

## PLENARY SPEAKERS



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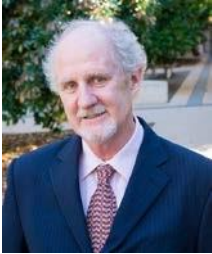
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# **Keynote Speakers' Biography**



## **Bernard McKenna**



Bernard McKenna is Associate Professor in the University of Queensland Business School, Australia. He has also presented workshops in Indonesia, India, and Iran. His major areas of interest are in discourse analysis as well as wisdom in management and leadership. His co-authored book, *Managing Wisdom in the Knowledge Economy* (Routledge) was a pioneer in bringing wisdom theory into management studies. Bernard has published extensively in such journals as *Leadership Quarterly*, *Applied Linguistics*, *Public Administration Review*, *Management Communication Quarterly*, *Journal of Business Ethics*, and *Journal of Vocational Behaviour*, and is on the editorial board of several journals. Bernard has won two nationally competitive Australian Research Council grants, and regularly provides consultancies to industry and government as well.

## **Fevzi Okumus**



**Fevzi Okumus** is the CFHLA Preeminent Professor within the Hospitality Services Department at the University of Central Florida's Rosen College of Hospitality Management. He was the founding Chair of the Hospitality Services Department from 2007-2013. He received his PhD in Strategic Hotel Management from Oxford Brookes University, UK. His research areas include strategy implementation, corporate social responsibility, competitive advantage, knowledge management, crisis management, destination marketing, information technology and developing countries. He has widely published in leading journals. He has over 225 academic publications (over 105 refereed journal articles, three books, 12 book chapters and 85 conference presentations and reports). His publications have received over 4347 citations and he has an h-index of 33. He chaired/co-chaired and served on numerous PhD dissertation and master thesis committees. He is the Editor-in-Chief of the International Journal of Contemporary Hospitality Management (IJCHM). He is also the Co-Founding Editor of the Journal of Hospitality and Tourism Insights. He serves on the editorial boards of 24 international journals. He is a frequent speaker at international conferences. He is a Visiting Professor at San Yet Sen University's Business School in Guangzhou, China. He has received numerous research awards and recognitions including "The Michael D. Olsen Research Award" in 2016; "The University of Central Florida Scroll & Quill Society Award" in 2017 and the "CFHLA Preeminent Professor" again in 2017.

# Keynote Speeches

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## **The Protean Career and Work-Life Balance: Future Work Patterns**

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Increasingly workers are being expected to display a protean orientation to managing their working life, which is dominated by “self-directed striving for personally valued career outcomes” (Hirschi, Herrmann, Nagy, & Spurk, 2016). However, it may be asked what is driving this new insistence, what factors of personality and traits are most suited to the protean personality. What are the implications in terms of worker loyalty, employee retention, career satisfaction, employability, and work-life satisfaction? Drawing on recent collaborative research I conducted in Iran, Turkey, and India, I will respond to these questions, but also raise further questions about whether we are focusing too narrowly on the individual and not on the changing global context within which this is happening.

Hirschi, A., Herrmann, A., Nagy, J., & Spurk, D. (2016). All in the name of work? Nonwork orientations as predictors of salary, career satisfaction, and life satisfaction. *Journal of Vocational Behavior*, 95-96(1), 45-57.

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**Keywords: protean career, work-life balance**

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## **Key Trends and Developments in Hospitality and Tourism Research**

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Fevzi Okumus

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The keynote will first introduce the International Journal of Contemporary Hospitality Management and the Journal of Hospitality and Tourism Insights. It will discuss why we do research and how research in the hospitality and tourism field has evolved over the years. After discussing current research trends and developments, the keynote will highlight current research topics and methods in the hospitality and tourism field, Finally, the keynote will evaluate why articles are accepted for publication in top-tier in hospitality and tourism journals.

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**Keywords: hospitality and tourism research**

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# ABSTRACTS

**\* Indicates Corresponding Author**

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**Pleasant Scents: The effect of gender Incongruent Scents on the  
Repurchase Intention of the Consumers**

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The current research aims to investigate whether the gender incongruent scents have any pleasing and arousing effect on the consumers that may develop a repurchase intent in them. The research stems out from the S-O-R theory. A pretest was conducted with 30 respondents so that the most masculine, pleasing and arousing scent could be chosen. Wool Musk was chosen and was diffused in the female branded fashion clothing outlets of Islamabad and Rawalpindi. A total of 288 respondents could fill in the questionnaires which were analyzed using partial least square structural equation modeling. The results indicated that the GIS is indeed pleasing and arousing and can be used as an effective atmospheric cue to direct the consumer towards repurchase intentions.

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**Keywords: gender incongruent scents, pleasure, arousal and repurchase intention**

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**Impact of the Perception of E- Interactivity on the Behavioral and Attitudinal Loyalty to the Egypt Air Airline**

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This paper identified the components of interactivity and investigated the impact of perceptions of interactivity on the behavioral and attitudinal loyalty to the Egypt air airline. The goal of the investigation is to examine perceived interactivity in a model which includes most commonly tested cognitive elements. More specifically, a model is created to validate the relationship of perceived interactivity (responsiveness, personalization/customization, playfulness, real time interactions, user control. About 1500 questionnaire was downloaded on the Website of (google forms) during the period (15August -15 November 2017). It has been electronically sent to users of Egypt air website, at their Facebook accounts. Only 129 questionnaires were returned completed and useable packets. With a response rate 8.6%. The results revealed that there is significant relationship between the e-interactivity features and both e-satisfaction and loyalty. In addition, I was found that the level of e-satisfaction contributes positively to predict the behavioral and attitudinal loyalty.

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**Keywords: e-interactivity, e-satisfaction, loyalty**

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## Incentives Behind the Migration of Labor Force Abroad

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This paper aims to determine to what extent the migration of labor force from Slovakia is driven by the lack of job opportunities in the home country, and to what extent it is motivated by economic reasons. In order to be able to evaluate the nature and incentives behind the migration flow of labor force we have studied the trends in the development of unemployment in Slovakia during the last 15 years. In addition, we have studied the trends in the migration of labor force from Slovakia to the Western European countries during the same period. We have worked with available statistical data along with the data gained from an empirical research conducted in Slovak Republic. Based on these analyses we were able to comment on the correlation between the trends in the development of unemployment and the intensity of migration flows of labor force abroad before and after Slovakia has joined the EU. These findings along with the results of the conducted empirical research looking into the motives behind the migration of labor force serve as a basis for determining the nature of migration flows of labor force abroad.

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**Keywords: labor force migration, labor market liberalization, job opportunities, unemployment rate, migration flows abroad**

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## **New Trends in Slovak Cluster Innovation Approaches in Creative Industries**

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The meaning of creative industry within the Slovak business environment is more and more actual because it contributes to Slovak economy development is depended on the vitality of Slovak regions. Innovation provides real benefits for us as citizens, consumers, and workers. It speeds up and improves the way we conceive, develop, produce and access new products, industrial processes and services. The paper deals with the relation of innovation approaches in Slovak clusters and their role in Slovak creative industry, where in the long-term run, it plays determining role within the regional competitiveness enhancement of Slovak economy. The goal of this study is by means of the Slovak creative industry analysis to figure out the utilization rate of its current efficiency regarding the cluster innovation issue, in the way of further possible increasing of Slovak economy competitiveness along with the significant role of regions relating to the overall socio-economic development of the EU. Creative industry within the clusters' structure in overall concept of Slovak business environment will play important significant role because it is an innovative sector with a great deal of added value, big new patent development potential, intellectual property content, sector creating new values while complementing and accompanying sophisticated services sector having a crucial impact on further possibilities how to improve Slovak commodity export structure and enhance the overall export performance.

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**Keywords: technology and innovation, competitiveness enhancement, creative industries, export promotion strategy, international economics**

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## **Digitalization on Boards: Evidence from the Baltic Public Listed Companies**

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The paper tries to explain one of the phenomena of current digitalization within the top management teams in the Baltic Public Listed companies. The paper sheds a light on senior management digitalization competences as in the public listed companies very small percentage of the board members possess digitalization. The paper argues that digitalization on the boards is linked with the level of diversity and internationalization of the top management team members. The empirical data of the paper have been collected from online available database on public listed companies in Estonia, Latvia and Lithuania. Research findings show that there is no correlation between TMT digitalization competences and company performance. Study results illustrate that there is no significant relationship between TMT digitalization and level of company internationalization. The paper argues that majority of the public listed companies in the Baltic states do not have Chief Information Officer or Senior Digitalization Manager as the companies exist in digitalized World full of changes. The paper identifies aspects of digitalization effects on company performance and level of internationalization and diversity. This research draws attention on top management team's digitalization skills and competences as one of the key skills needed for each senior manager nowadays.

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**Keywords: digitalization, top management teams, Baltic states**

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**Fairness with Performance Appraisal Systems and its Influence on Job  
Performance: Evidence from the Ghanaian Hospitality Industry**

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George Oppong Apiagyei Ampong

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In the competitive labor market, it is important to attract and retain a committed workforce in order to ensure competitive advantage. Performance appraisals are one of the most important human resource practices as they affect other human resource actions and outcomes. Employees' commitment and therefore the long-term sustainability of the organization may be threatened if the procedures and outcomes of the performance management system in the organization are perceived to be unfair. The purpose of this paper is to explore the relationship between fairness with appraisal systems, trust in organization, satisfaction and job performance. A survey methodology was used and data was collected from 321 employees in the hospitality industry in Ghana. The data collected was analysed with partial least square structural equation modelling on SmartPLS 3. Results from the study indicate that distributive justice, interactional justice and procedural justice were all significant predictors of satisfaction. Interactional justice and procedural justice were also found to be significant predictors of trust. Further, it was discovered that satisfaction was a significant predictor of job performance, however, the same could not be said of trust. The findings of the research were discussed and appropriate conclusions drawn.

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**Keywords: interactional justice, procedural justice, distributive justice, performance appraisal, job performance, job satisfaction**

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## **Product Reviews with a Social Context – An Experiment on Online Wine Reviews in Switzerland**

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Traditional (stationary) retailers in Switzerland sell wine worth one billion Swiss Francs every year. Whilst online retailing in general is growing fast, this also holds true for selling wine online. However, online wine retailing lacks the possibility of tasting wine directly at the point of sale. Therefore, this study examines in detail how product ratings can mitigate the lack of direct contact in online channel retailing and positively contribute to building trust, lowering perceived risk and increasing purchase intentions as well as cross and up selling potentials. An online experiment with 141 participants is conducted by manipulating the review form (star ratings, social context and medals) to test for changes in trust as well as customer behavior. Highest effects on purchase intentions can be reported for social context, followed by star ratings and medals. Perceived risk and cross-selling intentions are not affected by the form of the review. Nevertheless, perceived risk has a negative effect on trust and perceived trustworthiness positively affects purchase intentions. Product involvement affects neither perceived trust nor risk. Shopping involvement affects perceived trust but not risk. Familiarity with the retailer reduces perceived risk but does not affect trust. These results suggest that retailers should consider using social context of product reviews online as these can help to build customers' trust and in turn positively affect customers' purchasing intentions.

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**Keywords: social context, online ratings, trust**

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## **Descriptive Statistics Tests for Financial Performance Indonesia Banking Industry**

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This study relates and focuses on the analysis of financial ratios of banks in Indonesia, using variable ROA, NIM, NPL and CAR banking. The financial ratios of 43 banks come from the financial statements for the year ending 2011-2015. In this study using histogram data analysis model, variable test tabulation and equality of variance test. From the research that has been carried out, presented data range for variables in doing research, the range of data and the amount of data presented and explained in table 2 and table 3, can see how much the mean and median values among the data in doing research, thus can be seen how the average for each variable in doing research. This research uses tabulation analysis and equality of variance test to variable of ROA, NIM, NPL and CAR of bank which positively and negatively distributed in table presented.

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**Keywords: financial ratio, panel data, industry telecommunication**

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## **Behaviors of Transformational Leadership in Promoting Good Governance at the Palestinian Public Sector**

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Good governance is considered one of the significant requirements for development and competency in the public-sector organizations. However, according to the Worldwide Governance Report, the state of Palestine has been experiencing a poor quality of governance. The motivation behind this study is to seek a deeper understanding in determining the role of transformational leadership in promoting the principles of good governance in the Palestinian public sector. This study employed total population sampling with data collected from 342 general managers in the government sector in Gaza strip. Partial least square of structural equation modelling were used for data analyses. Findings of the study revealed a positive and significant relationship between all transformational leadership behaviors and good governance except for inspirational motivation. Also, the findings confirmed that governments, by practicing transformational leadership, that in turn results in promoting good governance. The current study has contributed to literature by introducing new empirical evidence in organizational studies of the role of transformational leadership behaviors in improving good governance especially in developing countries such as Palestine. Therefore, this study suggests that it is advisable for public organizations to invest in transformational leadership training and encourage the all behaviors to improve the level of good governance.

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**Keywords: transformational leadership, good governance, public sector, Palestine**

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## **A Comprehensive Model for Evaluating the Performance of Universities**

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Because schools are usually private (and small), So far, to measure the performance of them, the models specific to small organizations or purely educational organizations is used. In many countries, there are educational centers (and sometimes research centers) that Due to Antiquity of several decades, or due to Government supports, they have become to large organizations. Since many indicators used to evaluate the performance of such organizations, the necessity of a unified model to measure the performance of the whole organization (at all aspects), is felt. In this article underlying performance evaluation model of Kim (2014), and Put scattered indicators used to evaluate the performance of universities in this platform, a comprehensive model for measuring university performance is provided.

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**Keywords:** academic performance, performance evaluation, university performance evaluation

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## **The Use of Marketing Communication Tools in Tourism Enterprises and Destination Management Organisations in Slovakia: The Case Study**

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The aim of the case study is to examine use of the tools of marketing communication of selected tourism enterprises (35) and all destination management organizations (DMOs) (36) in Slovakia. We pay attention to the analysis of both- supply side (tourism enterprises and DMOs) and demand side (perception of the tools by visitors). This research is based on primary and secondary sources of information. Published data result from a quantitative research gathered during the years 2015 to 2017. The used techniques were interview (supply side - enterprises), questionnaire (demand side - visitors) and analysis of internet marketing communication (supply side - DMOs). It applies theoretical methods of investigation and methods of descriptive statistics. The study divides the DMOs into five categories, which are characterized. Besides all existing DMOs, supply side of research sample consisted of 35 enterprises, from which 24 were Slovak tour operators, 3 hotels (\*\*\*) and (\*\*\*\*), 4 spas and 4 water parks. Demand side of research sample consisted of 510 randomly selected visitors of examined enterprises. Research results point at the fact that tourism enterprises use new trends in limited extent and only 17 % of DMOs in Slovakia is currently active in exploitation of well-known and available tools of internet marketing communication.

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**Keywords: destination management organizations (DMOs), internet, marketing communication, Slovakia, tourism enterprises**

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## **The Effectiveness Groupcounseling with Social-Cognitive Approach for Reduction of Academic and Career Self-Handicapping**

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The present study is aimed at surveying the effectiveness of group counseling with a social-cognitive approach proposed by Lent and Brown on career and academic self-handicapping of master students of Technical courses Azad University of Khomeinyshahr master level. This research is among semi-experimental studies, including design of pre-test and post-test designs. The research community is of male master students of power control in Azad University of Khomeinyshahr. 24 students are selected randomly in a way that 12 are in experimental group and the other 12 are in control group. The members of the experimental group have participated in 8 counseling sessions within an hour and 3 weeks later they were post tested. In this paper two scales of academic self-handicapping of Jones and Rhode Walt (1982) and career self-handicapping of McCrea, Hirt, Hedricks Milner and Estill (2008) are used as the assessment tools. In order to analyze the data statically variance analysis and repeated measure, have been LSD is used and the result of data analyze showed that Lent and Brown's group counseling with social cognitive approach only had effect on career self-handicapping of master students of power control and no effect on academic claiming and behavioral self-handicapping.

