex business environment, by providing concise steps for effectively incorporating sustainability into day-to-day business activities. Five essential components, through their interconnectedness, form the Model of Continuous Enterprise Sustainability, which smooth the path of sustainable management in a dynamic environment, which are as follows: (1) situational factors, (2) creating factors/processes, (3) triplesustainable results, (4) organizational results, and (5) continuous stakeholder communication, optimization, innovation and learning. This conceptual model contributes in the first line to advancement and detail explanation of how to achieve sustainable human, financial and natural resources management within enterprises. In addition to directions for sustainable internal resources management, this model also involves clarification how to strategically manage with external resources and prime stakeholders in order to integrate meaningful sustainability matters in firm's business core and create continuously greater value for firm and its prime interested parties.

**Keywords:** Sustainability Model, Business Model, Sustainable Financial Management, Sustainable Human Resources Management, Natural Resources Management

## Educational Response to the Marketization of Healthcare, the Case of Dentistry in Bulgaria During the Period of Transition

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Purpose: To share our experience with the formation of dental professionals as entrepreneurs, leaders, and managers of their practices. Relevance of the problem: The transition to a free-market economy created prerequisites and demonstrated the need for entrepreneurship and managerial skills to deal in the market social environment, especially in the field of healthcare services provision. The harmonization of dental education within the EU resulted in the elaboration of common frame requirements based on a list of competencies for the dental practitioner. In response, we established a department of public health and developed a series of programs and of textbooks "Social medicine and medical ethics", "Public health and Healthcare management", and "Dental health and dental practice management". Material and methods: Secondary data from a longitudinal study of the re-professionalization of dentists in Bulgaria and a review of the undergraduate dental curriculum are applied. Results: Professional and market situation: As of 31.12.2022, 79.8% of women dentists and 82.2% of male dentists determine their status as self-employed owners, 12.2% of women dentists and 10.8% of male dentists work in rented surgeries, and only 8% of female and 7% of male dentists -as salaried. Only a few dentists work as specialists (between 18% in 1995 and 5.5% in 2011). A trend of change from solo to group-practice organization is observed. Half of the women dentists and 28% of male dentists work without auxiliary staff. The public/private sources of financing are changing from 60%:40% to 40%:60%. The private insurance schemes cover about 1-2% of oral health expenditures. Less than half of the population visits a dentist once a year. After 12 years of teaching marketing and management of dental practice 74% of dentists in Bulgaria are able to solve diverse managerial problems alone, 9% educate themselves, and only 17% look for consultations. Conclusions: The dental practitioner as owner and director of their practice combines social, professional experience and adequate focused teaching of managerial knowledge and skills.

*Keywords:* Setting Goals for the Development of the Dental Practice, Skills for a Medium Level of Management, Operational Level of Management, Market of Oral Healthcare Services, Dental Education, Dental Public Health

## Achieving Long Term Customer Satisfaction Through the Role of Determinants Factors of Employee Happiness. Applied Study at Emirates Airlines

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The main aim of the study is to investigate the role determinants factors of employee happiness that impact positively the level of customer satisfaction, in Airlines Industry (Emirates Airlines) at Dubai City, in United Arab Emirates. The data was collected using two questionnaires, one for employee and another one for customer, both questionnaires were developed for the purpose of this study. Employee questionnaire was distributed to more than 287 employees at the head quarter of Emirates Airlines in City of Dubai and agencies offices of Emirates Airlines that spread all over the United Arab Emirates. Customer questionnaire was distributed to more than 429 customers at Dubai International Airport at Terminal 1 to 3, and agencies of Emirates Airlines. A model of employee happiness was developed using structural equation modeling of confirmatory factors analysis (CFA). A model was developed for both employee happiness and customer satisfaction using structural equation modeling of confirmatory factor analysis (CFA), to test the research main question of the study. The finding of the model indicates a significant relationship between customer satisfaction and employee happiness. In which, it supports the proposed theoretical model that determinants factors of employee happiness impact positively the level of customer satisfaction at Emirates Airlines. Management and decision makers should enhance on employee happiness, by providing a good compensation system, and creating integrated recognition system, developing career success, and proceeding employees with flexibility of working to earn employees in order to gain customers.

