

**Varazdin Development and Entrepreneurship Agency and University North**  
in cooperation with  
**Szechenyi Istvan University of Gyor**  
**Faculty of Management University of Warsaw**  
**Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat**  
**ENCGT - Ecole Nationale de Commerce et de Gestion de Tanger - Abdelmalek Essaadi University**  
**Medimurje University of Applied Sciences in Cakovec**  
**GOVCOPP - University of Aveiro**



# **Economic and Social Development**

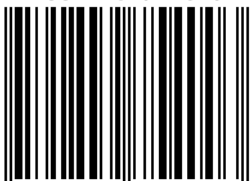
111<sup>th</sup> International Scientific Conference on Economic and Social Development –  
"Navigating into the Future: The new Employee Experience"

## **Book of Abstracts**

Editors:

**Barbara Huszar, Zoltan Baracskai, Nicholas Recker**

ISSN 1849-7543



9 771849 754003 >

Budapest, 9-10 May, 2024

Varazdin Development and Entrepreneurship Agency and University North  
in cooperation with  
Szechenyi Istvan University of Gyor  
Faculty of Management University of Warsaw  
Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat  
ENCGT - Ecole Nationale de Commerce et de Gestion de Tanger - Abdelmalek Essaadi University  
Medimurje University of Applied Sciences in Cakovec  
GOVCOPP - University of Aveiro

Editors:

Barbara Huszar, Szechenyi Istvan University of Gyor, Hungary  
Zoltan Baracskai, Szechenyi Istvan University of Gyor, Hungary  
Nicholas Recker, Metropolitan State University of Denver, United States of America

## Economic and Social Development

111<sup>th</sup> International Scientific Conference on Economic and Social Development –  
"Navigating into the Future: The new Employee Experience"

### Book of Abstracts



Budapest, 9-10 May, 2024

**Title** ■ Economic and Social Development (Book of Abstracts), 111<sup>th</sup> International Scientific Conference on Economic and Social Development - "Navigating into the Future: The new Employee Experience"