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**Keywords: academic self-handicapping, career self-handicapping, group counseling with social-cognitive approach**

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## **The Relationship between Teachers' Communication Apprehension and Its Impact on Decreasing the Teaching Quality**

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Nowadays the explosive development of the virtual networks affects the educational systems in the world, and most of them try to have these new technologies in their own educational systems. Students learn more things with a few difficulties in less time based on new technological facilities to understand the global village. Therefore, the main role of teachers as the education leaderships is very significant, the level of teachers' communication apprehension affects the teaching quality in various ways. A research performed with the aim of studying the impact of teachers' communication apprehension on decreasing in teaching quality in Secondary schools of Ardabil city. The study subjects were all the teachers in Ardabil city who teach in Secondary schools in 1396-1397. The sample of the study was 120 participants selected by using cluster sampling method. The research instruments were the questionnaire about the teachers' communication apprehension on decreasing the teaching quality. For data analysis the Pearson Correlation Coefficient and Regression Analysis were used. The results showed that teachers' communication apprehension variables could explain the decreasing of teaching quality. So there is a meaningful relationship between teachers' communication apprehension on decreasing the teaching quality in Ardabil city.

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**Keywords: teachers' communication apprehension, class management quality, teaching quality, class atmosphere, virtual networks development**

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## **An Analysis of Mission of Tertiary Institutions: The Case of Business Schools in UAE**

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Studies on organizational mission have taken what is found under the “mission statement” to be the mission of an organization while viewing mission as a single construct. Research on mission in tertiary institutions has followed the same pattern using frameworks originally developed to analyze mission in private firms. In this paper mission is considered a composite construct made up of several components some of which may not be articulated in the relevant mission statement. A modified framework, to better reflect the nature of academic institutions, was used to examine mission in business colleges in UAE. Data were collected by surveying websites of academic institutions. The mission was operationalized into several components including distinctiveness, contribution and philosophy that were then measured on a simple scale. Data on tuition fees were also collected as, combined with other findings, they can point to the business strategy followed by colleges. Findings reveal clusters of colleges sharing similar characteristics and following the same strategy in a segmented and crowded business education market. Mostly privately-owned colleges are essentially mission-oriented institutions focusing on teaching while the need for return on investment in a competitive education market pushes tuition fees higher especially among better-known colleges. Some consolidation may be expected following a clear shift to quality in business education. The importance a college's mission can play in the context of a stricter regulatory environment, intense competition and a likely consolidation in the number of tertiary institutions cannot be overstated.

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**Keywords: mission of tertiary institutions, business schools in UAE**

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## **Proposed 7 Theories Underlying Consumer Behavior in Marketing Management**

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This study suggests 7 theories in an effort to have a better understanding of consumer behaviour, particularly in the way consumer seeks to meet its needs and desires. These 7 proposed theories are models of analysis for consumer behavior which are closely related to marketing management. Therefore, these 7 theories are considered to provide input for companies or decision makers in viewing and analyzing existing consumer behavior.

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**Keywords: consumer behavior, consumer theory, marketing management**

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## **Multivariate Time Series Modelling “Application in DJIM Islamic Index”**

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This study aims to apply the time series data modeling application for varabel dow jones international Islamic index: DJIM World Emerging Markets Index, DJIM Europe Index, DJIM U.S. Growth Index (USD), DIM Greater China Index, DJIMarket Asia / Pacific Index, DJIM Malaysia Titans 25 Index. Time series model used in this research are AR test, cointegration test, granger causality test, ECM test and IRF / FEVD. From the results of research that has been done can be concluded that the data variables in the partially have a two-way relationship, the other again only one direction and some not at all. In the long run the DJIM variable is only 3 cointegration variables, some are not. However, in the short term to the long term, it is almost as significant as the ECM test matches the occurrence of variables ; DJIM in doing research.

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**Keywords: Dow Jones Islamic index, VAR test, granger causality test, ECM test**

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## **Competitive Power: Islamic -Vs. Conventional Bank-Firm Relationship**

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The objective of this research is to compare the strength of bank-firm relationship between Islamic -and conventional banks, specifically in OIC member countries where dual banking system exists. We conjecture that stronger Islamic beliefs dominating in Muslim countries should give competitive edge to Islamic banks while building and maintaining relationships with non-financial firms. To achieve this purpose, we construct one main sample containing overall 16 countries and, further two sub-samples i.e., one with countries where total number of Islamic banks operating in a country are greater than number of conventional banks and, the other with countries having more number of conventional banks than Islamic banks. The result of our Univariate analysis for main sample show that mean values of conventional bank-firm relationship variables are higher than the mean values of Islamic bank-firm relationship variables, suggesting the competitive advantage of conventional banks over Islamic banks. However, results of a sub-sample where fraction of Islamic banks operating in a country is larger than conventional banks support Islamic banking. The findings observed in this study are maiden so, may provide an initiative platform to make further contribution in this area by using alternate proxies as per the availability of more data.

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**Keywords: bank-firm relationship, dual banking system, Islamic banks' equity holdings, conventional banks' equity holdings, OIC member countries**

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## **Variables of the Digital Maturity of Enterprises and the Impact to the Levels of Enterprise Architectures**

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This study examines the variables of the digital maturity of companies. To compare the variables, the ArchiMate® 3.0 framework for enterprise architecture is used. For this purpose, the variables found are arranged in the architectural levels: Strategy, Business, Application, Technology, Physical, Implementation & Migration. With a literature review 14 “digital maturity” models with 80 variables were analysed. The databases Scopus, EBSCO - Business Source Premier and ProQuest were queried. By the results of this work, researchers and managers can recognize which digitalization variables have an impact on the different company levels. This allows a researcher or manager to choose the right model for a certain purpose or to build a new model from different existing models, for the whole company or only for one architecture level. By a more precise assessment of the digital maturity, better activities can be defined. This work is important for companies because the digitalisation is changing companies and markets at least as much as the invention of the steam engine. Websites, sensors, mobile devices, apps, etc. are combined to create new digital products and services. Companies on the market need to adapt and some of them will perish.

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**Keywords: digital maturity, digital enterprise, digital management, digitization, enterprise architecture**

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**Academic Institutions Are No Different to Any Other: Total Quality  
Can TQM be Translated :Management Does Enhance Performance  
from Business to Education?**

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Total Quality Management (TQM) is a style of management that has been receiving growing attention for decades. The values of Total Quality Management are probably more compatible with higher education than many existing management systems since the stress is on the importance of people, knowledge and continuous improvement. The phrase total quality comes from 'total quality control' originally coined by Feigenbaum (1983). TQM requires a cultural revolution in the way management responsibility, philosophy, customer satisfaction, training and education, communication are implemented in an organization. Deming also became familiar with 'The Three Cs' – a focus on Customers, Culture and Capacity. These Cs are used to develop an organic and integrated set of relationships, gain the ability to change and direct those relationships in the course of improvement as defined by the organization's internal and external customers. Total Quality Management (James, 1996) demands: Visible organizational values, principles and standards that must be accepted by everyone. A clear strategic business orientation mission, quality policy and quality objectives with practical and effective procedures and practices. Clearly developed customer/supplier (internal/external) requirements. Demonstrated ownership of all processes and their relative problems. There are many skeptics about the contributions of Total Quality Management (TQM) to education because of its roots in the world of business. TQM says nothing about actual production but stresses the process of management and collaboration within the system to reach quality output. Any quality-conscious organization, despite the nature, should understand this. This paper will: Define Total Quality Management and show its influence on leadership and human resources ; highlight the collaboration of TQM and higher education/personal experience; determine that TQM is a means for enhancing efficiency and effectiveness; disclose the researcher's personal experience

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**Keywords: total quality management**

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## **Employer Branding as Innovative Human Resource Management Strategy: Best Practices Application Opportunities**

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The dynamic business environment poses constant challenges for the companies in 21st century. The increasing customer expectations for excellent service quality, the strong competitiveness on the market and the need companies to build unique employer identity in order to attract and hire the best employees matching company's values, require new approach to people's management. The goal of this paper is to reveal the essence of employer branding as innovative human resource management strategy for gaining competitiveness through employees' contemporary management. Based on theoretical analysis the main focus of the employer branding will be precised and the relation between its elements will be outlined. The close bond that is built through employer branding between candidate employees, current staff, organizational culture, company's strategy and the interests of the stakeholders will be specified. Best practice case study will be presented as example for employer branding application as innovative HRM strategy. On the base of the best practice case study is going to be developed a main frame for employer branding conceptual model. At the end will be discussed the opportunities and limitations for the application of the suggested model.

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**Keywords: human resource management, employer branding, corporate culture**

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## **Capabilities for Compliance and Utility in Processing Customer Data – The Role of Customer-Centric Cross-Functional Integration**

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This paper investigates economics of customer data, levels and aspects of utilized benefits associated with their economic potential in data economy, levels and aspects of their efficient control for compliance purposes- considering new regulatory framework of European Union and General Data Protection Regulation (EU GDPR). Compliance costs are significant and necessary to stay in business. This research argues if compliance spending can also generate additional value, in concrete instance associated with processing of customer data. Rather than in technological, it looks in organizational practices for empirical proof. The study examines effect of Customer-Centric Cross-Functional Integration (CCCFI) on the relationship between Customer Data Compliance Capability (CDCC) and Customer Data Utility Capability (CDUC). The empirical data are collected from data management professionals involved in projects associated with processing of customer data in larger organizations across Europe, Middle East and Africa. Respondents are recruited from partner network of large data management software vendor. Research findings show that there is correlation between CDCC and CDUC and there is moderating impact of CCCFI on that relationship. EU GDPR is much-desired game changer for Europe's data economy. How EU companies can use than this regulation as competitive advantage, where their associated benefits exceed their costs to comply? As potential managerial tool we investigate role of inter-functional coordination and integration of diverse customer-centric units (marketing, sales, service, product...).

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**Keywords: cross-functional integration, customer centricity, GDPR, data economy**

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## **Designing for Consistency of Evaluation in Enterprise Governance of IT (EGIT)**

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This study investigates the principles of data definition in the context of Enterprise Governance of IT. In the last years, many researches have dedicated their work in IT Governance and numerous methods, techniques and tools were proposed. In the meantime, new digital business models developed rapidly and aligning business with IT have become more difficult ever. Organizations manage themselves with several governance frameworks next to IT Governance frameworks. Different governance frameworks are related, dependent and interact under each other and since they have all have their own method of measurement and evaluation, the interaction suffers to a lack of data consistency or they do not take all dimensions of decision making into account. Furthermore, the lack of consistency caused by definition of governance frameworks itself and lead to concurring goals among them. This article proposes a design goal by (1) critically review the existing state of art of measurement and evaluation concepts of governance frameworks by following a comprehensive review of the normative literature dealing with the measurement aspect of IT Governance and (2) analyzing a dataset (n=67) of a survey assessed in Spring 2017 that explores the methods of measurement in IT Governance mechanisms used by Swiss Companies.

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**Keywords: IT governance, ISO 38500, IT alignment, evaluation**

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## **Turkish Validation of the Work-Family Conflict Scale**

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Family life and work life relationship is an important aspect for the well-being of the employees and the organization. However, this interaction might lead to both between work-family conflict and family-work conflict. In order to examine this phenomenon, several instruments were created (e.g. Netemeyer, Boles, & McMurrian, 1996; Carlson, Kacmar, & Williams, 2000). Nevertheless, the scale developed by Matthews, Kath, & Barnes-Farrell (2010) is a concise and valid tool for this purpose. In this context, the aim of this study is to translate and validate this measure in a Turkish sample to utilize it in Turkish studies. Thereby it is expected to contribute to the literature by enabling this instrument on the work-family and family-work conflict, which can have important consequences for both the employees and the organization.

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**Keywords: work-family conflict, family-work conflict, scale validation, Turkish sample**

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## **Guidelines for Professional Teachers Development of Secondary School**

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This study aimed to: 1) Conduct needs assessment for professional teachers' development, 2) study guidelines for professional teachers' development. The descriptive research were two steps of data collection: First step was quantitative data collection, population included 2,057 teachers from secondary schools. Three hundred and forty-five samples were drawn by a Simple Random Sampling technique. The research instrument was a five level-rating scale questionnaire with coefficient reliability at .97. The obtained data was analyzed by the computer package program for frequency, percentage, mean, and standard deviation. The Priority Needs Index (PNI<sub>modified</sub>) was used to set the priority of needs. Second step was a qualitative data collection. The focus group discussion was conducted among eleven experts. The field note was used for recording data. The data was analyzed by content analysis. The needs assessment for a development of professional teachers, overall it was found that the needs had PNI value above .30 and the priority from high to low were 1) the use of information technology and communication 2) teaching skill 3) self - directed development, respectively. Guidelines in development of professional teachers included 1) teaching skill aspect: The teachers should prepare their lesson plans regularly, using coaching and mentoring approach to develop teachers, introducing PDCA in the organization of learning and teaching, encourage students to think systematically. 2) The use of information technology and communication aspect: The teachers should be encouraged to use English in daily life. 3) Human relationship aspect: The teachers should develop their Emotional Quotient (EQ) more than Intellectual Quotient (IQ), they should be encouraged to work in team. 4) Self-directed development aspect: The teachers should bring information technology to develop their work based on Peter M. Senge, develop oneself in ID Plan style and have opportunity to do administrative work or leaders of the work cluster.

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**Keywords: needs assessment, professional teachers**

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## **Selected Aspects of Innovation Activities within the Slovak Enterprises**

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The innovation represents one of the crucial prerequisites for achieving long-term performance of an enterprise. This paper focuses on selected aspects of innovation activities within the Slovak enterprises. The enterprises often use the information about markets in order to determine the products or services to be innovated. The main aim of the paper is to research the current situation in the innovation activities, especially the amount of information about innovation and the analyses of information about innovation and their relation to innovation activities within selected enterprises in the Slovak Republic. The authors assume that the higher frequency of information analyses, the more innovation opportunities, and the more information about innovation, the more innovation activities it brings for the enterprises. The enterprises can use appropriate information about markets, especially about innovation in making decisions about their business strategy, so that they can focus the activities towards the performance and business success.

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**Keywords: innovation, information, performance, innovation activities, enterprises**

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## **Consumer Adoption of Internet Banking: The Ghanaian Experience**

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In a bid to improve operational efficiency most banks in Ghana have adopted internet banking as a complimentary channel to deliver banking service. However, anecdotal evidence suggests that the patronage of internet banking services is below expectations as compared to other traditional channels such as branch banking. This paper explores factors that influence users' continuance intention towards internet banking by combining the expectation-confirmation model of information system continuance and institutional trust. In order to validate the proposed research model, the study adopts a survey design. Data was collected from 481 internet banking users and analyzed using Partial Least Square-Structural Equation Modeling on SmartPLS version 3. The results of the study support the proposed model since all the paths in the proposed model were supported. Perceive Usefulness was found to predict both trust and satisfaction. Trust was found to be the most significant predictor of Continuance intention. In all the model accounts for 54% of the variance in continuance intention. The implications and limitations of the current study are discussed and directions for future research also proposed.