*Keywords:* Customer Satisfaction, Employee Happiness, Recognition, Check-In Satisfaction, Onboard Satisfaction

## The Mediating Role of Financial Management on Parenting Quality during COVID-19 Crisis

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The quality of parenting quality becomes a main guardian for protecting children as the future citizen from the damaging effects of COVID-19 crisis. This article is an endeavor to analyze impact of psychological and financial aspect on the quality of parenting. This article is rooted on the quantitative study with crosssectional survey. It has involved participation from 296 young people from allover Indonesia as the respondents. Most of respondents are less than 41 years old (80%) and generally male (59%). Most of them are millennial. They have educational background in bachelor's degree (82%) and single or has plan to get married soon in 2020 (58%). Most of the respondents stay in Java (75%) and they are Muslim (98%). The collected data was structured and analyzed in PLS based structural equation modeling and using SmartPLS application for testing the hypothesizes statistically. The analytical result explained that the quality of parenting is affected by personal financial management directly but by psychological maturity indirectly. Meanwhile, personal financial management plays a mediating role on relationship between psychological maturity and parenting quality. By improving family capability in managing the personal or family financial resources, it will impact more significantly on the quality of parenting for protecting the children during COVID-19 crisis.

Keywords: Financial Management, Psychological Maturity, Parenting

## Fostering Learning Engagement in Online Learning: The Effect of Collaborative Learning and Personal Perseverance

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COVID-19 has been transforming education into technology-based and distance learning mode which requires the changing paradigm about learning delivery in higher education. This article aims to explicate learning engagement of students in higher education during online learning and to verify the impact of collaborative learning and personal perseverance on learning engagement statistically. Which of both two factors is more influential? Is collaborative learning more influential than personal perseverance or vice versa? A survey with causal analysis was applied for supporting arguments of this article. Data collection was conducted by distributing Google Form based questionnaires. It has involved about 642 students from a prominent private higher education institution in Indonesia as the respondents. For testing the twelve hypotheses, this article utilizes SmartPLS version 3.3 as statistical analysis tool. The result reveals that learning engagement that is reflected into cognitive, emotional, and behavioral engagement is more influenced by collaborative learning rather than personal perseverance. Collaborative learning which is reflected into cognitive skill and collaborative skill is essential factor in online learning. Emotional engagement is critical aspect of online learning which is not influence either by collaborative learning or personal perseverance. For engaging the student during online learning, higher educational institution should develop collaborative learning as a choice for pedagogical strategy in maintaining learning effectiveness during online learning.

Keywords: Learning Engagement, Collaborative Learning, Perseverance

## **Education as an Analysis of Poverty Status of Households in Limpopo**

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The purpose of this paper is to investigate the effect of a household head's educational attainment on the economic well-being status of households in Limpopo province of South Africa. The lives of many South Africans have been profoundly influenced by the policies of the racially oppressive apartheid government that ruled the country from 1947 to 1994. The provision of basic services under the apartheid government was very poor, particularly for the greater majority living in rural homelands. As a result, the country has seen underdevelopment in human capital of the overwhelming majority of the population in rural areas, resulting in low levels of well-being and high levels of poverty and inequality that have persisted to this day. Many researchers and social researchers are of the view that lower well-being status is linked to low educational attainment. Furthermore, the literature indicates that low educational attainment in developing countries, more especially Africa, is associated with poverty prevalence and low productivity. This study used the secondary data from South Africa's statistical agency to ascertain if educational attainment is associated with a high prevalence of household poverty (low well-being status). Binary logistic regression was used to capture how education affects the economic well-being status. The findings reveal that education and other socio-economic issues directly affect well-being status. Lower educational attainment is positively associated with lower well-being status. The findings further indicate that households headed by single parents had a higher chance of being poor.