**Editors** ■ Barbara Huszar, Zoltan Baracskaï, Nicholas Recker

**Scientific Committee / Programski Odbor** ■ Marijan Cingula (President), University of Zagreb, Croatia; Sannur Aliyev, Azerbaijan State University of Economics, Azerbaijan; Ayuba A. Aminu, University of Maiduguri, Nigeria; Anona Armstrong, Victoria University, Australia; Gouri Sankar Bandyopadhyay, The University of Burdwan, Rajbati Bardhaman, India; Haimanti Banerji, Indian Institute of Technology, Kharagpur, India; Zoltan Baracskaï, Szechenyi Istvan University of Gyor, Hungary; Victor Beker, University of Buenos Aires, Argentina; Asmae Benthani, Mohammed V University, Morocco; Vanja Bevanda, University of Pula, Croatia; Alla Bobyleva, The Lomonosov Moscow State University, Russia; Leonid K. Bobrov, State University of Economics and Management, Novosibirsk, Russia; Rado Bohinc, University of Ljubljana, Slovenia; Predrag Brlek, University North, Croatia; Marlene Paula Castro Amorim, University of Aveiro, Portugal; Adnan Celik, Selcuk University, Konya, Turkey; Angelo Maia Cister, Federal University of Rio de Janeiro, Brazil; Mirela Cristea, University of Craiova, Romania; Amelia Cristina Ferreira da Silva, Polytechnic of Porto, Portugal; Taoufik Daghi, Mohammed V University, Morocco; Oguz Demir, Istanbul Commerce University, Turkey; T.S. Devaraja, University of Mysore, India; Onur Dogan, Dokuz Eylul University, Turkey; Darko Dukic, University of Osijek, Croatia; Gordana Dukic, University of Osijek, Croatia; Alba Dumi, Vlora University, Vlore, Albania; Galina Pavlovna Gagarinskaya, Samara State University, Russia; Mirjana Gligoric, Faculty of Economics - Belgrade University, Serbia; Mustafa Goktug Kaya, KTO Karatay University, Turkey; Maria Jose Angelico Goncalves, Porto Accounting and Business School - P.Porto, Portugal; Mehmet Emre Gorgulu, Afyon Kocatepe University, Turkey; Klodiana Gorica, University of Tirana, Albania; Aleksandra Grobelna, Gdynia Maritime University, Poland; Liudmila Guzikova, Peter the Great Saint-Petersburg Polytechnic University, Russia; Anica Hunjet, University North, Koprivnica, Croatia; Khalid Hammes, Mohammed V University, Morocco; Oxana Ivanova, Ulyanovsk State University, Ulyanovsk, Russia; Irena Jankovic, Faculty of Economics, Belgrade University, Serbia; Myrl Jones, Radford University, USA; Hacer Simay Karaalp, Pamukkale University, Turkey; Dafna Kariv, The College of Management Academic Studies, Rishon Le Zion, Israel; Hilal Yildirim Keser, Uludag University, Bursa, Turkey; Sophia Khalimova, Institute of Economics and Industrial Engineering of Siberian Branch of Russian Academy of Science, Novosibirsk, Russia; Marina Klacmer Calopa, University of Zagreb, Croatia; Igor Klopotan, Medimurje University of Applied Sciences in Cakovec, Croatia; Vladimir Kovsca, University of Zagreb, Croatia; Goran Kozina, University North, Koprivnica, Croatia; Zolt Kovacs, Szechenyi Istvan University of Gyor, Hungary; Emira Kozarevic, University of Tuzla, Bosnia and Herzegovina; Dzenan Kulovic, University of Zenica, Bosnia and Herzegovina; Petar Kurecic, University North, Croatia; Robert Lewis, Les Roches Gruyere University of Applied Sciences, Bulle, Switzerland; Ladislav Lukas, Univ. of West Bohemia, Faculty of Economics, Czech Republic; Mustapha Machrafi, Mohammed V University, Morocco; Joao Jose Lourenco Marques, University of Aveiro, Portugal; Pascal Marty, University of La Rochelle, France; Vaidotas Matutis, Vilnius University, Lithuania; Daniel Francois Meyer, North West University, South Africa; Marin Milkovic, University North, Koprivnica, Croatia; Abdelhamid Nechad, ENCGT-Abdelmalek Essaadi University, Morocco; Gratiela Georgiana Noja, West University of Timisoara, Romania; Zsuzsanna Novak, Corvinus University of Budapest, Hungary; Tomasz Ochowski, University of Warsaw, Poland; Barbara Herceg Paksic, University of Osijek, Croatia; Vera Palea, Universita degli Studi di Torino, Italy; Dusko Pavlovic, Libertas International University, Zagreb, Croatia; Igor Pihir, University of Zagreb, Croatia; Dmitri Pletnev, Chelyabinsk State University, Russian Federation; Mirosław Przygoda, University of Warsaw, Poland; Karlis Purmalis, University of Latvia, Latvia; Nicholas Recker, Metropolitan State University of Denver, USA; Kerry Redican, Virginia Tech, Blacksburg, USA; Sandor Remsei, Szechenyi Istvan University of Gyor, Hungary; Douglas Rhein, Mahidol University International College, Thailand; Humberto Ribeiro, University of Aveiro, Portugal; Robert Rybnicek, University of Graz, Austria; Aziz Sunje, Faculty of Economy University of Sarajevo, Bosnia and Herzegovina; Elzbieta Szymanska, Bialystok University of Technology, Poland; Katarzyna Szymanska, The State Higher School of Vocational Education in Ciechanow, Poland; Ilaria Tutore, University of Naples Parthenope, Italy; Sandra Raquel Alves, Polytechnic of Leiria, Portugal; Joanna Stawska, University of Lodz, Poland; Ilko Vrankic, University of Zagreb, Croatia; Stanislaw Walukiewicz, Bialystok University of Technology, Poland; Thomas Will, Agnes Scott College, USA; Li Yongqiang, Victoria University, Australia; Peter Zabielskis, University of Macau, China; Silvija Zeman, Medimurje University of Applied Sciences in Cakovec, Croatia; Tao Zeng, Wilfrid Laurier University, Waterloo, Canada; Snezana Zivkovic, University of Nis, Serbia.

**Review Committee / Recenzentski Odbor** ■ Marina Klacmer Calopa (President); Ana Aleksic; Sandra Raquel Alves; Ayuba Aminu; Mihovil Andjelinovic; Josip Arneric; Lidija Bagaric; Tomislav Bakovic; Sanja Blazevic; Leonid Bobrov; Ruzica Brečić; Anita Ceh Casni; Iryna Chernysh; Mirela Cristea; Oguz Demir; Adrienn Dernoczy-Polyak; Bernadett Domokos; Stjepan Dvorski; Robert Fabac; Ivica Filipovic; Sinisa Franjic; Fran Galetic; Mirjana Gligoric; Tomislav Globan; Anita Goltnik Urnaut; Tomislav Herceg; Piroška Hoffmann; Irena Jankovic; Emina Jerkovic; Dafna Kariv; Oliver Kesar; Hilal Yildirim Keser; Martina Dragija Kostic; Tatjana Kovac; Vladimir Kovsca; Angelo Maia Cister; Katarina Marosevic; Vaidotas Matutis; Marjana Merkac Skok; Daniel Francois Meyer; Natanya Meyer; Josip Mikulic; Ivana Miklosevic; Ljubica Milanovic Glavan; Guenter Mueller; Ivana Nacinovic Braje; Zlatko Nedelko; Gratiela Georgiana Noja; Zsuzsanna Novak; Alka Obadic; Claudia Ogrea; Igor Pihir; Najla Podrug; Vojko Potocan; Dinko Primorac; Zeljka Primorac; Sanda Renko; Humberto Ribeiro; Vlasta Roska; Souhaila Said; Armando Javier Sanchez Diaz; Tomislav Sekur; Lorena Skufflic; Mirko Smoljic; Petar Soric; Mario Spremic; Matjaz Stor; Tomasz Studzieniecki; Lejla Tijanic; Daniel Tomić; Boris Tusek; Rebeka Daniela Vlahov; Ilko Vrankic; Thomas Will; Zoran Wittine; Tao Zeng; Grzegorz Zimon; Snezana Zivkovic; Berislav Zmuk.