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**Keywords: internet banking, trust, structural assurance, situational normality, satisfaction, continuance intention**

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## **Knowledge Management in NGOs: Evidence Based Literature Review and Future Research Scope**

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This paper conducts a methodical literature review on knowledge management (KM) in the context of NGOs in order to identify research gaps and define a future research agenda. The main findings highlight that, even though there is an increasing number of papers on the topic of KM in NGOs, several issues are still neglected. This paper is an attempt to identify four main gaps in the body of literature. The first gap deals with the socio-political factors influencing the adoption of KM in NGOs. The second gap regards the lack of a comprehensive taxonomy of knowledge management systems (KMSs) that may support the processes of knowledge creation, acquisition, storage, transfer, sharing and application. This second gap allows us to identify a third gap concerning the level of alignment between NGOs strategies and technologies adopted. Finally, the fourth gap deals with the issue of the impact of KM on NGO's performances with regard to social, financial, technological, organizational, and human performance. From these four gaps, six research questions (RQs) have been proposed. These RQs allow us to identify possible areas of analysis to define a future research agenda.

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**Keywords: empirical, humanitarian sector, KMS, knowledge management, NGOs, performance**

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## **Mimetic Desire and the Genesis and Evolution of Workplace Bullying**

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Workplace bullying is an important consideration for business and politics in view of the serious consequences on victims' health as on companies' profits. Research into the causes and consequences of workplace bullying concerning key factors leading to moral harassment and resulting consequences is still limited. This research applies René Girard's insight into the genesis of human mimetic desire to explain the dynamics and non-conscious mechanisms involved in "interindividual" relationships leading to rivalry between the bully and the victim. Discovery of mirror neurons has confirmed that mimetic desire develops through an intermediary of the mimetic brain. Research suggests searching for the "eight" of mimetic desire using a semiotic square and qualitative research in order to understand moral harassment at work as mimetic rivalry. The results will enable employees, human resources managers, and practitioners to better deal with victims and contribute to the elimination of workplace bullying.

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**Keywords: workplace bullying, Girard, mimetic desire, mirror neurons, mimetic brain**

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**Requirements for the Publication Activity of Members of Dissertation Councils as a Factor Strengthening the Leadership of Universities and the Development of Individual Scientific Creativity**

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The presence of dissertation councils at universities demonstrates their leadership. But the strategy of the Russian Ministry of Education in the field of obtaining academic degrees has significantly changed in the direction of decreasing the number of dissertation councils and candidates defending dissertations. This is achieved in two ways: the reorganization of the network of dissertation councils via creating new "joint councils" and new requirements for scientific publications of dissertation council members. The analyzed empirical array consists of normative documents, setting the requirements for the scientific publications of applicants in the process of creation of new and evaluation of existing dissertation councils. Content analysis of the data showed that the system of annual State Monitoring consists of 9 positions. 5 positions contain requirements to publish results of scientific research in the journals indexed in the international quote-analytical bases Web of Science and Scopus. When a new dissertation council is created, applicants may also have publications in specialized professional databases. The article shows that the requirement for members of dissertational councils to have foreign publications significantly broadened their professional horizons and prompted a review of the attitude towards the choice of research subjects. In general, competing with each other, the Russian universities realize functional model of leadership.

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**Keywords: leadership, university, dissertation council, content analysis, scientific publications, monitoring, international quote-analytical bases**

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**Factors Influencing Post-Service Failure Loyalty in the Ghanaian  
Retail Banking Industry**

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In order to guarantee success in today's competitive retail banking service industry, banks must continuously deliver satisfying experience to their customers. However, service failures are inevitable and the way banks with deal with the failure would determine if their customers would still be loyal after the service recovery process. This study therefore explores the effect of service fairness variables on satisfaction with the service recovery process and how that affects customers' loyalty intentions. Data was collected from 300 retail banking customers in Ghana and analyzed with partial least square structural equation modeling (PLS-SEM). Results from the analysis indicate that Procedural Justice and Interactional Justice had significant effects on Satisfaction with the service recovery process. Satisfaction with the service recovery process and Trust were also found to significantly affect post-service failure Loyalty. These results are discussed and implications for research and practice are drawn.

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**Keywords: service failure, service recovery, distributive justice, procedural justice, interactional justice, loyalty**

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**Transformational Leadership for School Administrators 21st Century  
in School under the Office of Primary Education Service Area**

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This research objectives was investigated current stated, problems, and needed to developed of Transformational leadership for school administrators. A sample group of 17 teachers and school administrators were participated the study. Data were gathered by semi-structured interviewing, analyzed, and concluded in 5 contexts, and taken an expert connoisseurship seminar for confirmation of the results. The research revealed from perspective of teachers and school administrators shown that the 5 contexts such knowledge and visioning, work performance capability, teamwork development ability, collaborative encouraging ability, and being worthy archetypal were needed for the Transformational leadership for 21 century of school administrators under the jurisdiction of the Office of KhonKaen primary education service area. The point that executives are interested in developing their knowledge and experience with the changes in the 21st century, such as the direction of local economic growth that affects the education of Thailand 4.0 as well as the new technologies and innovations to integrate with King's Science for sustainable development.

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**Keywords: transformational leadership, 21 century of school administrators**

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**Examining the Structural Relationships of Destination Image,  
Environmental Landscape, Infrastructure, Price, Financial Risk,  
Tourist satisfaction and Destination Loyalty**

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This research aims to identify the factors that affect the satisfaction and loyalty of tourists when participating in the tourism week in Dong Thap, Viet Nam. The empirical data was collected from a survey of 200 visitors with convenient sampling. This study employs Partial Least Square Structural Equation Modeling (PLS-SEM) to assess the structural relationship of the model. Research results show five factors that influence tourist satisfaction, including: (1) destination image, (2) environmental landscape, (3) infrastructure, (4) financial risk, (5) price. In particular, infrastructure has the strongest impact on tourist satisfaction. In addition, tourist satisfaction also takes mediating impact on tourist loyalty. The theoretical and managerial implications on tourist satisfaction and tourist loyalty were drawn based on the study findings, and recommendations for future researchers were made.

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**Keywords: destination image, environmental landscape, tourist satisfaction, tourist loyalty**

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## **Hotel Recruitment and Selection Practices: The Case of Greece**

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The present study aims to capture and describe current and future trends in the implementation of recruitment and selection practices in Greek hotel industry, as well as to attempt a comparison of this implementation between Greek hotel units and foreign hotel units (MNEs) operating in Greece. The study's objective is to capture differences on the variety of methods and tools used, the way they are implemented and the level of effectiveness in this implementation. It also attempts to identify the impact of organizational factors on the choice of the mix of recruitment and selection methods and tools used. The hereby research also aims to examine the level of transfer of HRM practices from the parent company/hotel headquarters, to the subsidiary as well as the factors (in organizational level) influencing the transfer. The final objective is not only to depict these differences and transfer trends but also to explain them based on the relevant literature and set the basis for future research in the field.

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**Keywords: hotel industry, human resource practices transferability**

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**Examining Self-Disclosure on Social Networking Sites: A Flow Theory  
and Privacy Perspective**

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Social media and other web 2.0 tools have provided users the platform to interact and also disclose personal information not only with their friends and acquaintances, but also with relative strangers with unprecedented ease. This has enhanced the ability of people to share more about themselves, their families, and their friends through a variety of media including text, photo, and video, thus developing and sustaining social and business relationships. The purpose of the paper is to identify the factors that predict self-disclosure on social networking sites within the Ghanaian context. Data was collected from 452 students in three leading universities in Ghana and analyzed with Partial Least Square-Structural Equation Modeling. Results from the study revealed that all variables in the proposed model with the exception of interaction and perceived control were significant predictors of self-disclosure with privacy risk being the most significant predictor. In all, the model accounted for 54.6 percent of the variance in self disclosure. The implications and limitations of the current study are discussed and directions for future research proposed.

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**Keywords: self-disclosure, social networking sites, flow, privacy concerns,  
structural equation modeling**

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## **Energy Dependence of the Solar Business of the European Union and Bulgaria**

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The energy dependence of the European Union (EU) is a huge concern for the Member States. It's mostly connected the increasing dependence on imported energy resources. The ability of the EU to meet the energy needs is very limited. Dependency on imported resources is expected to reach 70% in 2020 and dependence on oil - 90%. Europe`s dependence on imported oil will increase drastically. Almost 100% is the Bulgarian dependence on imports of Russian natural gas and oil. The solar business has a great importance for the future of the entire energy sector. Its researches will allow us to find the potential opportunities and possible threats of its development and will help us to develop its potential. There are many challenges in front of its development connected with legal frameworks, corporate interests and public pressure. So, it`s needed a successful adaptation to the high requirements of regulators and competitive alternative energy source.

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**Keywords: solar business, European Union, Bulgaria**

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**Adaptation of the Outsourcing Business Model as a Direction of the  
Leadership and Organizational Development of the Educational  
Institutes**

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That paper is motivated by the fact that after Russia's accession to the Bologna process and reorganization of the structure of the Russian universities the competition among universities has intensified in the field of the Russian higher education. Public policy of additional financing of the best universities determined by the results of the annual monitoring of the Ministry of Education and Science of the Russian Federation is the next driver for the leadership and increasing competitiveness of the universities. In these conditions management of the universities make great efforts to create the competitive educational institution and to identify its key competitive advantages. Our research has shown the management of the public universities uses the traditional approaches to the creation of the organization by including additional departments and increasing the staff of these auxiliary departments. It leads to growth of the bureaucratic processes and to use of the limited resources on auxiliary activity. The aim of the article is to justify the need to adapt the holistic outsourcing business model as a model that will ensure leadership and organizational development of the university.

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**Keywords: leadership, outsourcing business model, organizational development, university, competition**

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## **High Management Quality Impact on the HPO Factors and Strategic Objectives in the Public Sector**

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Both public and private sectors have been trying to remain focused on achieving high levels of success that is caused by the necessity to remain sustainable in the growing competition in their operational environment through implementing high-performance management systems, proper policies, and procedures as well as best practices. Lane (2000) claims that dependence of public organizations on government subsidies and resources do not induce them to be interested in being profitable or aiming at stakeholders' satisfaction. A.de Waal (2008) has developed a unique approach to performance management of an organization despite the sector where it operates, which is based on five main factors (Management Quality, Openness and Action Orientation, Continuous Improvement and Renewal, Long-Term Orientation and Workforce Quality). As A. de Waal (2010) considers quality management as the most important factor in the public sector and as it has a direct impact on the other HPO factors and leads to continuous improvement and development of the public sector organization. The main aim of this article is to determine, whether management quality is an important HPO factor, which leads to increase the other factors. In addition, this research aimed to investigate what effect Management Quality has on strategic objectives. The uniqueness of this research, it is the first on HPO which investigates a UAE public organization in the tourism industry.

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**Keywords: HPO, public sector organization, management quality**

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## **Impact of Oil Price and FDI on Bank Profitability- Evidence from UAE Banking Sector**

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The UAE banking sector's profitability suffered in the post-crisis years, 2009, as the global economic crisis impacted the region more significantly in the years ahead. These turbulences are largely caused by loan stagnation, rise in non-performing loans, impairment of assets, reduced margins and increased in losses. The study attempt to investigate the impact of oil prices and FDI inflows on bank profitability. The study uses both panel and time series data from 2009 to 2016 extracted from the annual report on eighteen selected banks from the UAE. The data contains both banks specific and macroeconomic variables. Two models were established using OLS and 2SLS techniques to estimate the coefficient of the model. We tested for endogeneity by applying Hausman test. Using interest rate and inflation as an instruments for 2SLS, oil price, asset quality and liquidity were significant to explain banks profitability. The study concludes that oil prices significantly impact on banks profitability whiles FDI is registered as an insignificant driving factor on banks' profitability. Our study contributes to the existing literature by using a comprehensive data to analyze the effect of oil price and FDI on UAE banks profitability.

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**Keywords: bank profitability, oil price, FDI**

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## **Crowdfunding Campaigns in Small-scale Economy and Determinants of their Success**

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Hyped success of previous crowdfunding campaigns, and its potential as replacement of traditional financing instrument is attracting the attention of many subjects. Its application through social networks and/or web/mobile applications is streamlining the promotion of currently realized projects and helps to segment and analyze typical donors. The crowdfunding campaigns are rising in numbers, they are more addressed and better promoted. On the other hand, the fatigue of donors makes them to carefully consider the type of project they would support or the size of their contribution. Central European countries are considered to be small in size, their markets have limited absorption capacity, including crowdfunding markets, that's why more innovative players or large-budget ideas need to hunt for funds in abroad. Thus, regional projects might be different as to the type, the budget and the area of implementation than those on international portals. The article focuses on development of crowdfunding campaigns in the Czech Republic and Slovakia, analyzes their success factors and the reasons why so many portals/campaigns failed in the past. Before the research, the basic hypotheses were proposed those are coming out from existing theories and previous results of research. Campaigns' development is also measured in time and its course is analyzed through the available descriptive statistics, parametric and non-parametric tests.

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**Keywords: crowdfunding, campaigns, budget, success factors, financing**

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## **Trust in Car Brands: A Quantitative Analysis on Trust in Car Brands in Switzerland**

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This study analyses affective and cognitive trust dimensions (manufacturer's competence, predictability, benevolence and integrity) and their influence on trust. Furthermore, trust in car brands is analyzed. One survey is published online returning 278 fully completed questionnaires. A second survey is sent out specifically to students with an engineering background returning 129 completed questionnaires. Volkswagen, Alfa Romeo, BMW, Fiat and Audi are the most commonly owned brands and Volkswagen, BMW, Audi, Mercedes and Alfa Romeo the most trusted brands in survey one. In survey two, Volkswagen, BMW, Audi, Ford, Mercedes and Toyota are the most commonly owned brands and BMW, Tesla, Volvo, Toyota and Mercedes the most trusted ones. Competence shows highest effects on trust in survey one followed by predictability, integrity and benevolence. In survey two as well, competence shows highest impact on trust, followed by predictability, benevolence and integrity. Results suggest, that the impact trust dimensions have on trust are different in specific target groups. Furthermore, target groups with an engineering background trust different brands even though Volkswagen is the most commonly owned brand across both comparison groups.

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**Keywords: trust, brands, automotive**

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## **Relationship-based Determinants of E-loyalty in Social Commerce Sites**

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Social media has changed the way consumers relate with firms. In this context, social commerce arises, combining social tools with e-commerce platforms. Companies can use social commerce to promote sales, create and disseminate information, facilitate the search of information and products, and encourage the exchange of opinions and recommendations among customers. E-loyalty is one of the main objectives that companies try to achieve through their online strategies, due to its important effects on corporate profits and on the brand itself. Prior studies have revealed the importance of e-loyalty in e-commerce contexts. However, this topic is still largely unknown to researches in social commerce environments. Based on such theories as customer-brand relationships and relationships marketing, this research analyzes the antecedents of e-loyalty in a social commerce context. Data were collected from 437 valid questionnaires from individuals who use social commerce sites to plan or make their purchases. Through a regression analysis, the results indicate that trust, involvement, engagement and, to a lesser extent, satisfaction, positively influence e-loyalty to social commerce platforms. This study discusses the theoretical contributions and the managerial implications of the research.

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**Keywords: social media, social commerce, e-loyalty**

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**A Structural Equation Model of Integrative Leadership for  
Administrator Ecclesiastical Schools**

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The objectives of this research were: 1) to investigate the structural equation model of integrative leadership for administrators, Ecclesiastical Schools with empirical data, and 2) to study the linear structural relationship model of factors affecting the integrative leadership of administrators, both of direct effect, indirect effect, and total effect of administrators. The samples of this study were 780 staffs working in Ecclesiastical Schools, department of general education. The instrument using in this study was the questionnaire as 5 Level Rating Scale. The reliability of total issue was 0.98, IOC values were ranged between 0.8 to 1.00. Data were analyzed by using computer program. The research findings found were as follows: 1. The investigation in fit of factors affecting the integrative leadership of administrators found that: 1) the Chi square divided by degree of freedom ( $\chi^2 / DF$ ) was 1.073.