*Keywords:* Economic Well-Being, Poverty, Educational Attainment, Households, South Africa

# Designing and Explaining the Capacity Building Model in Iran's Sport

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The aim of this study was to designing and explaining the capacity building model in Iran's sport. This study has a qualitative approach and grounded theory has been used as a research method. The participants of the study were 11 specialists and experts in the field of sports management in the country who were subjected to semi-structured interviews by theoretical purposive sampling. Reliability and Validity of the data were obtained from the two methods of reviewing participants and re-coding by experts. Data were analyzed by open, axial and selective coding. Major and core categories in the form of six dimensions Axial factors (professional sports and public sports), causal factors (skill level, knowledge and resources, nature of social relations, community dialogue, leadership quality, social participation, value system And learning culture), environmental factors (readiness, information technology, innovation, knowledge management), contextual conditions (human resources, finance, foreign relations and networks, planning and development, market development), strategies (Development of substrates, development of structures) and consequences (individual and national) were promoted to a higher abstract level and a research paradigmatic model was provided. The results of this model can reveal a clear and comprehensive picture for the country's sports managers in order to determine the necessary policies regarding the creation of development and practical capacities in the field of sports in the country.

*Keywords:* Sport for Development; Capacity Building; grounded theory; Learning Culture

## University Management in Andalusia: A View from a Gender Perspective

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Several international studies have found that women are underrepresented in the management and administration of companies and public management. Public universities are institutions in which there are different levels of management. The purpose of this study is to know what is the representation of women in university faculties and centers. The aim is to identify the distribution of university management in terms of gender in university centers according to the macro-areas of knowledge. We selected as a sample all the public universities in the Autonomous Community of Andalusia (9 universities) and which have 115 centers (Faculties, Higher Technical Schools, etc.). Some universities have headquarters in different cities, such as the University of Granada, which has headquarters and faculties in North Africa, in Ceuta and Melilla. Access was gained to all the information on the management bodies of the faculties and colleges that the universities themselves offer on their web pages. It was found that there is a gender bias in favor of men, with 61.40% of all centers being headed by men compared to 38.6% by women. When observing this distribution according to macro-areas, it can be seen that for the faculties grouping the Health Sciences, men are more represented than women in the highest management positions, as they direct 60% of the faculties compared to 40% directed by women. In the case of the management of the Higher Technical Schools, 66.67% are headed by men compared to 33.33% by women. The situation is reversed in the faculties of Education where women are deans in 71.43% of the faculties compared to 28%57 by men.

Keywords: Management, Gender, University, Spain, Educational Management

## Justice Based Recovery Expectations of Airline Passengers after Service Failure- A Conceptual Study

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This research has taken into cognizance, severity and controllability of varied service failure situations and accordingly, researched the justice expectations from the perspectives of customers. The resources of the firm can be appropriately channelized towards the provision of justice as sought, according to different types of failure situations. Secondary dissatisfaction with service recovery, after failures, which is explained as double deviation, can be avoided by stalling the flight of customers, thereby paving way for relationship marketing. Though research in service failure and recovery have received considerable research attention, studies that examined simultaneously, the impact of severity and controllability of failure situations, on the expectation of justice sought by customers, are not evident. This study contributes to service recovery literature, by illustrating how these two variables will influence the service recovery expectations of justice, when viewed in concurrence. We applied two stage methodologies. It initially classifies service failures scenarios into four groups, depending on severity and controllability, (stage 1). In stage 2, investigation of justice expectations from customers has been research based on the classification of failure scenarios, as in stage 1. This research found that the order of preference of three justice dimensions, procedural, interactional and distributive justice are significantly different according to presence and/or absence of perceived severity and controllability of failure situations, when tested using Analysis of Variance.