**Organizing Committee / Organizacijski Odbor** ■ Domagoj Cingula (President); Djani Bunja; Barbara Huszar; Marina Klacmer Calopa; Spomenko Kesina; Judit Koltai; Erlino Koscak; Attila Kurucz; Ivana Miklosevic; Tomasz Ochowski; Mirosław Przygoda; Gabor Szabo-Szentgroti; Michael Stefulj; Tomasz Studzieniecki; Rebeka Danijela Vlahov; Sime Vucetic.

**Publishing Editor** ■ Spomenko Kesina, Domagoj Cingula

**Publisher ■ Design ■ Print** ■ Varazdin Development and Entrepreneurship Agency, Varazdin, Croatia / University North, Koprivnica, Croatia / Szechenyi Istvan University of Gyor, Budapest, Hungary / GOVCOPP - University of Aveiro, Aveiro, Portugal / Faculty of Management University of Warsaw, Warsaw, Poland / Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat, Morocco / ENCGT - Ecole Nationale de Commerce et de Gestion de Tanger - Abdelmalek Essaadi University, Tangier, Morocco / Medimurje University of Applied Sciences in Cakovec, Cakovec, Croatia

**Printing** ■ Online Edition

**ISSN 1849-7543**

The Book is open access and double-blind peer reviewed.

Our past Books are indexed and abstracted by ProQuest, EconBIZ, CPCI (Web of Science) and EconLit databases and available for download in a PDF format from the Economic and Social Development Conference website: <http://www.esd-conference.com>

© 2024 Varazdin Development and Entrepreneurship Agency, Varazdin, Croatia; University North, Koprivnica, Croatia; Szechenyi Istvan University of Gyor, Budapest, Hungary; GOVCOPP - University of Aveiro, Aveiro, Portugal; Faculty of Management University of Warsaw, Warsaw, Poland; Faculty of Law, Economics and Social Sciences Sale - Mohammed V University in Rabat, Morocco; ENCGT - Ecole Nationale de Commerce et de Gestion de Tanger - Abdelmalek Essaadi University, Tangier, Morocco; Medimurje University of Applied Sciences in Cakovec, Cakovec, Croatia. All rights reserved. Authors are responsible for the linguistic and technical accuracy of their contributions. Authors keep their copyrights for further publishing.

## **CONTENTS**

<b>SIMULATION OF JOB ROTATION IN THE MANAGEMENT OF AUTOMOTIVE COMPANIES .....</b>	<b>1</b>
Gabor Gubicza, Sandor Remsei	
<b>DIGITAL TRANSFORMATION AND FINANCIAL PERFORMANCE: A META-ANALYSIS OF MULTINATIONAL COMPANIES.....</b>	<b>1</b>
Farid Mammadli, Sandor Remsei	
<b>POSITIONING OF THE ISTRIAN COUNTY AS A TOURIST DESTINATION.....</b>	<b>2</b>
Aljosa Vitasovic	
<b>ACCOUNTING PROFESSIONALS' PERCEPTIONS OF THE BLOCKCHAIN TECHNOLOGY'S POTENTIAL.....</b>	<b>3</b>
Mario-Alexandru Socatiu, Ovidiu-Constantin Bunget, Alin-Constantin Dumitrescu, Oana Bogdan	
<b>HUMAN CAPITAL AND STATE MANAGEMENT: ESSENTIAL ATTRIBUTES TO SINGAPORE'S ECONOMIC PROSPERITY .....</b>	<b>4</b>
Konstantin Kurygin, Jasminka Samardzija	
<b>SEASONAL, FRICTION AND STRUCTURAL UNEMPLOYMENT AND THE THEORY OF EFFICIENT WAGES - THE CASE OF SERBIA .....</b>	<b>5</b>
Ljubomir Miljkovic, Dragana Trnavac	
<b>TAX COMPLIANCE COSTS AND SMALL BUSINESSES COMPLIANCE BEHAVIOUR IN ZIMBABWE.....</b>	<b>5</b>
Munyaradzi Duve, Danie Schutte	
<b>THE INFLUENCE OF MARKETING COMMUNICATION OF THE FITNESS INDUSTRY ON SOCIAL NETWORKS ON CONSUMER ATTITUDES.....</b>	<b>6</b>
Ana Torjanac, Zrinka Blazevic Bognar, Neven Garaca	
<b>FROM TRADITIONAL TO SUSTAINABLE SERVICE QUALITY: IDENTIFICATION OF TRENDS IN THE HOTEL INDUSTRY .....</b>	<b>7</b>
Karmela Viskovic	
<b>BEYOND THE CRISIS: WORKERS' PERCEPTION OF EMBRACING SUSTAINABLE PRACTICE IN THE HOTEL INDUSTRY .....</b>	<b>7</b>
Karmela Viskovic	
<b>LITERATURE REVIEW: UNDERSTANDING THE ROLE OF REPORTING.....</b>	<b>8</b>
Tamas Zelles, Judit Biliniovics-Sipos, Sandor Remsei	
<b>EXAMINING THE WORKPLACE CLIMATE AND EMPLOYEE RETENTION IN HUNGARIAN COMPANIES .....</b>	<b>9</b>
Agnes Kiss, Attila Kurucz	