The Chi-square was 312.219 at degree of freedom (DF) was 291, 2) the probability value (P-value) was 0.188 (be statistically significant at 0.001 level) 3) the Goodness of Fit Index (GFI) and the Adjusted Goodness of Fit Index (AGFI) were 0.976, and 0.954 respectively, 4) the Normed Fit Index (NFI), Comparative Fit Index (CFI) were 0.993, and 1.000 respectively, and 5) the Root Mean Square Error of Approximation (RMSEA) was 0.011. 2. The factors with the most direct effect on Integrative Leadership at 0.001 level, was Information Communication and Technology. The positive effect was 1.000. The second order was the Morality; the effect was 0.571. The effect of Administrators' Behavioral was 0.228. The effect of Transformation was -0.710. The negative effect was the Creativity Thinking. The effect was -0.084.

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**Keywords: structural equation model , integrative leadership**

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## **Strategies for Teacher Professional Development of General Buddhist School**

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The objectives of this study were to assess the needs assessment for development of teacher professional of general Buddhist schools and to study teacher professional development strategies. This study used mixed methods research consisting of 2 phases. Phase 1: The study of current conditions and desirable to determine the requirements needed for development of teacher professional used questionnaire for 354 teachers general Buddhist schools. Phase 2: The qualitative study focus group discussion with 15 experts with general Buddhist schools, analyzing the contents according to the objectives of the study. The results: The Need Assessment of teachers' professional development descending order was: Cooperative work)  $PNImodified = 0.16$ (, Supportive Structures and Environment)  $PNImodified = 0.15$  (Individual Teacher Need)  $PNImodified = 0.14$ (, Acting under Professional standards)  $PNImodified = 0.13$ (, Learning of students  $PNImodified = 0.10$  and Following the Acting under KulayanamitDhamma.)  $PNImodified = 0.10$ . Teacher professional development strategies suitable and useful for general Buddhist schools consisted of 4 goals ,6 strategies, 11 measure and 36 indicators .

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**Keywords: strategies, teacher professional development**

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## **Factors Influencing Entrepreneurial Intentions of Slovak Youth Growing up in Cities and in Villages**

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Entrepreneurial intentions and factors influence them are important in explaining and often triggering ones entrepreneurial activity resulting in establishing new business enabling to employ other people. This is especially important to know in category of young people. Our study tries to explain common and different threats in entrepreneurial education, individual and contextual factors as variables explaining entrepreneurial intentions of youth growing in two different environments – city and village. We are also investigating, if young people are willing to start their carrier in place of their birth. Data were collected in two rounds of voluntary anonymous electronic surveys among students finishing their high-school studies – in total, we have 537 respondents. We have applied factor and regression analysis. The dependent variable, entrepreneurial intention, is constructed by combining items that in different ways measure an individual's intentions to become an entrepreneur. The independent variables consist of measures for entrepreneurial education, social and cultural capital, as well as individual factors as gender, career anchors, and proactive personality and others.

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**Keywords: entrepreneurial intentions, factors, youth, entrepreneurship**

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## **The Development of Information and Communication Technology Literacy Program for Primary School Administrators**

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The objectives of this study were to assess needs assessment of information and communication technology literacy and development program for primary school administrators. This study used research and development methods, the study needs assessment that samples were 153 primary school administrators were selected by the multi-stage random sampling. Development program improved by focus group discussion before applying to the trial with 40 school administrators. Research finding: 1. Need Assessment of information and communication technology literacy descending order was: Integrate PNI modified = 0.11, Evaluate PNI modified = 0.10, Manage PNI modified = 0.081, Access PNI modified = 0.078, Create PNI modified = 0.07, Communicate PNI modified = 0.06 and Define PNI modified = 0.05. 2. Program of information and communication technology literacy for school administrators was appropriate components 3 part: Introduction ICT Module and the conditions for success.

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**Keywords: information and communication technology literacy**

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**Trust in Motorcycle Brands – An Empirical Study on Brand  
Personality and Trust Building Measures on Motorcycle Websites**

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Functional differentiation has become difficult as most motorcycle brands build high quality products. Therefore, trust and brand personality are increasingly important means of differentiation. In this study, we look into consumers' perception of motorcycle brands, i.e. which brands are the most trusted ones and which online measures (customer reviews, testimonials, guarantee extension, product configurator, SSL encryption and plain text as well as text and picture product description) have a positive effect on consumers' trust. An online survey containing an experiment is conducted in Switzerland leading to 302 fully completed surveys. The most trusted brands are Kawasaki, Honda, Yamaha, BMW, Suzuki, KTM, Harley Davidson and Ducati. Brands with a more functional brand personality are perceived as more trustworthy than brands with an emotional brand personality. All online trust-building measures show a positive effect on trust. Therefore, motorcycle manufacturers can be advised to make use of customer ratings, testimonials, guarantee extensions, offering a product configurator as well as SSL encryption and prominently displaying pictures when describing their products online.

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**Keywords: trust, brand personality, motorcycles**

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## **Does Ownership Type Affect CSR Disclosure?**

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This paper investigates how the nature of a firm's ultimate controlling owner - i.e. state, family or non-family - influences its CSR disclosure behavior as a communication tool with stakeholders. We construct a continuous disclosure index in order to measure the level of disclosure provided in the stand-alone sustainability reports of non-financial Italian listed firms, for each year of the period 2004-2013. We construct a set of proxies for financial press, web, labor, community, consumer, environment and foreign investors' exposure, that we use as independent variables, in order to measure the effect of visibility to different types of stakeholders. We use firm age, profitability and leverage as control variables. We find that state-controlled firms are, overall, more prone to engage in sustainability disclosure than their counterparts. Further, we find that family, non-family and state-controlled firms respond significantly differently to the pressure of the various stakeholders. Previous research demonstrates that some ownership characteristics influence a firm's CSR disclosure, but this study goes beyond addressing the issue of how the nature of its ultimate controlling owner shapes a firm's response to stakeholder pressure.

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**Keywords: CSR disclosure, family firms, stakeholders**

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**Digital Skills for Work among Persons with Disabilities in Malaysia:  
Implication to Human Resource Management**

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Digital skills are compulsory skills in life. The present study examines the use of Internet, the challenges and the digital skills possessed by the persons with disabilities in Malaysia. It finds out the types of jobs of the persons with disabilities and their earning. The scope of this study is limited to the persons with disabilities registered with the Department of Social Welfare, Malaysia. This chapter presents empirical research methods which constitute data taken from the census, through a set self-report questionnaire and unstructured interviews conducted during a Focus Group Discussion (FGD). The findings of the present study revealed that the persons with disabilities use Internet quite extensively. However, their usage focuses on educational, sources of information, entertainment, business, religious, political, social, and personal. They do not use the Internet for their jobs. Most of them possess some digital skills which they acquired on their own. It further discusses the implications of these issues to human resource management practices and policies specifically in terms of training and development.

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**Keywords: digital skills, persons with disabilities, human resource management**

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## **The Impact of Bank Ownership on the Differentiation of Lending Behavior in the Economic Cycle: Evidence from Poland**

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The paper analyzes the differences in bank lending behavior across banks of different ownership in each phase of economic cycles in Poland. In the research were used micro and macro level panel data on Polish banks over 2004-2016. The data were used to detect different patterns in bank lending supply in the response to the changes in the economic conditions in Poland. The research identifies a prevailing differences between private own banks i.e. cooperative banks (BCOP), banks with a predominance of private domestic capital (BPDC), banks with a predominance of private foreign capital (BPFC) and the state-owned banks (BSOC). The conducted research revealed a significant differentiation of the lending activity of different types of banks. Research shows that BPFC in the period of economic downturn significantly limited their credit activity, the BPDC's lending activity maintained at a similar level as in the period of good economic conditions. The BCOP during the economic slowdown in Poland, were the only ones who increased their lending activity. What may indicate that cooperative banks constitute a certain buffer of the banking sector in Poland, thus contribute to reducing the negative effects of the economic slowdown in Poland.

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**Keywords: banks ownership, economic cycle, lending behavior, bank**

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## **Online Evaluation Platforms as Tools for Enhancing Competitiveness in Healthcare Sector**

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The paper discusses the issue of utilization of the major online public evaluation platforms as Facebook and Google, more specifically describes the methods and ways of their utilization in the field of healthcare provider with aim to increase competitiveness on subjects operating on this specific sector. The issue of increasing the efficiency and quality of health services has long been proclaimed. There is no coherent plan for measuring the quality and efficiency of healthcare facilities in general. The increasing importance and demands for efficiency and quality is leading to an increase in importance of accurate and specific marketing concepts, desirable also in the process of specific health programs. By thorough and complex analysis of online presence of selected health care providers, represented by the Slovak Teaching Hospitals, relationships between factors were examined in order to identify and describe facts affecting online presence of those entities in the hyper competitive market environment of the Internet. The findings identified by the analysis of online environment were compared between selected platforms. The results of analysis thus providing a comprehensive view on the issue of utilization of online evaluation platforms to increase competitiveness.

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**Keywords: quality, media, social media, healthcare, effectiveness**

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## **Strategic Modeling in the Promotion of Entrepreneurship through Academic and Research Activities**

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The work is directed at implementing strategic modeling as a management platform for the promotion of entrepreneurship through academic and research activities at the Institution of Higher Education ITSA. Approaching it from a qualitative perspective, based on a research framed in the phenomenological context. Based on the documentary-bibliographic review of existing models, in addition to in-depth interviews with key informants. The results are focused on the implementation of the model and subsequent evaluation of the generated product.

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**Keywords: entrepreneurship, academic activities, research activities, strategic modeling**

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## Using Intuitionistic Fuzzy TOPSIS in Site Selection of Wind Energy Plants

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The reduction of energy resources and the increase in environmental consciousness have recently increased the interest in renewable energy sources. Wind energy from renewable energy sources, which are used in many countries. Turkey has a lot alternative wind energy plant thanks to its favorable geographical location. Where the wind power plant is to be established is a complex and important decisive factor. In this study, we aimed to reach the solution of wind energy plant site selection. The Intuitionistic Fuzzy TOPSIS (IFT) method will be used to achieve this goal.

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**Keywords: intuitionistic fuzzy Topsis (IFT), multi-criteria decision making, wind energy, site selection**

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## **The Development of Information Systems on Communication Apprehension of Families**

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By explosive development of information systems and virtual networks in the all aspects of human life, including the business and industry environment, interpersonal interactions, family and society, and their neglect from the extensive impact of virtual networks on the level of interactions among family members whether inside the family or outside of it, and its effect on increasing the social abnormalities and changing of value systems and the sudden emergence of new social values led us to investigate the impact of new information systems on family members' interactions. The subjects of the study were all the families in Ardabil city who are the resident in Ardabil in 1396-1397. The sample of the study was 120 families which were selected by using cluster sampling method. The research instruments were the questionnaire about the introduction of new information systems and their impact on the level of communication apprehension among families. For data analysis the Pearson Correlation Coefficient and Regression Analysis were used. The results showed that information system variables could explain the families' level of communication apprehension. So there is a meaningful relationship between information systems and families' level of communication apprehension in Ardabil city.

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**Keywords: information systems, level of communication apprehension, education systems, social norms**

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## **The Role of Work-group Emotional Intelligence in Learning Organizations: A Case Study of the Greek Public Sector**

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The purpose of this paper is to explore the impact of Emotional Intelligence at work-group level on Learning Organization, examining five dimensions of L.O. according to Senge's model, within a framework of Greek Public Administration's reform. The research was conducted in Greek Independent Administrative Authorities, a modern European institution that among others guarantees transparency and optimum performance, leading to upgraded public sector services. Our research is a quantitative research consisting of 257 valid questionnaires out of a sample of 300 employees. Our research highlights the strong correlation between Work-group Emotional Intelligence and Learning Organization. A constructive emotional climate affects the vision of the organization, while emotions have an impact on employees' attitudes/behaviors and on learning process within the group as well as on the diffusion of information. Finally, our research demonstrates that emotional intelligence affects the personal improvement and development of employees. Managers should focus on developing more emotional intelligent employees by cultivating an emotional environment that promotes positive behaviors, system thinking and group learning. Thus, the generating benefits can be identified at both individual and organizational level, including higher levels of employees' personal development, better communication processes and implementing organization's vision.

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**Keywords: work-group emotional intelligence, learning organization, Greek independent administrative authorities**

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## **Employee's Turnover Intention: A Case of Entrepreneurial Turnover Intentions among Employees in Malaysia**

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The employee's' turnover intention has been looking at one of the indicators of organizational performance. There are many reasons can lead to the turnover intention of an employees, and most of the recent research were associated with employees' turnover intention that focusing on entrepreneurial intentions. This research will focus on employee Maslow Theory, the basic need of human and its effects on turnover intention, with the current economic condition in Malaysia, findings revealed that job satisfaction and job security are the potent predictors of entrepreneurial intentions will lead to turnover intentions among employees. The study was done among the employees at several firm in Malaysia and 400 questionnaires were distributed. Correlation analysis and regression analysis were performed, thus the result indicates that job security ( $r=-0.768$ ,  $p=0.01$ .) shows the highest of negative significant result toward entrepreneurial turnover intention compared with job satisfaction. Lastly, it will guide the firm by understanding the important need of job security among employees in reducing the entrepreneurial intentions that will lead to turnover intentions.

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**Keywords: employee's turnover intention, entrepreneurial turnover intentions**

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## **The Ethics of Care in Crisis Communication: A Latin American Contrast**

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Framed by the normative side of the crisis communication literature, this study examines and compares messages submitted by two large Latin American firms belonging to the extractive industry when dealing with crises produced by their actions and decisions. By focusing on the application on ethics of care principles, this study illustrates two divergent ways of holding interpersonal relationships and benevolence as a virtue when addressing stakeholders in the aftermath of two recent socio-environmental disasters with human losses in Venezuela and Brazil. For this purpose, we analyze the offending firms' official responses coming from different sources (e.g. press releases, websites, media declarations and interviews, and sustainability reports) both within and across the two cases. Results show the contrasting ways in which these firms approached their stakeholders through crisis responses. While the Venezuelan firm failed to properly conveying a care response, the Brazilian firm was always concerned on paying tribute to the victims and expressing sympathy for those affected. On a closer look, we compare the background of each case and argue that the socio-political context influences corporate decisions of crisis response in Latin America. We argue that this could be generalizable to other developing economies.

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**Keywords: crisis communication, crisis response, ethics of care, extractive industry, Venezuela, Brazil, Latin America**

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## **Strategic Planning Formulation in Pesantren: A SWOT Analysis Approach**

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Strength, Weakness, Opportunities and, Threats (SWOT) technique examines both internal and external factors of an organisation. The prioritized SWOT factors are used to formulate management strategies using SWOT matrix. The purpose of this study is to determine influencing factors of Pesantren (Islamic Education Institution) through SWOT analysis method and to formulate strategies utilizing SWOT matrix based on those factors. The qualitative research methodology was used to develop this paper. This study used primary data to come directly to research sites to obtain the necessary data through observation with interviews to the head of the Pesantren, the head of sub-section, teachers, accounting and finance staff involved in the preparation of budgets and financial reports. Data analysis in this study used descriptive analysis with 5 informants for each Pesantren or 30 informants in 6 Pesantren at Jabodetabek Indonesia. The result of this study is obtained that institutional management is still weak and less supported by the development of financial human resources that understand about the financial bookkeeping, but the strength seen from the advanced development of Pesantren IT technology and able to compete with other formal education. To support their decision making process and their strategies will work well if all policies and programs that have been planned can be socialized well and supported by the development of human resources that can compete in the surrounding education environment.