*Keywords:* Service Failure, Severity, Controllability, Complaints, And Justice Expectations

## Changes of the Employees' Stress Level during the Third Wave of the COVID-19 Pandemic in Disadvantaged Hungarian Regions

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We have had to adopt to the situation caused by the COVID-19 pandemic in both private life and work. Besides uncertainty becoming general, our work and its environment have changed markedly in the last two years, also causing increased stress level. Our goal is to examine the changes of the employees' mental health, stress level and wellbeing in a disadvantaged Hungarian region during the third wave of the pandemic, and the sectors where mental strain has primarily occurred. Materials and methods: Over the background variables, we used the Perceived Stress Scale (PSS-10), the WHO Wellbeing Index and the Hope Scale (AHS-H). The on-line questionnaire was recorded in November 2020, March 2021 and November 2021. In the study, we attached great importance to the stress level the employees working on different fields were exposed to in the pandemic situation. The quota online data recording is not representative, but it reflects the attitude of the region's population well. Results: The questionnaire was fulfilled by 515 persons in the second, 527 persons in the third and 590 persons in the fourth wave, with the average age of 36.5±13.4 years. 9 employee categories and 7 labour market statuses were defined; health care workers were examined separately. The employees' stress level reached its peak in the fourth wave (17.82; 17.63; 19.84). The highest values could be detected among employees with lower educational level (unskilled workers, householders, workmen). Examining the labour market status, public workers, temporary workers and pensioners showed higher stress values. Conclusion: The pandemic has significantly transformed our life. We must cope with increased stress and anxiety every day, and the relevance of the competencies has been revalued in this situation. The prolonged pandemic and the associated limitations have worn the employees' mental health that reached its peak in the fourth pandemic wave.

*Keywords:* COVID-19 Pandemic, Employees, Labour Market Status, Stress, Well-Being

## Mediating Effect of Customer Knowledge Management (CKM) and Knowledge Sharing (Ks) on Organisation Innovation

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Market knowledge has become one of the organisations most important and strategic organisational resources. The ability to effectively manage and transfer knowledge (customer, competitor, and supplier knowledge) through knowledge sharing within an organisation could improve organisational innovation. Market knowledge acquisition leads to short-term improvements in sales, profitability growth, market share, new product success, customer satisfaction, and return on assets. According to a knowledge-based view (KBV), knowledge acquisition from a market is necessary to achieve organisational innovation and gain a competitive advantage. Market knowledge consists of customers, suppliers, and competitors. Organisations can acquire information and knowledge from various external stakeholders, including customers, competitors, and suppliers. Therefore, an organisation that is devoted to offering excellent customer service and integrates customer preferences and needs into innovation development strategies has the best guarantee for long-term success. Nonetheless, previous studies indicated that most small and medium enterprises (SMEs) focus less on market knowledge before offering any products and services to consumers and are rarely shared within organisations. This study investigated the mediating effect of CKM and KS on the relationship between market knowledge and organisational innovation. Questionnaire data from 240 respondents were analysed using SmartPLS version 3.3.5. This study denoted that market knowledge (customer, competitor, and supplier) positively affects organisational innovation, and KS contributes to organisational innovation.

Keywords: Market Knowledge, Customer Knowledge Management, Knowledge Sharing, Innovation

## Demand Pull Sustainability: A Case of Knowledge Economy

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As the aggregate demand directly affects environmental quality, this study tried to explore the demand-based variant of the Environmental Kuznets Curve (EKC). For this purpose, this study has collected secondary data from World Bank for 147 countries from 2008 to 2018. This study found that aggregate demand significantly affects carbon emissions in these countries. The long run results are estimated using the Fully Modified Ordinary Least Square (FMOLS) method. Applying some standard nonlinearity tests, this study does not confirm the existence of EKC in these sampled countries. Moreover, renewable energy consumption, population density and financial development are those factors that significantly affect carbon emissions. Innovations as an indicator of a knowledge based economy were found significantly valuable in reducing carbon emissions. Moreover, innovations reduce carbon emissions and reduce the cut-off value of the EKC curve.