**AWARENESS AND APPLICATION OF METHODS FOR EFFICIENCY ENHANCEMENT IN INDUSTRIAL PRACTICE ..... 10**

Ibrahim Alsakhen, Edit Sule, Laszlo Buics

**YES, NO, MAYBE – MODELING THE DRIVING FORCE BEHIND GREEN OFFICE LEASE AGREEMENTS WITH THE HELP OF ARTIFICIAL INTELLIGENCE ..... 11**

Barbara E. Huszar, Zoltan Baracscai

**INTEGRATION OF ILLEGAL MIGRANTS INTO THE ECONOMY OF THE EUROPEAN UNION ..... 12**

Miljenko Vrbanec, Magdalena Zeko

**THE MULTIFACETED IMPACT OF TEAM LEADERS' COMMUNICATION IN EDUCATIONAL INSTITUTIONS ..... 12**

Aniko Makkos

**NAVIGATING LEADER-SUBORDINATE DYNAMICS IN THE HYBRID CORPORATE ENVIRONMENT: A COMPREHENSIVE REVIEW ..... 13**

Brigitta Banhidi

**PROMOTING DIVERSITY IN EUROPEAN BOARDROOMS: A COMPARATIVE STUDY OF CODES OF BEST PRACTICES ..... 14**

Lana Cindric, Ivana Kovac, Anamarija Idzajtovic

**THE KEY CONCEPT OF THE DISRUPTIVE DEVELOPMENT MODEL ..... 15**

Josko Lozic, Katerina Fotova Cikovic

**THE DETERMINANTS OF PUBLIC SECTOR EMPLOYMENT IN THE ALBANIA 15**

Bernard Dosti, Donald Vullnetari

## **SIMULATION OF JOB ROTATION IN THE MANAGEMENT OF AUTOMOTIVE COMPANIES**

**Gabor Gubicza**

*SzEEDS Doctoral Program in Business Administration, Széchenyi István University, Hungary*

**Sandor Remsei**

*Kautz Gyula Faculty of Economics, Széchenyi István University, Hungary*

### **ABSTRACT**

*This study embarks on a comprehensive examination of job rotation practices within the management ranks of automotive companies, spotlighting the significant variability in these practices across different market segments and in response to evolving market demands. Emphasizing the critical role of sensemaking in navigating these dynamic conditions, the research investigates how automotive companies' managers utilize this cognitive process to rationalize decisions and adapt to changing environments. The research utilizes simulation to model the implications of various job rotation strategies, providing a novel perspective on optimizing these practices economically and strategically. Central to the study is the development of a new mathematical model designed to determine the Optimal Job Rotation Year (OJRY), integrating various quantitative factors to pinpoint the most advantageous timing for managerial role changes. This model considers the average tenure of managers, the financial impact of rotations, and the complexity of management positions, offering a strategic tool for enhancing the effectiveness of job rotation policies.*

**Keywords:** *simulation, job rotation, automotive companies, sensemaking, terminus technicus*

\*\*\*\*\*

## **DIGITAL TRANSFORMATION AND FINANCIAL PERFORMANCE: A META-ANALYSIS OF MULTINATIONAL COMPANIES**

**Farid Mammadli**

*Faculty of Economics, Széchenyi István University, Győr, Hungary  
faridhimself@gmail.com*

**Sandor Remsei**

*Faculty of Economics, Széchenyi István University, Győr, Hungary  
sandor@remsei.hu*

### **ABSTRACT**

*This meta-analysis explores the nexus between digital transformation and financial performance in Multinational Companies (MNCs). Leveraging a curated dataset from the SCOPUS database, qualitative analysis identifies five key categories: Big Data Analytics (BDA), digitization's impact on business models, digital synergies, leadership, innovation, and platform digitization, and the interplay of risks and rewards in the digital landscape. Despite these insights, empirical analyses remain scarce, highlighting a critical need for further research. The prevalence of healthcare-related keywords suggests a focus on digital innovations in this sector, urging targeted exploration.*

*The prominence of 'digital' and 'analysis' underscores the widespread impact of digital transformation, emphasizing the pivotal role of analytical approaches. In conclusion, this research provides a nuanced understanding while pinpointing crucial gaps, guiding future empirical investigations and industry-specific inquiries.*

**Keywords:** *Digital Transformation, Financial Performance*

\*\*\*\*\*

## **POSITIONING OF THE ISTRIAN COUNTY AS A TOURIST DESTINATION**

**Aljosa Vitasovic**

*University of Juraj Dobrila in Pula,  
Zagrebačka 30, 52100 Pula, Croatia  
aljosa.vitasovic@unipu.hr*