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**Keywords: strengths, weaknesses, opportunities, threats, SWOT analysis**

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## **Should REIT Investors be Concerned about Changing Economic Conditions?**

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Real Estate Investment Trusts (REITs) have been praised for being an effective way in which individual and institutional investors could invest in the U.S. real estate. For decades, REITs offered above-average yields and low volatility during the times of the post-crisis growth and low interest rates. According to the current development, these times are about to end. Central banks around the world have initiated their plans to stimulate the interest rates' hikes, and some analysts warn about a possible market correction in the foreseeable future. The aim of this article is, based on the data from 1972 through 2017, to describe the sensitivity of REITs' returns to those of the stock market and to the dynamics of interest rates, and to compare the findings with the previous research. As we will demonstrate, REITs remain sensitive to the stock market performance, but contrarily, we found only little evidence that long-term oriented investor should be overly concerned about rising interest rates.

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**Keywords: REIT, real estate investment trust, interest rate**

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**Must it be Serious? Testing Gamification, Hedonic, and Cultural  
Factors in the Adoption of smartphone Banking**

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The purpose of this study is to identify the potential influence of the utilization of game techniques and designs and cultural factors in the adoption of smartphone banking services. The model of the study was quantitatively tested using Partial Least Square (PLS) Structural Equation Modelling as the data of the study were collected among users of Smartphone Banking in Nigeria. The findings of the study reveal that gamification, hedonic motivation and cultural factors along with TAM variables are strong determinants of Smart Phone Banking adoption. This study extends the TAM by including gamification, hedonic motivation from UTAUT2 and cultural factors. Practitioners can draw significant insights on how to effectively design smartphone banking especially that the trend is moving largely towards these directions in the financial industry and through which value can be created for users. To the limited knowledge of the researchers, this is the first time that TAM, UTAUT2, gamification and cultural factors are combined in order to enrich literature and advance theory.

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**Keywords: smartphone banking, adoption, gamification, TAM, culture**

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### **Industry 4.0: Changing Value Chains and New Business Models**

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The digital transformation as a consequence of the fourth industrial revolution, called Industry 4.0, based on a combination of many emerging technologies like Internet of Things, Big Data, Sensors, Cyber Physical Systems, Robots, Cloud Computing etc., will have impacts on the economy, business, society and politics and therefore it should be supported by multidisciplinary academic work (Schwab, 2017). Industry 4.0 evokes changes in how business are operated, organized, led and resourced (Schwab 2017). Using all of the new emerging technologies and their combination in the context of Industry 4.0 will make it possible to communicate and to share and to analyze data between supplier-manufacturer-customer in the business value chains, what means that the business processes have to be changed and adapted to the new circumstances. With Industry 4.0, the value chain of a business will be made up of more flexible and adaptive ad hoc. business processes and even it will be replaced by value chain networks by so called eco systems, where many value chains of different businesses are interconnected (Prause, 2015; Seliger & Stock, 2016; Schaeffer, 2017). Changing value chains makes it possible to generate innovative - especially service-oriented – business models in new areas of these ecosystems (Prause, 2015; Seliger & Tock, 2016; Jung & Kraft, 2017). The aim of this work is to analyze the impacts of Industry 4.0 especially on business value chains and on new business models.

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**Keywords: industry 4.0 – IoT-digital transformation – value chain networks – eco systems**

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## **Intuitionistic Fuzzy ELECTRE Method for Green Supplier Selection Problem**

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Supply chain management is one of the fundamental functions that enable firms to move forward in the competitive environment. As a result of increasing competition conditions and customer expectations supplier selection problem has also become increasingly important. In addition to the difficulty of supplier selection, increasing environmental awareness and responsibilities brought the problem of choosing green suppliers. In this study, the problem of choosing green suppliers aiming for lean, agile, environmentally sensitive, sustainability and durability are addressed. Environmental criteria are taken into account in choosing green suppliers as opposed to classical supplier selection such as carbon footprint, water consumption, environmental applications, and recycling applications. Considering the Multi-Criteria Decision Making (MCDM) approaches, which have an efficient and important place in the literature for evaluating and selecting the classical and environmental criteria, the ELECTRE method has been used in the problem of green supplier selection. Since all criteria cannot be quantified and there are linguistic criteria exist, it has been necessary to integrate the fuzzy approach to the ELECTRE method in order to minimize ambiguity and instability. It was decided to use the Intuitionistic Fuzzy ELECTRE (IFELECTRE) method, because this method allows decision makers and criteria to be evaluated. The proposed hybrid method is an effective method for choosing the most suitable green supplier among the alternatives according to the criteria determined by the order of importance and can be applied to similar problems.

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**Keywords: green supplier selection, multi criteria decision making, intuitionistic fuzzy ELECTRE**

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### **Institutionalization in SMEs**

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It is a necessity for enterprises to survive in an increasingly competitive and globalized environment, to develop, to be able to sustain their assets and to be able to be transferred to the next generation, to achieve an institutionalized level of business. It is clear that the way of achievement for businesses is the institutionalization. In this study, the impact of institutionalization on business performance was analysed in Small and Medium Sized Enterprises (SMEs). In this quantitative research the hypothesis was tested using Explanatory Factor Analysis and linear regression techniques based on available data from 295 surveys. As a result of the research, it was stated that the flexibility component of institutionalization structure had an essential effect on both financial and non-financial business performances. It was also concluded that the components of professionalism, simplicity, transparency and consistency are only essential effects in terms of non-financial business performances.

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**Keywords: institutionalization, small and medium-sized enterprises, business performance**

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## **Air Transport - A Source of Competitive Advantages of the Region**

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This study investigates the relationship between the development of the air transport and the economic development of the Bulgarian regions and the improvement of its competitiveness over the period of 2000–2016. The timeliness of the problem is related to the contradictory impact of the air transport on the economic effects of aviation development and related socio-economic effects at local and global level. The purpose of the report is to identify the impact of the air transport on the economic development of the region. In this connection, the following tasks have been set: to monitor trends in the development of the air passenger transport sector; to determine the impact of the average annual income per capita on the passenger flow; to establish the impact of passenger flows on the average annual income of the population as an indicator of the sustainable development of the region. The aim of the article is to establish the link between the passenger flow and the gross domestic product of the region. Economic data processing methods for the 10-year period are used through the Gretl program. The data obtained is evidence of the positive impact of air transport development on the competitiveness of the region and its steady social-economic growth.

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**Keywords: economic growth, air transport, competitive advantages, region**

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**Banking Sector Development, Inflation and Economic Growth in Asian Countries: A Panel Causality and Co-Integration Approach**

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This study investigates the causal relationship between banking sector development, inflation, and economic growth in six Asian countries (Bangladesh, China, India, Malaysia, Pakistan and Sri Lanka) over the period of 1970-2016. Using a Pedroni panel test, Kao co-integration test, Panel Granger causality-based Error Correction Model, Dynamic ordinary least square (DOLS), and Fully modified ordinary least square (FMOLS), this study finds that the development of the banking sector generally has a positive relationship with economic growth in the long-run. This results showed that in the long-run, monetary management and credit flow play a vital role in the economic growth. This study also confirmed the response causality between the indicators of banking sector development and economic growth. Based on the empirical findings, this research provide important policy implications to the banking sector and economic supervisory bodies in order to achieve the long run economic growth.

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**Keywords: banking sector development, panel granger causality, inflation, economic growth, Asian countries**

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## **Comparison of Fuzzy AHP and Fuzzy TOPSIS Methods for Municipal Services Evaluation**

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Since municipalities are the closest institution to society, they are one of the biggest factors for parties to achieve success in local elections. For this reason, mayors must know the wishes of the people well in order to win elections again and provide benefit to the party by making improvements according to the needs of the people. Otherwise, this rule also applies the mayor in the parties. If a person in a municipality management isn't accepted by the people and s/he make dissatisfied the people in terms of their services, the parties can change the person in management. In short, this study covers both parties and mayors. The question is that how mayors know for certain which services are the most important to gain party appreciation by gaining citizen appreciation. It is seen that no work has been done in the field of municipality and elections. In this study, we aimed to reach the solution of the question so that mayor can maintain substantial existing chairmanship. In order to accomplish the result, 9 main criteria have been defined as municipal service criteria. Afterwards, fuzzy analytic hierarchy process (FAHP) approach and fuzzy TOPSIS methods will be used to weight the criteria which are evaluated by an expert and they will be prioritized according to this weight. Finally the results will be compared with each other.

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**Keywords: fuzzy AHP, fuzzy Topsis, multi-criteria decision making, municipal services**

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## **Air Transport and Economic Growth of the Regions: Cointegration and Analysis of Causation in Bulgaria**

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Air transport is important structure in the connecting of regions. Air services provide important economic and social benefits, but very little research has been done on the link between regional air transport and economic growth as measured by its gross domestic product (GDP). This study provides the first empirical evidence that there is a short-term and long-term causal link between regional aviation and economic growth. The author analyzed three international airports in Bulgaria during the period 1995-2015. Purpose of the study - the relationship between economic growth presented by the GDP and the number of passengers. This research utilized a standard econometric procedure for testing co-integration and causality between PAX and GDP. Time series of GDP and PAX were tested for a panel unit root via the IPS test procedure. Three types of test are used: short-run causality; long-run causality and strong Granger causality. The causal relationship between PAX and GDP could be in either or both directions or have no interdependency. We investigate bidirectional causality. The results show that there is no short-run causality. Our results clearly demonstrate the long-run causality between air transport and the local economy in one direction – the growth in GDP causes the growth in the number of passengers.

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**Keywords: air transport, airports, economic growth, regions, GDP, PAX**

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## **Economic Effects and Invision of Low Cost Carriers On Bulgarian Air Market**

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Low cost aviation carriers already occupy a significant share of the Bulgarian aviation market. The realities are that thanks to the emergence of low-cost carriers, is significantly rising the number of passengers transported through airports. This, of course, is due to the low prices offered by these carriers. The application of such prices is linked both to the reduction of operating costs and to the successful policy of tariff management achieved by carriers. Some non-market methods are used to de facto subsidize the activity of carriers. Regional development funds at an airport have been set up to redirect public funds to the carrier. The state approves airport charges that are lower than the actual costs of covering activities to attract cheap operators. Introduced discounts in fees suggest that airlines that do not qualify for these discounts actually borne unfairly distributed among all carriers costs related to airport charges. The aim of the paper is to analyze the policy related to the activities of low-cost aviation carriers on the Bulgarian market, pointing to examples of dumping, inconveniences for passengers related to quality of service, which is excused by low prices. In order to achieve the objectives of the survey, both statistical information and own surveys and observations related to the activities of low-cost companies are used. Systematic and dynamic economic and statistical analysis is applied. On the basis of the conducted study, guidelines and proposals for solving the mentioned problems are formulated.

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**Keywords: low-cost carriers, non-market approaches, airport, fees, quality of service**

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**Adopting New Heritage Model for Ecotourism Plan in National Key Economic Areas (Nkeas) to Improve Tourism Sector Performance in Malaysia**

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Tourism sector performance contributes to a large part of the Malaysian service economy (The World Factbook, 2013). In 2016, Malaysia has faced an economic crisis and it affects tourism sectors. Moreover, data from the Ministry of Tourism have shown that the number of tourists are decreasing at 1.5% in March 2016. This scenario has become a serious issue for government because Tourism Sector is one of the government's important agenda in the NKEAs through National Ecotourism Plan. According to the Ministry of Tourism (MoT, 2013), the nation's tourism sector is now the sixth largest contributor to the national economy in 2014. Unfortunately, among of all agendas in 21 Action Plans, none of it mentions about heritage tourism. The study was done among the tourist at several heritage site in Malaysia and 200 questionnaires were distributed. Correlation analysis and regression analysis were performed, thus the result indicates that Heritage Spending Behaviour ( $r=0.55$ ,  $p=0.001$ ,) shows the highest of positive significant result toward Tourism Industrial Performance compared with other two variables. Lastly, it will guide the government by understanding the important need of visitors and it can apply to other heritages sites in Malaysia.

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**Keywords: heritage model, national ecotourism plan, NKEAs, tourism sector performance, Malaysia**

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## **Developing an Integrated Innovation and Entrepreneurship Ecosystems Model for Smart Policy Decision Making**

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The research aim is to develop a conceptual framework and to create a comprehensive model as support to policy decision makers involved in national and regional sustainable innovation and entrepreneurship ecosystems development. The Innovation and Entrepreneurship (I&E) ecosystems today are recognized as the crucial forces boosting development of nations worldwide, and numerous institutions, experts, and teams have engaged in developing methodology, models and tools for measuring, monitoring and improving the I&E environments. Multiple approaches, methods and models have emerged aimed at serving, among others, the need to provide comprehensive methodological support to policy makers. Different composite global indices and indicators for evaluating Innovation Ecosystems and Entrepreneurship Ecosystems exist today and country ranking positions differ according to these indices. In this paper, global innovation and global entrepreneurship indices are compared for correspondence, coincidence and compatibility, and critical analysis results in developing the framework for integrating I&E ecosystems and creating a comprehensive model. It is argued that only with an integrated approach leading to a comprehensive I&E Ecosystem (I&EE) model, consistent rankings between countries can be established and it could serve as a valuable tool for policy makers for improving the country's position in respect to the potentials, capacities and results in the domains of innovation, entrepreneurship and competitiveness. The relevance of the suggested framework and IEE model is focused primarily at serving the needs of policy makers to better understand and identify relevant factors in the domains of the I&E Ecosystem, in relation to recognizing opportunities, priorities and developing smart strategic solutions that fulfill economic, environmental and social development goals.

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**Keywords: innovation, entrepreneurship, ecosystem, integrated model**

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**The selection of Amphibious Assault Vehicles (AVV) for Landing Platform Dock (LPD) TCG Anadolu by using ELECTRE Method**

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Landing Platform Dock (LPD) designed to have the main task functions of "Transferring of Forces" and "Amphibious Operations" has been fully equipped for those operations. Selecting the best vehicles for LPD used to fulfill the specified operations is a complex process. In this article the ELECTRE method which is one of Multi-Criteria Decision-Making (MCDM) has applied the selection of Amphibious Assault Vehicles(AAV) deployed in TCG ANADOLU. For this case study, firstly information about AAVs is given and the Analytical Hierarchy Process (AHP) used for the study and the ELECTRE method which is the basis of the study are explained. Within the scope of the study, the criteria required for the model have been determined by a delegation in the field of amphibious operations in the Turkish Naval Forces, four different AAVs in the international defense industry market have been examined by the same delegation. Criteria's weights which use for the application of the ELECTRE method have been determined by AHP.

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**Keywords: analytical hierarchy process (AHP), ELECTRE, landing platform dock (LPD), amphibious assault vehicles (AVV)**

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**Effects of Emotional and Spiritual Intelligent on Job Performance  
among the Temporary Nurses in Abdul Riva'i Regional General  
Hospital**

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This study examined the effect of emotional and spiritual intelligence on performance of temporary nurses at the Regional General Hospital of Berau District, East Kalimantan Province, Indonesia. It also investigated the mediating role of organizational commitment on the relationship between emotional and spiritual intelligence on the performance of these nurses. Survey data collected from 129 respondents were examined using the structural equation modelling (SEM) technique utilizing AMOS version 22.0 software. This study found that emotional intelligence and spiritual intelligence have positive and significant effect toward organizational commitment. Subsequently, organizational commitment has positive and significant effect on temporary nurse performance and positively mediated the relationship between emotional intelligence and spiritual intelligence on temporary nurse performance. The results of this study can assist hospital administrators in Indonesia to look into improving the temporary nurses' performance by focusing on their organizational commitment. It is also pertinent for them to understand the role of emotional intelligence and spiritual intelligence when undertaking action to strengthen the nurses' organizational commitment.