*Keywords:* Financial Development, Knowledge Economy, Innovation, Environmental Kuznets Curve

## Willingness to Pay for Extended Producer Responsibility in Plastic Waste Management

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Garbage is a problem for every country, including Indonesia. Plastic waste is the second largest pile of waste with a percentage of 16% after food waste. The Ministry of Environment and Forestry stated that in 2021 the total national waste stockpile will reach 24,516,771.89 tons/year. Plastic waste management is part of the responsibility of the producer (Extended Producer Responsibility/ EPR). EPR is a policy approach in which producers are given both economic and/or physical responsibility for the treatment or disposal of post-consumer products. One of the economic instruments for EPR is through the upstream combination tax/subsidy where a tax is paid by the producers to subsidize the waste treatment. The purpose of this study was to determine the factors that influence the producers' willingness to pay for extended responsibilities and what the estimated costs that producers are willing to pay for the management of plastic waste are categorized based on the type of plastic used. Data were collected using a questionnaire given to experts, government, producers, and consumers. Partial Least Square (SEM-PLS) method is used to determine the factors that influence willingness to pay. The findings of this survey are factors that significantly influence the producers' willingness to pay for extended responsibility in waste management are intention and political trust of a producer to the government. The producer's willingness to pay to carry out extended responsibilities in plastic waste management based on the type of plastic PET was dominated at a tariff of IDR3,500 -IDR65,000, PVC was dominated at a tariff of less than IDR20,000, PP was dominated at tariff of less than IDR10,000, and for the types of HDPE, LDPE, PS, and Others are dominated by tariffs of IDR10,000 - IDR65,000. The producer's intention to carry out EPR in an economic instrument at the right tariff will have positive impacts on the environment and plastic waste management. Producers can search for information about what successes have been made by the government to increase the political trust of producers to the government.

*Keywords*: Extended Producer Responsibility (EPR), Willingness to Pay, Plastic Waste, Partial Least Square (SEM-PLS)

### Social Media Marketing and Black Lives Matter Movement

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Social media marketing tools and platforms have been having a tremendous impact on political and social lives of constituents all over the world, especially in the last decade. A growing body of knowledge has been documented to research the impact of social media marketing tools, platform, and strategies and its impact on consumer decisions. However, with new developments and changes in the global environment, there is an urgent need to study the impact of social media marketing tools and platforms on political and social movements and phenomena, including government, military takeovers, coup attempts, uprisings and social movements. What happened with United States Police hostility and reckless and intentional killing of George Floyd as an African American ignited the Black Lives Matter movement in the United States. Social media marketing tools and platforms mediated the exposure of what happened to George Floyd and the injustices that African Americans have been facing in recent years. It sparked a social and political movement "Black Lives Matter." This research is proposing an integrative framework to highlight the antecedents of the Black Lives Matter movement and how social media marketing tools and platforms played a positive role to form an attitude to demonstrate and bring more exposure to the continuous injustice that African Americans have been exposed to for decades in the United States of America. That translated into a positive aggregate behavior among young African Americans and most of the other fabric of the American Society to expose the injustices throughout universities, educational institutions, schools and the American society. In this research, the authors will continue the stream of their research to explore the impact of social media marketing tools, platforms and strategies on social and political phenomena as highlighted in their published research in the last decade.

*Keywords:* Social Media, Social Movements, Black Lives Matter, Attitude Change, And Actual Behavior

## Classification of Spare Parts and Determining the Number of Inventory Using Logistic and Maintenance Perspective in the Gas Plant

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Oil and gas production activities can be regarded as a very complex industrial facility with various types of process equipment and supporting facilities. Maintenance plays an important role in maintaining and increasing the availability of assets that affect operational productivity. However, often the main problem occurs in carrying out maintenance, namely the unavailability of spare parts which causes equipment downtime which is quite long so that it has an impact on the productivity and profits of the company. Spare parts management have an important role in classifying and managing items by considering the characteristics of spare parts. This paper attempts to fill the gap in the literature regarding the criteria from a logistical and maintenance perspective suitable for gas plants by determining the classification based on VED (Vital, essential, desirable) requirements and the number of spare parts for planning operation and maintenance of gas processing facilities with different criteria from previous literature, namely production loss and frequency of spare part damage. The method used in this paper is a multi-criteria classification with a maintenance and logistical perspective for the criteria. Based on the results of data processing, the output to be conveyed by the author is to propose new data on existing inventories in the gas plant by using expert judgment to determine the amount of each spare part for critical items, after that the value of the savings that have been made will be known.

Keywords: Criticality, Spare Part, Multi Criteria Classification, VED

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