### **ABSTRACT**

*Tourism has today developed into a social phenomenon, which enables us to protect local specificities, preserve and present cultural and historical heritage, and differentiate ourselves from competitors, all for the sake of increasing the quality of life of the resident population, which must be fully included in all forms of planning and of course, the tourists themselves. Global economic processes and the progress of society as a whole, along with the increase in knowledge and the progress of technology, lead to a change in the structure of tourist demand requirements. There are changes in the creation of tourist packages, they become individualized and personalized. The modern tourist product, which is adapted to the needs of "new" tourists, no longer implies the role of a partner for the tourist, but the realization of an experience. The aim of this paper is to propose a theoretical proposal for the positioning model of the Istrian County, including experience and tourist experience, since the traditional positioning of tourist offers at the macro and micro level is no longer sufficient, and that they could not differentiate the tourist offer, which ultimately implies the requirement for competitive positioning of the tourist offer refined by new requirements and needs. Such an approach negates the insulted attitude that the mere existence and availability of natural and cultural heritage is sufficient in itself to generate tourism demand and it should include tasks of experience economy.*

**Keywords:** *experience, positioning, tourist product, tourist offer*

\*\*\*\*\*

## ACCOUNTING PROFESSIONALS' PERCEPTIONS OF THE BLOCKCHAIN TECHNOLOGY'S POTENTIAL

**Mario-Alexandru Socatiu**

*West University of Timisoara, Faculty of Economics and Business Administration, Romania  
mario.socatiu97@e-uvt.ro*

**Ovidiu-Constantin Bunget**

*West University of Timisoara, Faculty of Economics and Business Administration, Romania  
ovidiu.bunget@e-uvt.ro*

**Alin-Constantin Dumitrescu**

*West University of Timisoara, Faculty of Economics and Business Administration, Romania  
alin.dumitrescu@e-uvt.ro*

**Oana Bogdan**

*West University of Timisoara, Faculty of Economics and Business Administration, Romania  
oana.bogdan@e-uvt.ro*

### ABSTRACT

*In the digital age, blockchain technology emerges as a transformative force in accounting, promising to reform financial recording and transactions. However, its integration is delayed by technical, security, and regulatory difficulties. This technology could revolutionize the accounting framework by eliminating the need for trust intermediaries, fostering greater transparency, and potentially automating audits to cut costs and time. This study explores the perceptions of accounting professionals regarding the potential of blockchain technology, focusing on their readiness for technological changes, concerns about high implementation costs, the impact of lack of training and knowledge, but also legislative concerns. Applying a questionnaire method targeting Romanian accounting professionals, it collects 307 valid responses, mainly from individuals with no prior blockchain experience. The findings reveal a significant positive correlation between the anticipation of blockchain's impact on accounting and professionals' willingness to adapt. Concerns about high implementation costs are linked to perceived technical challenges, while the lack of training significantly correlates with difficulties in understanding and using blockchain. Additionally, legislative concerns, including the lack of regulation, are significantly associated with perceived fraud risks. The study highlights the need for professional education and regulatory clarity to facilitate blockchain's integration into accounting practices. This emphasizes the pivotal role of adapting educational programs and regulatory frameworks to not only enhance understanding and application of blockchain technology in accounting but also to mitigate associated risks and barriers to its adoption.*

**Keywords:** *accounting, blockchain technology, legislative concerns, training and knowledge*

\*\*\*\*\*



## **HUMAN CAPITAL AND STATE MANAGEMENT: ESSENTIAL ATTRIBUTES TO SINGAPORE'S ECONOMIC PROSPERITY**

**Konstantin Kurygin**

*RIT Croatia, Damira Tomljanovića 15, 10000, Zagreb, Croatia  
kk5683@rit.edu*

**Jasminka Samardzija**

*RIT Croatia, Damira Tomljanovića 15, 10000, Zagreb, Croatia  
jxsdbv@rit.edu*

### **ABSTRACT**

*This paper explores how the compelling authority of Singapore has been crucial for setting positive economic trajectory of Singapore and this topic is of high importance due to implications it holds for developing countries. The previous research presents various developmental policies and their influence on the overall economic activity in Singapore and similar settings. The gap identified is the comprehensive overview of why Singapore has shown results far greater than those of other developing economies while encompassing generally similar approach. To narrow the scope of the research the following research questions have been formulated: What aspects of Singapore's rigorous state resource management contribute to its sustained economic growth and trade competitiveness on the global stage? How did the People's Action Party promote Singapore to become one of the world's largest trading hubs despite its short and turbulent history? The research on the topic was conducted by synthesizing existing information from scholarly databases. One major implication of the performed research are the geopolitical specifics of the case which limits its applicability in different settings. The two main findings of the paper have been established on the topics of social freedom and human capital. One of the two conclusions has identified human capital to be an essential factor around which the main economic processes of the developing economy should evolve creating the best possible environment for effective development and work. Another conclusion was that in a state where population is incompetent at making vital decisions a centralized unit (such as PAP) may be established to commence initial economic activity and increase competence. The unit should be composed of individuals with competencies relevant to economic management and have the nationalistic motivation to do best for the country. Those findings should be of great help for the growth of other undeveloped or developing economies.*

**Keywords:** *Foreign Direct Investment, Global Trading Hub, Singapore's Governance Model, Singapore's Social Welfare Systems and Urban Planning*