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**Keywords: emotional intelligence, spiritual intelligence, organizational commitment, and nurse performance**

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## **Competencies to Knowledge Management: The Effects of Training and Development on Knowledge Management among Engineers**

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Competencies are defined as the combination of knowledge, skills, abilities, and behaviors that contribute to individual and organizational performance. Competencies are one of the common issues that discussed from the early stage of human resources development. The organization has been paying a lot of attention to the employees' competencies especially when they completed the job, but organization and employee do not know actual factors that affecting employee competencies. Do the increase attention of organization and employee toward competencies of the employee, this research is conducted to study the Training and Development and its influence on competencies among engineers. This study aimed to identify the actual factors that are affecting competencies of engineers. The objective of the study is to measure how training and development influence the competencies of engineers. There were a total 140 respondents to this study among engineers from the manufacturing industry. In term of gender, there are 81 male and 59 female engineers. A questionnaire was designed in obtaining the relevant data and divided into two parts which are questions about respondents' background, and the influence of Training and Development on competencies. The data obtained was processed by the use of SPSS package as descriptive and statistical analysis. The findings of this research show that training and development have a significant relationship with competencies of engineers which is  $b=0.535$ ,  $p < 0.05$ , were by the  $r$ -value  $0.604$ ,  $p < 0.05$ , and  $M = 2.073$ ,  $SD = 0.409$ . Implications from this study help to understand Training and Development and its Influence on competencies of engineers as a well as in various benefit in the future.

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**Keywords: training and development, competencies, engineers, manufacturing industry, theory taxonomy of performance, theory McLagan's models**

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## **The Impact of Using Mobile Technologies in eLearning: M-LEARNING**

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The use of mobile devices is getting more common in eLearning. To improve appropriate learning strategies and how instructors need to conduct the learning through mobile devices are important topics to be researched. In this context, this study examined students' perceptions, opinions of using mobile technologies as part of the eLearning program with data from 786 students. Descriptive statistics showed that most of the students used the latest smartphones technologies, they generally agreed with using these as part of their eLearning program on Moodle learning management system and using such technologies did not create any serious technical or other problems. The study also showed that the adoption of smartphones to learning will be an enhancing factor to increase students' interactivity with learning materials, instructor and the learning environment which will contribute students' learning.

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**Keywords: e-learning, m-learning, learning management system**

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## **Emotional and Political Aspects of Working in a Functionally Diverse Team**

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There have been conflicting arguments regarding the effect of functional diversity on group functioning. Although some scholars have argued that functional diversity contributes to the improvement of group functioning, proponents of similarity-attraction theory have claimed that working with others with different expertise can increase one's feeling of stress. Past studies have shown the significant effects of individuals' skill and ability have on team functioning, few studies on functional diversity have included individuals' skill and ability in their research models. Therefore, it is valuable to explore individual's ability and skill to work effectively with others dissimilar to him/her. Relying on Lazarus's transactional theory of stress, this study hypothesized that political skill and emotional intelligence moderate the impact of perceived functional dissimilarity on one's feeling of stress. Hierarchical moderated regression analyses using a sample of Japanese workers revealed that perceptions of functional dissimilarity led to one's feeling of stress for individuals low in emotional intelligence, but not for those high in emotional intelligence. The analysis showed that political skill did not have such moderating effect.

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**Keywords: functional diversity, perceived dissimilarity, political skill, emotional intelligence, job stress**

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## **A Decision Support System for Disaster Response in Humanitarian Relief Logistics**

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Turkey is under risk with potential disasters due to its geographic location. The disasters that may occur in the Turkey are house fire, floods, snow, mine stove, terrorist attacks, earthquakes, landslides. This research focus on humanitarian relief chain responding to disaster scenarios that may occur in Turkey. The main objective of this research is to establish a Decision Support System (DSS) for disaster damage reduction which provides opportunity to allow planning in the framework of scenarios that may occur during the preparation period and opportunity to build an action plan in the most effective way on determining the need at the moment of disaster. In particular, aimed to develop a model that determines which logistics centers can be used for those affected by the disaster and the amount of relief supplies to be stocked at each logistics center. This model insists inventory decisions consider multiple item types for different disaster scenarios. The model, with the aim of being able to be used, will be run in an open source Geographic Information System (GIS).Results the decision support system to be made, possible to meet the demands of losses and damages that may be caused by disasters in the shortest time with the least cost.

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**Keywords: humanitarian logistics, DSS, geographic information system (GIS), humanitarian relief chains**

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**Further Steps in the Relationship between Environmentally-friendly Practices and Companies' Performance: The Role of Reputation and the Institutional Environment**

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Firms are increasingly more pressured to show good behaviour toward the environment, particularly those known for the high environmental impact of their activities. Despite the high costs of implementing proactive environmentally-friendly actions, most companies are trying to take advantage from savings due to resources or emission reductions. However, the empirical evidence in this respect is inconclusive. Therefore, the main aim of this research is to answer the question “is it worth being green?” through the study of the mediator role of reputation, and the moderator role of the institutional environment and industry in this relationship. The study is focused on manufacturing firms. The results show that being Environmentally-Friendly has a positive influence on companies' performance. Despite the previous evidence, reputation does not show any mediator role in the relationship, whereas the institutional environment in which each company operates plays a moderator role in it.

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**Keywords:** environmental practices, financial performance, reputation, institutional environment, manufacturing, green-washing, industry, institutional theory, eco- efficiency theory

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## **Key Skills and Competences for Social Business Advisors: Views from Experts**

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The aim of the article is to analyze the training needs as a difference between the current and desired state of knowledge, skills and qualifications of business advisors to provide the necessary consulting services to social entrepreneurs and social enterprises. Professional profiles of social business advisors are presented on the basis of published job requirements in organizations providing business consulting to social enterprises and by some organizations outside the country due to the poor development of these activities at national level. The research includes the results of 30 interviews with three categories of experts: “Business advisors”, “Business advisors entities” and “Social entrepreneurs”. Business advisors usually provide financial, marketing, management and strategic advice to small and mid-sized companies, cooperatives, social enterprises and other formats of company formations with social oriented goals. The business advisors should also have an excellent business sense and keen communication skills require in order to be able to adequately support social entrepreneurs and social enterprises.

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**Keywords: social business advisors, skills, competences, qualifications**

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## **Roles of Employer Branding on Employer Attractiveness and Job Selection**

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Quality of the employees is the key for competitive advantage in business nowadays since it is one of the most important factors that drive the organization to its success. The effectiveness of the employee selection and job employment process has been issued in the human resource field for decades. “Employer branding” is a human resource strategic tool that the organization can use to obtain the talented and skillful employees who fit well with the organization and its requirements. Five branding constructs i.e. brand trust, brand image, brand sincerity, brand competence, and brand affects are emphasized in this study. Extended from the employer branding, the concept of employer attractiveness is also introduced. This study aims to investigate relationships among employer branding, employer attractiveness, and employer brand value and job selection. Employer attractive scales were developed and the questionnaire survey with 1,128 job seekers was conducted. Structural equation modeling was applied as the major data analysis tool. The results indicated the significant relationships between brand competence, brand affect, and brand trust and employer attractiveness were shown. Significant relationship between all employer branding constructs and employer brand value except brand competence were also found. Employer brand value was significantly related to employer attractiveness and but not to intention to apply for the job. Significant relationship between employer attractiveness and intention to apply for the job at their favorite firms was shown. Mediating effect of the employer attractiveness on the employer branding and job selection was illustrated.

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**Keywords:** employer branding, employer brand value, employer attractiveness, job selection

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## **A Conceptual Review on Organizational Cynicism**

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Organizational cynicism is a negative attitude towards one's employing organization. Researches based on organizational cynicism in management and organizational behavior literatures are increased due to the negative consequences of cynicism for both individuals and businesses (such as job satisfaction, organizational citizenship, commitment or resistance to change). Cynicism can be towards one specific object or multiple objects and is a broad attitudinal concept. Therefore, the variables related to cynicism vary from individual to environmental contexts. This paper aims to make a conceptual review on organizational cynicism in business literature and to indicate conceptual and empirical gaps for further studies. In order to address unanswered questions on what are the predictors and outcomes of organizational cynicism, more qualitative and quantitative work is required. Last but not least, not only the direct relations of organizational cynicism with the variables but also the mediating and moderating roles are needed to understand cynicism concept more comprehensively. Theory development in this field would benefit also from a greater integration between qualitative and quantitative research.

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**Keywords: organizational cynicism, conceptual review, literature review**

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## **A Triple Bottom Line Approach for Sustainable Supplier Selection by Using Fuzzy Multi-Criteria Evaluation**

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It is well known that “sustainability” strategies have moved further and further up over the past decade due to help companies to improve the effectiveness their marketplace and perform better in operations. For companies, sustainability would gain long-term consequences such as getting greater profits and creating their own consumer path. The Triple Bottom Line (TBL) is a key element of the companies to achieve social, environmental, and economic benefits. Supplier’s performance directly affects a company’s performance not only environmental or economic issues but also sustainable issues. Thus, sustainable supplier selection has become the highly relevant topic and can be regarded as a multi- criteria decision making (MCDM) problem that involves many conflicting evaluation criteria. This paper explores an integrated framework based on TBL approach to determine sustainable suppliers. After determining the evaluation criteria and the alternatives, the integrated fuzzy MCDM algorithm is implemented. Type-1 fuzzy numbers are used to express linguistic values of experts’ subjective preferences. At first, FAHP is used for obtaining the weights of the main criteria and related sub- criteria. Then, TOPSIS method is applied for ranking the suppliers. A case study is proposed for sustainable supplier evaluation in a specific company in Turkey.

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**Keywords: triple bottom line approach, sustainable supplier selection, fuzzy multi-criteria evaluation**

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**The Effect of Internal Branding Management on Brand Citizenship  
behavior with the Role of Mediator of Brand Commitment and  
Organizational Justice**

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Prior research show employees' role in building strong brands. Also, Companies have found that employees play important role in the corporate branding process. Internal branding has beneficial effects on the employee behaviors. The main objective of this research is to study the relationship between internal branding management, brand citizenship behavior, brand commitment and organizational justice. In terms of purpose, the research is applied and terms of the relationship between variables, it is correlational. Research methodology is also survey. The statistical population of the research was the employees of the major private bank in Tehran. A total of 400 questionnaires were collected from the respondents. In this research, Smart PLS software was used to test hypotheses. Findings highlight that internal brand management has a positive effect on brand citizenship behavior. Also, the mediation role of brand commitment and organizational justice was approved in the relationship between internal branding management and brand citizenship behavior.

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**Keywords: internal branding management, brand citizenship behavior, brand commitment, organizational justice**

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## **Possibilities for Reduction of the European Union Energy Dependence**

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The main objective of the paper is to make an analysis of the EU measures for reduction of the energy dependence in the last decade (after the Russia-Ukraine gas crisis in 2009). This objective is de-composited into three sub-objectives: First, to outline the EU strategic decisions and documents and to summarize the changes in the EU legislation aimed at energy dependence reduction; Second, to make an international comparison of the energy intensity of the EU economies; Third, to draw conclusions and to formulate ideas and recommendations for improving the performance of the energy efficiency of the economy. This is a conceptual paper and the basic research methods that have been used for its' development are comparative analysis and generalization and analysis of the main strategic and legal documents relevant to the research subject. The research result represent conclusions paving the read for evidence –based recommendations on policy measures improvements.

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**Keywords: energy dependence of the European Union, energy intensity of the EU economies**

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## Digital Leadership 4.1

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Industry 4.0 stands for the fourth industrial revolution and indicates a new digital industrial technology which creates disruptive changes in organizational processes. Industry 4.0 is based on highly intelligent and connected systems that produce an entirely digital value chain. Industry 4.0 is not only boosting manufacturing productivity but also shifting economics, creating significant investments, fostering industrial growth and even revenue growth, modifying the profile of the workforce by increasing employment with competencies in software development and IT technologies. In this study, the human dimension of industry 4.0 has priority, by analyzing behavioral leadership theories that focus on the study of the specific behaviors of a leader, developing a 4.0 Leadership Matrix for digital leaders and applying this matrix to establish a self-evaluation test for 4.0 leadership capabilities. The results of this study revealed that the developed industry 4.0 leadership style might have the dimensions first-year students, social, technological or digital, where the 4.0 digital leader forms the highest reachable level in the 4.0 leadership matrix.

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**Keywords: digital leader, industry 4.0, leadership**

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**Does Job Satisfaction Lead to Organizational Commitment among Foreign Athletes in Thai Sport Associations?**

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This study aims to examine whether job satisfaction lead to organizational commitment among foreign athletes hired by Thai sport Associations. As it is a common phenomenon that many of those hire an increasing number of foreign athletes in recent years, it is important to understand their satisfaction with their work and the amount of commitment they have with their affiliated association, and if the former contributes to the latter. A multi-stage sampling design is used for the selection of participants recruited from major sport associations in Thailand. Data were collected using a structured summative questionnaire. Regression was applied for data analysis. Findings of the study revealed that foreign athletes were moderately satisfied with their job and highly committed to the organization and a significant relationship was found between the two variables. Sport association management can learn from this study and try to design policies and implement strategies which would attract foreign elite athletes. Future research can be directed towards Thai expatriate athletes hired to play outside Thailand. Alternatively, an inquiry can be extended to include other organizational variables of interest in sport organization context.

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**Keywords: job satisfaction, organizational commitment, sport association**

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### **Order Scheduling on Parallel Machines**

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Manufacturers have tried to use different methods to keep the budget at minimum while providing good service. For this purpose, researchers have been dealt with considering the single machine, parallel machine or flow type problems which play a dominant role in production. There are more than one customer and more than one job ordered by each customer. Also, the jobs in each customer's order are different from each other. These jobs are being sent to parallel machines which have the same characteristics and expected to be processed as soon as possible. In this problem, there is a scheduling for customer orders to be delivered to the customer in an optimum manner.

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**Keywords: scheduling, order scheduling, parallel machines**

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### **The Key Factors that Determine Environmental Consciousness**

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Nowadays, the quality of the environment around the world has deteriorated dramatically because of the rapid growth of the population and urbanization. This has created harmful consequences for people's health as well as the environment. Everybody has to be environmentally conscious, and this has to be reflected in people reducing their use of products, reusing products, and recycling products in order to protect the environment. In order to encourage the spirit of environmental consciousness, this study investigates the factors affecting the formation of environmental consciousness in the mind of the general public. The factors that are assumed to influence such environmental consciousness are responsibility, altruism, being a nature lover, subscribing to the concept of long-termism, Buddhism, self-efficacy, parents, friends, mass media, and knowing how to protect the environment. A total of 400 responses were collected from self-identified adult pro-environment shoppers in Bangkok using face-to-face interviews. The results of the multiple regression analysis indicated that ethical orientation tended to be the key factor influencing the environmental consciousness of the general public. The main positive determinants of environmental consciousness were responsibility, altruism, and being a nature lover, followed by long-termism and Buddhism. The non-ethical orientation included self-efficacy, parents, friends, mass media, knowledge of how to preserve the environment, as well as the demographic variables such as gender, age marital status, education, and household income, were not seen to have an influence on the environmental consciousness of the general public.

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**Keywords: factor, determinant, environmental, consciousness**

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## **The Effect of Risk and Trust in Investment Decision Making**

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This study aims to examine the effects of risk functions such as risk perception, risk tolerance, risk taking, performance risk, social risk, financial risk and trust such as confidence, trust in investment decision making. In this regard, our sample consist 235 students who are aged eighteen and above. Data were collected from Kırklareli University undergraduate and associate graduate students using the survey method. In this study, we analyze the effect of risk functions (risk perception, risk tolerance, performance risk, social risk, financial risk, risk taking), trust and confidence on decision making using multiple linear regression model. According to analysis results, confidence, risk tolerance, performance risk, financial risk, social risk and risk taking independent variables have relationship between investment decision making. However, risk perception and trust have no relationship between decision making on students.

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**Keywords: behavioral finance, risk perception, trust, investment decision**

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## **Leadership Styles of Managers from the Perspective of Gender**

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The main objective of the contribution is to find out whether there are any statistically significant differences in the assessment of the selected leadership attributes between managers from the perspective of gender. A differential analysis was conducted on the sample of 129 respondents (55 male managers – 42.6% and 74 female managers – 57.4%) on the basis of the data collected by means of two methodologies for detecting the leadership behavior attributes: Managerial Grid (Blake and Mouton, 1964) and the new original methodology PALEQ (Paternalistic Leadership Questionnaire). The results of the analysis confirmed the existence of statistically significant differences between the male and the female managers in assessing the individual leadership attributes. Based on these results, it can be concluded that in terms of the assessment of leadership behavior, male managers use the authoritarian forms of leadership more extensively, whereas female managers are more oriented at the lenient, clement leadership behavior, as compared to the male managers.

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**Keywords: leadership, gender, male manager, female manager, PALEQ methodology**

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## **CPEC Proofing of Hospitality Entrepreneurship in Pakistan: Opportunities and Challenges**

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The core objective of this research paper was to explore the significant impact of China Pakistan Economic Corridor (CPEC) on hospitality entrepreneurship opportunities in Pakistan which proofed deep potential. The hybrid methodology has been applied on this research paper, the quantitative technique which was comprised on 384 students of entrepreneurship education. They were selected from different higher-education Institute (HEIs) of Pakistan through simple random sampling. The qualitative technique was consisted on 20 in-depth interviews, situational analysis and document with the support of visual effects. The quantitative results demonstrated that characteristics, reasons for selecting hospitality as job, personality traits and motivating factors these have been played a significant and positive role in hospitality entrepreneurship. Same was the case in results which revealed that CPEC proved itself as a game changer project not only for Pakistan`s economy but as well as for regional prosperity with special emphasis on hospitality entrepreneurship in Pakistan. This research study was restricted only on entrepreneurship students and well informed personalities about CPEC. There were very few studies which have been investigated related to the hospitality entrepreneurship in Pakistan through CPEC effects.

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**Keywords: Pakistan, CPEC, Hospitality, Entrepreneurship**

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## **Institutional Inclusiveness at Government and Company Level: Comparative Analysis**

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Institutionalism gives great significance to institutions, and on that basis evolved theory and practice of good governance and inclusive institutions. Inclusiveness refer to a normative sensibility, benchmark against which government institutions and companies can be judged and promoted. Institutional hypothesis attributes the central role to institutions which promote investment in human, physical capital and technology. Differences in institutions are at the root of the differences in prosperity across the world. World Bank Report the process of inclusion defines as: "1. The process of improving the terms for individuals and groups to take part in society. 2. The process of improving the ability, opportunity, and dignity of people, disadvantaged on the basis of their identity, to take part in society." Good institutions are characterized with three attributes: 1. establish and protect property rights; 2. restrict social elites which strive to expropriate income and property of others members of society; 3. provide equal chances for employment, social security and civil rights to all individuals. Authors suggest, as fourth attribute, level of Institutional inclusiveness. Inclusiveness should be used in evaluating overall performances both of government and companies. Inclusion in recent period becomes essential part of business strategy. The most competitive companies will retain talent through creating a culture of inclusion whereby they value and listen to the input of their employees: innovation is best achieved through diversity of thought; inclusive companies have the fastest rate of growth. Indices of inclusion at government and company level are needed to measure and assess performance of inclusive institutions.

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**Keywords: institutions, institutional inclusiveness, good governance**

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**Internal Factors Affecting Students' Performance in Accounting  
Courses: Anadolu University Vocational School of Transportation  
Example**

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The purpose of the study is to examine the effects of the internal factors (age, gender, mathematics knowledge, statistical knowledge, academic tendency, accounting infrastructure, prerequisite achievement) affecting the success of students in the accounting courses in the curriculum of a vocational school which is not specifically intended to provide accounting education. The multiple regression model, developed as a research method, tests seven independent variables on students graduating between 2011-2017. The results of the research show that there is a statistically significant relationship between the students' learning in high school accounting and the achievement in both general accounting and rail system cost accounting courses. Findings show that the academic tendencies measured by the average grade of the students are one of the determinants of the success of both accounting courses. In addition, success in an accounting course (General Accounting) taken in the previous year affects the success of the accounting course (Rail System Cost Accounting) taken in the following year. It has been understood that demographic variables (age and gender) tested in the study have no effect on dependent variables. The fact that the sample of the study consists of only one part of a single university is the main influence underlying the limitations of the study. The study model should be tested in new studies on the students of vocational colleges and business faculties with basic accounting education. In this way, internal factors affecting student performance will be determined more accurately. In addition, the factors related to the teaching and learning environment should be discussed. Thus, all the important factors affecting the student's success can be revealed and necessary studies can be done to increase the success. The results of the study are important in terms of making more accurate decisions to improve the quality of education in terms of academic decision makers and educational advisors.

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**Keywords: academic tendency, student achievement, accounting education, regression analysis**

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## **Developing Unique Model of Financial Literacy among Young Generations in Malaysia**

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Currently, financial literacy has become a major challenge in society, particularly among young generation. Financial literacy is about an individual's knowledge, behavior and normative influence towards financial matters. It will help the young generation to make a good financial decision. Financial literacy also involves an individual's ability to understand financial concepts and interpret data. Therefore, the purpose of this study is to assess the level of financial literacy among the young generation in Malaysia. It aims to (developing a unique model of financial literacy among young generations that determine the level of financial literacy which are demographic factors, behaviors, peer influences, family/parental factors, and the financial satisfaction. Hypothesized relationships are tested using survey response from a sample 500 respondents and received back about 410 feedbacks from the respondents. This questionnaire consisting of 42 items was developed to examine the determinants of financial literacy level and the total of the usable questionnaire represents 82% response rate. In regression analysis findings, two variables that are found to be significant in determining of financial literacy level are financial satisfactions and peer influences. Moreover, the correlation shows that there is significant value for behavior, family/ parental factor, peer influences and financial satisfactions in this study. Thus, this study suggests that it is important for the publics, academicians and university administrators, government, and financial advisor to increase the level of financial literacy by implement several of financial educational programmers. Lastly, this study considered as one of the studies that have contributed to the literature by developing understanding of financial literacy. More research and qualitative study related to financial literacy is suggested to be conducted for future research.

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**Keywords: financial literacy, peer influences, family factors, financial satisfactions, and behaviors**

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## **The Impact of University Social Responsibility Towards Producing Good Citizenship: Evidence from Malaysia**

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This paper provides empirical evidence on university social responsibility efforts and how it impacted community. The objectives are to investigate the role UTM plays within and outside UTM boundary in providing facilities and services to the community; and to explain how the facilities and services provided by UTM impacted the community. The study employed secondary data, surveys and focus group discussion to collect data on social impacts. The findings explain on how a university impacted on producing good citizenship through providing facilities and services to their community.

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**Keywords: university social responsibility, good citizenship, community impact, social impact**

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## **Corporate Governance and its Impact on the Quality of Internal Audit**

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The importance of corporate governance has emerged as a result of the economic and financial crises that have plagued many organizations around the world. The most important causes of the crises that led to the collapse of these organizations are due to financial and administrative corruption and weak regulatory systems. Hence, the need for procedures to develop and implement applications by the managers of these organizations in order to safeguard the rights of the parties involved and achieve accountability and control more effectively. Effective corporate governance ensures the accuracy of financial reports such as the report on internal control procedures and the report On financial results, and the effectiveness of internal control procedures. Internal auditing is the management tool that can be relied upon to regulate the movement of things, according to the paths that are set for them to achieve the desired goals. The internal audit function has been given great importance by organizations in their belief in the importance of the services performed by this function. The development of the internal auditors' performance and the quality of internal audit have become very important to reach the objectives of contemporary business organizations. This study examines the relationship between the pillars of institutional governance and the quality of internal auditing , Our current study aims to evaluation the importance of adopting and applying the principles of corporate governance in achieving the quality of performance of internal audit in the private sector companies in Iraq, sample of internal audit department managers and financial managers was survey in a sample of Iraqi companies ,The main findings of the study are that the process of adopting and applying the principles of corporate governance will achieve and enhance the quality of internal auditing in Iraqi companies, and The study presented several recommendations, the most important of which is the need to adopt and apply the private sector companies in Iraq to the principles of corporate governance that will achieve and enhance the quality of the performance of internal audit in those companies.

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**Keywords: governance, internal audit, quality, impact, accountability**

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## **Determining the Factors Affecting Individual Investors' Behaviours**

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Behavioral finance is a purely rational behavior of market investors. Behavioral finance theory has evolved, showing that investors who make investment decisions receive rationally, undergo daily change from past, and investment decisions can be taken under the influence of some psychological factors. This theory shows how human behaviors are effective in the functioning of investment decisions and that investment decisions can be made in non-rational behaviors. People are determined to invest under the influence of models and emotions and personal intuitions based on rational behavior and investment behaviors. Whether or not individuals are rational in the economic decision-making process is one of the main points of discussion and it seems quite complicated to be able to demonstrate this. This study will focus on individuals (investors), one of the economic decision makers. In the decision-making processes of individual investors, socio-economic factors as well as demographic characteristics and psychological factors have an effect on the risk perceived by investors. The purpose of this study is to identify stimuli that affect individual investors' factors that drive their decision to financial investment and to consider it in terms of behavioral finance. In this study, it will be analyzed whether there are any differences according to risk taking among investors with various socio-economic and demographic characteristics. In Aksaray, for example, predictions, emotions, psychological and sociological behaviors of personal intuitions determine the stimuli under which individuals who make investment decisions are under the influence of stimulants. For this purpose, an individual investor questionnaire that has been validated and authenticated previously will be determined and applied to 200 people in Aksaray. The data obtained from the research will be made ready for analysis by using SPSS (Statistical Package for the Social Sciences) statistical software program. In order to realize the basic purpose of the research, 'data cleaning' process will be applied first to collected data. Using SPSS package program, descriptive statistics will be done first, then analysis will be done using parametric or nonparametric analysis techniques to test research hypotheses according to whether the data show normal distribution or not. The results obtained from the analyzes will be interpreted and converted into findings and reported in comparison with previous research findings in the related literature.

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**Keywords: behavioral finance, individual investor, investment decisions, socio-economic factors**

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### **Evaluation of Industry 4.0 Technologies by VIKOR Method**

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The concept of Industry 4.0, which was first used in Hannover in Germany 2011, is becoming increasingly important. Smart cities, smart houses and smart factories are starting to be used frequently. These technologies will become a part of life in the future. In this study, the technologies used in smart factories, the goals and principles of smart factories are discussed. There is no clear information about which components are to be used in smart factories where product flexibility, product quality, production speed will increase and costs will be reduced with digitalization. There is also no clear information about the degree of importance. In this study, the methods and technologies that should be used in smart factories have been discussed and its importance has been emphasized using VIKOR method.

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**Keywords: industry 4.0, VIKOR method, smart factory**

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## **Accounting Standards: The Lessons from Small and Medium Enterprises**

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Financial accounting standards non-public accountability (SAK ETAP) is a standard created to improve the quality of SMEs financial statements in generating accounting information. Accounting information can help SMEs in making important decisions, identify business development, and manage finances so as to achieve more success. However, many SMEs have not been able to make a proper financial report in accordance with applicable standards. This study aims to determine the implementation of SAK ETAP in the SMEs sector. This study used primary data from questionnaires which distributed to owners of SMEs in the Ciomas, Bogor. The research sample consists of 113 owners. The research is qualitative research using survey method which to know the perception of business owners in SMEs sector about: accounting recording, financial reporting routine, constraint in accounting recording and how to increase accounting knowledge for SMEs by descriptive method. This study analyzed the data obtained to find out more about the implementation of SAK ETAP in SMEs. This study found that SMEs business people agree that the implementation of SAK ETAP will be easy and beneficial for their business. Training will be able to skillfully record these transactions and be adjust to their needs.

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**Keywords: SMEs, SAK ETAP, financial reporting**

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### **Do not Panic! Enhancing Service Recovery of Nursing Services**

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Service recovery has been an important issue due to broader social and economic context that shows greater demand for health, care and support which conclude that it is critical to study the health care services. Predicting that factors such as top management leadership, teamwork, empowerment, training and commitment is critical to be understood because all this factors will affect the motivation and attitude of employees toward service recovery. Furthermore, employee is one of source of sustainable competitive advantage to organisations. Nursing staffs are the one who have variety of jobs to perform and need to juggle with many jobs at many place in the medical profession. Hence, there is no doubt that failure in their service might occur and service recovery is very crucial to make sure that nurses will perform better in service recovery. This study, therefore, aims to determine the factors influencing service recovery among public nurses. Nurse from public hospitals from various hospitals in SeberangPerai Utara, Pulau Pinang were chosen as respondents for this study. A total number of 400 questionnaires are distributed to respondents using simple random sampling method. Only 368 questionnaires were returned and being used for analysis. The results of correlation analysis and regression analysis both have shown that three independent variables (empowerment, training and commitment) have significant relationship and influenced towards service recovery. In conclusion, the finding in this study shows that nurse's commitment is the most critical factors in service recovery.

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**Keywords: service recovery, nursing service, top management leadership, commitment, empowerment**

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## **Impact of Market Orientation and Marketing Strategy on Performance of Higher Education Institutions**

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This paper seeks to redressing recent years the challenges education and especially higher education have faced a number of challenges, both at national and international levels. The rapid development of universities and the increase in tuition fees together with the intensification of competition in the current education environment, force universities to adopt a market-oriented strategy to differentiate themselves from competitors. Also, in order to maintain the number of students, it is necessary to adapt the study programs to socio-economic, demographic changes and changes in supply and demand on the labor market. In this paper, we relate to the context of higher education institutions with economic profile in Iraq and we intend to identify, from a marketing point of view, the links between a series of elements that influence their proper functioning. In order to adapt to these changes and to keep their roles in society, universities have a range of marketing tools that, if used successfully, can influence the behavior of consumers of educational services in the way they want universities. This paper is an exploratory case study set in the context of Iraq higher education. It relies on qualitative research.

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**Keywords: market orientation, marketing strategy, mix marketing, higher education**

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## **A Decision Making Model for the Adoption of Cloud Computing in Turkish Organizations: A Conjoint Analysis**

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Cloud computing became the most efficient resource for following the business processes of companies and providing the required ICT capability for the last 10 years. It is a well-known fact that different cloud computing services help firms to orient themselves effectively to their functional goals. Because many additional issues such as budget, human power, time, personnel training required to use resources will automatically be handled by service providers. However, the reality of storing organizational data outside the company causes prejudiced and skeptical thoughts in top manager's mind for cloud computing adoption from the point of security and privacy. But, the companies will be using this technology ultimately since its cost and competition efficiency will become more important as data production grows all over the world and every field. In this study, we will identify the different service options of cloud computing in the companies and analyze the factors that affect these choices in the light of their decisions. Orthogonal experimental design is applied to identify choices based on three dimensions: cloud deployment models, service models and host type. Afterwards, conjoint analysis is implemented to rank the criteria of the alternatives from the choices gained from orthogonal experimental design.