\*\*\*\*\*

## SEASONAL, FRICTION AND STRUCTURAL UNEMPLOYMENT AND THE THEORY OF EFFICIENT WAGES - THE CASE OF SERBIA

**Ljubomir Miljkovic**

Univerzitet „MB” Beograd, Teodora Drajzera 27, Serbia  
ljubomir.miljkovic@ppf.edu.rs

**Dragana Trnavac**

Univerzitet „MB” Beograd, Teodora Drajzera 27, Serbia  
dragana.trnavac@ppf.edu.rs

### ABSTRACT

*The unemployment presents major consequence of the global economical crisis. Rising number of unemployed shows the level of recession of the economy in one country. Being very important social issue, governments are trying to reduce the unemployment through different policies, in order to recover a country's economical system. If they want to increase the number of employed, a government needs proper assessment of the unemployment rate and the structure of the unemployed workforce. While unemployment in rich developed countries is high, its magnitude is fading in comparison to the level of unemployment in poor developing countries. Most of the one billion workers are identified by the ILO as unemployed or underemployed work in the rural and small service sectors of the Third World. The nature of this excess work is complex, as is its solution. It has both "structural" and Keynesian characteristics, and its solution requires a combination of faster capital accumulation, more labor-intensive production techniques, Keynesian policies to maintain aggregate demand in the face of economic shocks, and deliberate government policies to promote growth. Through investment in labor-intensive public infrastructure projects that absorb surplus labor and at the same time they increase the productive capacity of the economy Keynes would recognize the role of the state in developing countries, as he did in the case of demand-deficit unemployment in developed countries, although the nature of the recommended policies would be different. The Republic of Serbia, as a country with high unemployment rate compared to the other countries in Europe, is trying to address this important issue.*

**Keywords:** Unemployment, Wages, Labor Market, Serbia

\*\*\*\*\*

## TAX COMPLIANCE COSTS AND SMALL BUSINESSES COMPLIANCE BEHAVIOUR IN ZIMBABWE

**Munyaradzi Duve**

Great Zimbabwe University, Zimbabwe  
mduve@gzu.ac.zw

**Danie Schutte**

North-West University, South Africa  
danie.schutte@nwu.ac.za

### ABSTRACT

*The purpose of this study is to investigate the relationship between small businesses' compliance costs and tax compliance. From a methodological standpoint, this study recruited small firms that are registered for presumptive tax to respond. An online questionnaire was*

*used to gather data for the cross-sectional study from managers and owners of small firms operating in different Zimbabwean economic sectors. Amos version 26 and SPSS were utilised for the quantitative data analysis. We discovered that there is a significant negative relationship between compliance costs and tax compliance with the presumptive tax system after analysing a sample of 219 small firms. According to our findings, small businesses face significant expenses related to tax compliance, which impedes their efforts to comply with presumptive taxation. The current study demonstrates how compliance costs have a direct impact on how tax compliance is understood in the context of the presumptive tax. Compared to earlier research on small businesses that are registered and unregistered, this study provides a unique method of deriving results. In order to help small businesses understand the importance of tax compliance and how to manage its costs, the study suggests that representatives of the Zimbabwe Revenue Authority (ZIMRA) hold workshops and awareness campaigns about the handling of tax matters. In an effort to provide government and tax officials with essential information on the critical elements that propel compliance in presumptive taxation, the study strives to inform policy.*

**Keywords:** *Compliance costs, tax compliance, small businesses, presumptive taxation*

\*\*\*\*\*

## **THE INFLUENCE OF MARKETING COMMUNICATION OF THE FITNESS INDUSTRY ON SOCIAL NETWORKS ON CONSUMER ATTITUDES**

**Ana Torjanac**

*Virovitica University of Applied Sciences,  
Matije Gupca 78, Virovitica, Croatia*

**Zrinka Blazevic Bognar**

*Virovitica University of Applied Sciences,  
Matije Gupca 78, Virovitica, Croatia  
zrinka.blazevic@gmail.com*

**Neven Garaca**

*Virovitica University of Applied Sciences,  
Matije Gupca 78, Virovitica, Croatia  
neven.garaca@vuv.hr*

### **ABSTRACT**

*Marketing communication, as a process of transferring messages, information and values between organizations and its target groups for the purpose of promoting products, services or ideas, aims to influence the perception, attitudes and behavior of the target group in order to achieve the organization's marketing objective. The development of the Internet, mobile devices and digital technologies has enabled people to access information and services through an online platform. In such an environment, social networks are developed that allow people to connect, communicate and share information with others around the world. They have become extremely popular in recent years and have a significant impact on consumer attitudes and in the fitness industry as well. The fitness industry is a dynamic and competitive sphere that deals with the promotion and provision of products and services related to physical activity, fitness and health. As in any industry, marketing communication is critical to success in the fitness*

*industry. Social networks play a significant role in the fitness industry. Clients and trainers form a fitness community in which they share their progress, goals and challenges and provide support, inspiration and the opportunity to connect, but also create new attitudes and perceptions about the fitness industry. Based on the above facts, a study was conducted that analyzes the impact of the fitness industry's communication on social networks on changing consumer attitudes and changing the quality of their lives.*