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**Keywords: cloud computing, ICT adoption, decision making, orthogonal experimental design, conjoint analysis**

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**Competence of Entrepreneurial Teachers and the Information  
Communication Technology (ICT) Utilization: A SWOT Analysis  
Approach**

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The purpose of this study are: 1) assess teachers' perceptions of school readiness in utilization Information Communication Technology (ICT), 2) assess constraints of teachers in the use of ICT in learning, and 3) analyze strategic approaches based on SWOT analysis. This research used descriptive quantitative survey method to identify the conditions of schools using SWOT through observation with deep interviews to key informants who selected according to the criteria. They were entrepreneurship teachers from 11 schools in State Vocational High School in Bekasi City West Java, Indonesia. Data analysis uses content analysis. The result are 1) 78,2% of teachers assessed that schools already have readiness in the utilization of ICT, 2) 60,5% of teachers assessed that are still ends in utilizing ICT, 3) Researchers provide appropriate strategies for schools to prepare for increased teachers competence in ICT utilization that are Strength-Opportunity (SO), Strength-Threats (ST), Weakness-Opportunity (WO) and Weakness-Threats (WT) strategy and also providing information and feedback about teacher competence and ICT. The suggestion based on the key informants criterion, then ICT training is aimed at entrepreneurship teacher of undergraduate educated woman over the age of 30 years with working period above 15 years.

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**Keywords: entrepreneurship teacher competence, ICT, SWOT analysis**

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## **The Examination of Vaginal Birth after Caesarean (VBAC) Choice via Google Trends in Turkey**

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In Turkey comparing with other countries, there is a general application to woman who gave a birth with cesarean has to continue with cesarean for her other parturitions. In contrast, The Turkish Ministry of Health published a birth action plan that promotes vaginal birth after caesarean (VBAC). However, this method is inadequate in practice due to some reasons such as stereotype beliefs, insufficient information, inadequate equipments in hospitals for VBAC, difficulties in following up the patients and the complications as uterine rupture etc. during the operation. On the other hand, there is a group of women insist on VBAC due to beware of side effects of caesarean. In this study, caesarean, vaginal birth and VBAC words which are searched via Google trends from December 2016 to December 2017 were examined and noted. Due to the Google trends, there is a significant increment for given words' searching in 3 cities in Turkey. According to the results, searching for VBAC are the most popular in İstanbul, Ankara and İzmir. The VBAC searching rates are 100 out of 100 in İstanbul, 49 out of 100 in Ankara and 87 out of 100 in İzmir. Moreover, due to the trends analysis, the rates of caesarean are 41 out of 100 in İstanbul, 43 out of 100 in Ankara and 78 out of 100 in İzmir. The rates of vaginal birth are 57 out of 100 in İstanbul, 55 out of 100 in Ankara and 52 out of 100 in İzmir. However, the limitation of this study is Google trends cannot show the correlations between the birth action plan and growing rates only shows the rate of searching, but the factors of effectors are still uncertain. Consequently, current state for Turkey is introduced and searching for VBAC, is examined for all cities in Turkey. It is clear that both interest for VBAC and level of consciousness are increased together. In the future, real effectors on interest for VBAC and consciousness will be investigated and measured by field researches.

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**Keywords: VBAC, Caesarean, vaginal birth, Google trends, woman health**

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## **Quality Function Deployment for the Companies in the Process of Industry 4.0 Transformation**

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The global effect of growing supply chains and changing demands of the industry forced the companies to improve their production systems in the Industry 4.0 concept. The differentiated demand of the customers and the global competition are the two important motivations. The increased knowledge level on the data science made the data analytics possible and more meaningful. It is believed that global effect will push small and middle size suppliers to change their technology and knowledge so the human source in the Industry 4.0 environment also with the changing needs of improved quality and efficiency. In this paper quality function deployment model is developed to bring this customer interface to modern manufacturing and business. The importance weights are found with analytical hierarchy process technique. In today's industry, where the growing distance between producers and users is a concern, QFD links the needs of the customer with design, development, and manufacturing with the Industry 4 concept.

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**Keywords: industry 4.0, analytical hierarchy process, quality function deployment, sensors, smart factories, robotic systems**

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## **Institutionalization of the Internal Communication – Dimension of the Knowledge and the Responsibility**

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In recent years professionals and researchers of the communication, human resources and organizational psychology have published a lot of suggestions on how to manage internal communication in order to reach higher employee engagement. Besides there is a huge number of articles discussing the best practice in building relationship between line managers and employees. It might seem that there is no space for innovations and new ideas on how to deal with this challenging managerial field. Nevertheless, there are only few tries to give answers on important question- who is responsible for internal communication in organization. And while there are discussions between communication, human resources and marketing divisions, the internal communication as a function is threatened; moreover, internal communication cannot strategically contribute to the business. This theoretical paper analyzes the importance of the institutionalization of internal communication from the perspective of its responsibilities, as well as knowledge required for internal communication practitioners. The author presents theoretical model of internal communication management and institutionalization and provides the mind map describing the knowledge necessary for professionals involved in internal communication.

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**Keywords: internal communication, human resources, internal marketing, knowledge, strategy**

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**The Role of Government Intervention as a Moderating Variable in the Relationship between Entrepreneurial Networks and Business Owners' Performance in Jordan**

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This study built on a sample of 412 small businesses located in the central area of Jordan. We perform an analysis of the influence of entrepreneurial networks on small business performance. The purpose of this study was to test and demonstrate empirically the role of government as a moderating variable in the relationship between entrepreneurial networks and small business owners' performance. The population of this study is small business owners who have participated in ERADA program of as much as 4800small business. These results indicate that entrepreneurial networks have a significant effect on the performance of the small business owners. It provides an empirical explanation that entrepreneurial networks and government intervention can contribute to the improvement of small business owners' performance while the government's role is not proven moderate the relationship between entrepreneurial networks and small business owners' performance. The significant positive effects of entrepreneurial networks suggest that this variable is important in enhancing small business owners' performance. As such, small business owners should be inculcated with these entrepreneurial networks. In addition, government intervention should take into consideration of entrepreneurial networking when designing and conducting any entrepreneurship program.

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**Keywords: entrepreneurial networks, government intervention and small business owners' performance**

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## **Development of Decision Support Model for Selecting the Maintenance Plan**

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In complex decision making, using Multi-Criteria Decision Making (MCDM) methodologies is the most scientific way to ensure an informed and justified decision between several alternatives. The main aim of the study is to develop a hybrid MCDM process that combines the strengths of several MCDM methods and apply it to choose the best fit maintenance policy/strategy for industrial application. Moreover, fuzzy linguistic terms are utilized in all of the used MCDM techniques in order to eliminate the uncertainty and ambiguity of the results. Through an extensive literature review performed on studies that have used MCDM methods in a hybrid context and using fuzzy linguistic terms, a model is developed to use fuzzy DEMATEL-AHP-TOPSIS hybrid technique. The model with its application is the first of its kind, which combines the strengths of fuzzy DEMATEL in establishing interrelationships between the several criteria, as well as performing a pairwise comparison between the criteria for prioritization using the fuzzy AHP method. Thereafter, the alternatives are compared using fuzzy TOPSIS method by establishing negative and positive solutions, and calculating the relative closeness for each of the alternatives.

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**Keywords: multi criteria decision making, AHP, TOPSIS, DEMATEL, maintenance plan**

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**The Effect of Corporate Governance on Earnings Management:  
Empirical Study from Companies of Natural Resources Sector in  
Kazakhstan**

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Reliable and fair accounting information is the issue of vital importance for all national companies operating in natural resources sector and competing to acquire resources on international capital markets or just considering going global someday. Elimination of earnings management problem and as a result high quality financial reports are appreciated by all market participants – it diminishes information asymmetry and promotes foreign capital inflow. The importance of the latter is even more valuable for Kazakhstani transitional economy and emerging capital markets. Moreover, the significance of corporate governance and its role in earnings management has been highlighted by global corruption scandals of recent decades, which have proven the fact that it is not enough to have all accounting policies/principles at place – it also requires an implementation and effective monitoring of corporate governance as a means to eliminate agency costs and strengthen investor confidence. The practical implication of efficiently operating corporate governance is represented by lower absolute discretionary accruals and improved quality of financial report. Vast market liberalization and open international trade areas require relevant and reliable financial information presented by market players, and that is why it is so important for Kazakhstani natural resources companies to improve agency theory related deviations (if any) and strive to develop international relationships which will definitely entail additional foreign capital investments international developing economy.

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**Keywords: earnings management, corporate governance practices, natural resources, transitional economy**

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## **Leadership Styles and Communication Practices in R&D Team: A Conceptual Framework**

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Evidence from the literature has shown that leadership and communication of plays an important role in enhancing the performance of R&D team. Despite the myriad number of studies on leadership and communication in general, however, both elements have received relatively little systematic attention in the R&D setting from academic scholars. Therefore, this study proposes a conceptual framework for leadership styles and communication practices in R&D teams. It identifies leadership styles, transformational and transactional, and communication practices, problem-solving and administrative, based on theory and previous empirical research. Both leadership styles and communication practices included in this study might be potentially beneficial practices for leaders working in R&D team. The framework provides the basis for future theory development and debate. Academically, this study could add to the paucity of research on leadership and communication, particularly in R&D organizations or context, which is normally complex and extraordinary in its task and execution. Practically, the understanding of the dynamics of relationship between leadership, communication and team performance could suggest pragmatic leadership and communication practices in leading high performing R&D team.

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**Keywords: transformational and transactional leadership, problem-solving communication, administrative communication, R&D team performance**

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**Accounting versus Economic Based Measures of Performance and the Share Market Value: The Evidence of the Industrial Listed Firms at Abu Dhabi Stock Exchange**

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The study investigates the effect of accounting and economic based measures of performance on the share market value of the listed manufacturing firms at Abu Dhabi Stock Exchange. It objects for determining whether accounting or economic based measures of performance are affecting the share market value, and which group of measures has more effect. For the purposes of the study, the effect of two independent variables had been tested in their effect on share market value. The first group is the accounting based measures, where earnings per share, return on assets, and return on equity, are the selected components of this group. The second group of measures is the economic based measures, where the market value added, and the economic value added are used within this group. The cross sectional data had been collected from the annual reports issued by these firms over the period 2014-2016. Using the multiple linear regression method in the analysis and hypotheses testing, each of both groups of variables had been found affecting the share market value. Moreover, the study found that grouping all measures in one group leads to more significant effect on share price, than individual separated groups. As additional unrelated analysis to hypotheses, when each measure, using the simple linear regression method, is tested individually in its effect on the share market price, only the market value added found having a significant effect on share market value of listed firms at Abu Dhabi Stock Exchange.

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**Keywords: share market value, earnings per share, return on assets, return on equity, economic value added, market value added**

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## **Managerial Challenges for Czech and Slovak Tourism Development in the Global Market**

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Tourism in the Czech and the Slovak Republics recorded dynamic changes in the last couple of years. Significant changes and modernization can be seen in tourism offer, especially at local and regional level. Changes also occurred in the structure of markets and their redistribution within the country. The potential of tourism compared to its current state is considerably higher in both countries. Tourism in the Czech Republic and Slovakia needs to have correctly set growth objectives for its long-term development. These goals must be based on the tourism offer and the current and anticipated demand. The quantitative aspect of tourism objectives reflects the growth rate predicted by the UNWTO. This paper aims to highlight the interconnection of markets and targets in tourism. The problems of the Czech and Slovakian tourism in the highly competitive global market are different; slow growth and loss of critical markets in tourism are typical for Slovakia, but for the Czech Republic, insufficient promotion of regions is characteristic. The study aims to, based on an investigation of the source markets, to propose priorities and development goals for both countries. For analysis, time series statistical data from international and domestic sources were used. The paper also makes suggestions for future research.

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**Keywords: tourism, development, competition, Czech Republic, Slovak Republic**

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## **The Relationship Between Reputational and Relational Resources and Export Performance: A Resource-Based Approach**

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The main goal of this paper is to assess the relationship between reputational and relational resources and export performance. Therefore, this research adopted a quantitative methodological approach, conducting a descriptive, exploratory and transversal empirical study, having applied a questionnaire to a sample of Portuguese companies exporting footwear, associated to the Portuguese Footwear, Components and Leather Goods Association (APICCAPS). The obtained data were analyzed using quantitative methodological techniques and linear regression, to empirically test the proposed research hypotheses. Our findings from a survey of Portuguese manufacturing firms exporting footwear provide evidence that SMEs can indeed gain performance benefits through reputational and relational resources. However, the results sustain the need to invest in this type of resources as a strategic determinant, which contributes to the growth of small firms in foreign markets. This study brings some theoretical contributions to the literature by analyzing the relation between reputational and relational resources and export performance, consolidating this ones as an strategic determinant of this performance and has also some practical implications for companies' strategic management of the Portuguese footwear industry and for the (re)definition of public policies to support and stimulate growth of their activity.

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**Keywords: reputational resources, relational resources, export performance, SMEs**

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**Factors that influence employee engagement: The case of architectural firms in Nigeria**

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Scholars have suggested that employee engagement depends on three factors. These are employees' personal attributes, contexts and human resources management practices of organisations. Little study however exists especially in professional firm contexts. It is for this reason that this study investigates the engagement of employees of architectural firms in Nigeria and the factors that influence this engagement. A survey of architectural firms is carried out with the use of questionnaires. The respondents were the employees who were asked to indicate their level of engagement in different aspects of the activities of their firms, as well as their perceptions of the contexts and human resource practices in their organisations. The last part of the questionnaire collected data on the attributes of the employees. The data collected were analysed using the Statistical Package for Social Scientists (SPSS). The results suggest that the low level of employee engagement was mostly a result of the perception of the human resource practices of the firms. This paper contributes to literature by providing empirical evidence from a professional service industry, where such study is sparse.

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**Keywords:** architectural firms, architectural practice, employee commitment, employee engagement, human resource management practices, organisational contexts, Nigeria

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**Monetary reward, non monetary reward and distributive fairness on employee performance: Evidence from phosphate mines Co. Jordan**

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Employee performance has direct influence on organization success. Employer has increasing concerns whether their employees doing the given duties properly. Majority of the previous studies on the area introduce the effect of engagement, motivation on the task/overall performance. This study aims to investigate factors that are called to influence employee performance. Specifically this paper examines the relationship between monetary, non-monetary reward, distributive fairness and employee performance. The population of this was 3,800 workers in Phosphate Mines Co, Jordan. The data was generated from 246 employees who were randomly selected. Descriptive, correlation and regression analysis were used to analyze data and to test the hypotheses. The results showed that monetary, non-monetary and distributive fairness significantly affect employee performance. However, only distributive fairness had influence on the employee performance in Phosphate Mines Co, Jordan. The findings suggest that to increase the employees performance in this organization, the management should re-evaluate the justices of the employment policies related to the employees' rights in order to post the employees performance in Phosphate Mines Co, Jordan.

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**Keywords: monetary reward, non-monetary reward, distributive fairness, employee performance**

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**The moderating role of technological turbulence on the relationship between market orientation and performance of microfinance institutions in Nigeria**

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The purpose of the study is to examine the moderating effect of technological turbulence on the relationship between market orientation and organizational performance. The data of the study comprises of microfinance banks operating in North West and South west region of Nigeria, using cross – sectional design. The study adopted disproportionate random sampling and a total of 437 questionnaires were distributed to managing directors, managers and senior managers of microfinance banks through self-administered method. PLS-SEM was used in testing the hypothesis. In other words, the findings of the study will contribute to the literature and practice of microfinance institutions, policy makers, managing directors, senior managers and researchers in understanding the moderating effect of technological turbulence on the relationship between market orientation and microfinance performance. It is imperative for organization to leverage on technology so as to sustain competitive edge and improve performance. Finally, limitations and suggestions for further studies were presented.

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**Keywords: Technological turbulence, organizational performance, market orientation**

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**N C M** *Conferences*