**Keywords:** *social networks, communication, influencers, marketing, fitness, attitudes*

\*\*\*\*\*

## **FROM TRADITIONAL TO SUSTAINABLE SERVICE QUALITY: IDENTIFICATION OF TRENDS IN THE HOTEL INDUSTRY**

**Karmela Viskovic**

*Faculty of Tourism and Hospitality Management, University of Rijeka,  
Primorska 46, Ika, Rijeka, Croatia  
karmela.viskovic@valamar.com*

### **ABSTRACT**

*This literature review aims to explore the evolving trends in measuring hotel service quality between 2018 and 2023. A notable finding of this study is the discernible paradigm shift within the hotel industry, transitioning from the conventional SERVQUAL model to the innovative GLSERV model. While SERVQUAL traditionally emphasizes five dimensions (reliability, assurance, tangibles, empathy, and responsiveness), GLSERV introduces a broader perspective by integrating dimensions related to sustainability, environmental responsibility, and ethical considerations. This shift underscores the industry's recognition of the escalating significance of sustainable practices and their profound impact on overall service quality. Through an examination of relevant literature, this review provides insights into the driving forces behind this transition and sheds light on the implications for the future of hotel service quality measurement.*

**Keywords:** *Service quality, hotel industry, literature review*

\*\*\*\*\*

## **BEYOND THE CRISIS: WORKERS' PERCEPTION OF EMBRACING SUSTAINABLE PRACTICE IN THE HOTEL INDUSTRY**

**Karmela Viskovic**

*Faculty of Tourism and Hospitality Management, University of Rijeka,  
Primorska 46, Ika Rijeka, Croatia  
kmikinac@fthm.hr*

### **ABSTRACT**

*This research explores hotel workers' comprehension of sustainable practices within the hotel industry during the post-COVID era. Through a pilot study involving 39 respondents conducted on the online platform Google Forms, the study reveals a notable lack of knowledge among hotel workers regarding sustainability concepts. Despite this, the respondents have a pronounced interest in incorporating sustainable practices into their daily responsibilities.*

*The identified gap between the expressed interest and limited knowledge presents a strategic opportunity for the implementation of training and education initiatives within the hotel industry. The study advocates for developing educational programs to close this knowledge gap and enhance awareness surrounding sustainability concepts. Furthermore, the research suggests that this situation can be leveraged as an opportunity for targeted interventions, including workshops, training sessions, and informational campaigns, designed to empower hotel workers with the requisite knowledge and skills to integrate sustainable practices into their professional roles. The findings underscore the potential for positive transformation within the industry by fostering a more informed and environmentally conscious workforce in the wake of the challenges posed by the COVID-19 pandemic.*

**Keywords:** *sustainable practices, hotel workers, post-COVID-19 era, semi-structured survey, Croatia*

\*\*\*\*\*

## **LITERATURE REVIEW: UNDERSTANDING THE ROLE OF REPORTING**

**Tamas Zelles**

*Széchenyi István University, Hungary  
zelles.tamas@hallgato.sze.hu*

**Judit Biliniovics-Sipos**

*Széchenyi István University, Hungary  
biliniovics-sipos.judit@sze.hu*

**Sandor Remsei**

*Kautz Gyula Faculty of Economics, Széchenyi István University, Hungary  
remsei.sandor@sze.hu*

### **ABSTRACT**

*This literature review discovers a multifaceted approach to business reporting. In order to understand complex business processes, the authors examine the problem area through the lens of transdisciplinarity. The research summarizes the publications that focus on examining the report preparation process, methodologies, and tool use. The review identifies three key areas: reporting, text mining, and business decision support systems (DSS), each uniquely contributing to improving decision-making processes. A business DSS integrates these outputs to facilitate informed decisions, improving organizational effectiveness and strategic alignment. Reporting within a DSS context ensures data is presented clearly to support operational agility and strategic adaptations. This synthesis of the latest scientific literature supports the critical integration of computational linguistics, business intelligence, and information management in developing effective business reporting and decision-support. This research define a previously unexplored gap in the field and proposes that the contextualization of the reporting process can significantly expedite decision-making through the integrated use of data and knowledge base systems.*

**Keywords:** *Business decision support, Reporting, Text-mining*

\*\*\*\*\*

## EXAMINING THE WORKPLACE CLIMATE AND EMPLOYEE RETENTION IN HUNGARIAN COMPANIES

**Agnes Kiss**

*PhD Student at Széchenyi István University, Hungary  
kiss.agnes0329@gmail.com*

**Attila Kurucz**

*Széchenyi István University, Hungary  
kurucz.attila@sze.hu*

### **ABSTRACT**

*Our workplace is the place where we spend most of our active daily hours. From this aspect neither the organization nor the employee himself cares about the quality of the time, it matters how we feel while working, since in a place where employees feel bad, their motivation will very quickly decrease, and it also has a negative effect on the performance there. The effectiveness of the company mainly depends on how efficiently the employees are, how much they try to get the most out of themselves. The objective of our thesis was to explore the preferences of employees who are active in the labor market regarding a suitable working atmosphere, and to examine the level of employee loyalty and motivation that has developed in this context, as well as to examine and analyze the related factors using complex, quantitative methods. The practices of Hungarian companies - especially in connection with the recent COVID epidemic, which required practices that are completely different from standard employment schemes – are very different, which in most cases required not only flexibility, but also changes in organizational and processes and best practices. Aim was to examine, reveal the importance of company methods and solutions from the employees' point of view, which can increase commitment, company loyalty, and at the same time improve the workplace atmosphere and reduce the fluctuation. In close connection we wanted to come to conclusions and suggestions that help improve the workplace atmosphere and the success of retaining the workforce.*

**Keywords:** *employee retention, labor market, loyalty, workplace climate*

\*\*\*\*\*

## AWARENESS AND APPLICATION OF METHODS FOR EFFICIENCY ENHANCEMENT IN INDUSTRIAL PRACTICE

**Ibrahim Alsakhen**

*Széchenyi István University, Hungary  
alsakhen.ibrahim@gmail.com*

**Edit Sule**

*Széchenyi István University, Hungary  
sedit@sze.hu*

**Laszlo Buics**

*Széchenyi István University, Hungary  
buics.laszlo@sze.hu*

### **ABSTRACT**

*Globalization has led to the elongation of supply chains due to increased specialization, outsourcing, and vertical disintegration. Consequently, these global supply chains have become more vulnerable to disruptions over time. To mitigate time-related inefficiencies and enhance the effectiveness of global supply chains and networks, there is a pressing need for time-saving methods in production and services. Implementing such practices not only fosters participation in global production networks but also facilitates collaboration among supply chain actors, laying the groundwork for future advancements in Industry 4.0. Additionally, the integration of AI and related technologies is becoming increasingly vital in streamlining and accelerating supply chain processes. AI technologies offer potential solutions to address modern supply chain complexities and risks, enabling businesses to navigate the challenges posed by global supply chain dynamics effectively. This paper offers an overview of the pivotal role of time in supply chains and explores the application of efficiency enhancement practices among Hungarian industrial firms. Drawing from a comparative survey, the findings reveal disparities not only between awareness and application but also among industrial, service, and trade sectors within the Hungarian context.*

**Keywords:** *Supply Chain Management, Time Saving Methods, Efficiency Enhancement, Artificial Intelligence, Risk Management*

\*\*\*\*\*

## **YES, NO, MAYBE – MODELING THE DRIVING FORCE BEHIND GREEN OFFICE LEASE AGREEMENTS WITH THE HELP OF ARTIFICIAL INTELLIGENCE**

**Barbara E. Huszar**

*Szechenyi Istvan University, Hungary  
barbaraeszterhuszar@gmail.com*

**Zoltan Baracska**

*Szechenyi Istvan University, Hungary  
baracska.zoltan@sze.hu*

### **ABSTRACT**

*Energy-efficient and environmentally beneficial green buildings are becoming more and more popular in Hungary among other nations in the global office market. The reasons behind occupants' preference and motivation for leasing green office buildings in Hungary over non-green ones, despite their growing popularity and higher rental costs, remain unknown. According to earlier studies, multinational corporations typically have green and sustainable policies that require their subsidiaries to lease green offices. This paper aims to explore the motivation behind signing lease agreements in green-certified offices in the case of tenants, who do not have a green office leasing obligation. This study was conducted with an expert system modeling software to monitor the Hungarian commercial real estate market. At first, different experts from the Hungarian real estate market were asked about tenants' preferences and their experiences regarding green-certified office buildings in Hungary. Based on the given answers and opinions, a model was created in an artificial intelligence-driven software to calculate and possibly predict the decision-making of potential tenants regarding green-certified office buildings. Based on the interviews with market actors, it was able to integrate beside the business-related factors also the phenomena of human experience and preferences into the model, which gave an extra uniqueness to this research. After developing a complex algorithm that created a hierarchical ranking amongst the different motivational factors, the results revealed that these type of personal and human-related aspects are playing a significantly important role in the process of choosing the perfect office space.*

**Keywords:** *Decision making, green office, office occupancy, sustainability*

\*\*\*\*\*



## INTEGRATION OF ILLEGAL MIGRANTS INTO THE ECONOMY OF THE EUROPEAN UNION

**Miljenko Vrbanc**

*Međimursko veleučilište u Čakovcu, Čakovec, Bana Josipa Jelačića 22a, Croatia  
mvrbanec@mev.hr*

**Magdalena Zeko**

*Međimursko veleučilište u Čakovcu, Čakovec, Bana Josipa Jelačića 22a, Croatia  
mzeko@mev.hr*

### **ABSTRACT**

*The paper aims to demonstrate the impact of illegal migration on the economy of the European Union. Over the past several years, there has been a rapid increase in not only the number of asylum applications but in the number of illegal migrants across the EU area. The paper defines the occurrence of illegal migration as a great challenge for the EU and demonstrates different crisis management strategies applied by the EU as the most important response to the specific circumstances of illegal migration. The role of the EU has been represented through the institutions responsible for its migration and asylum policy, the European Council and the Council of the European Union. The process of seeking asylum is explained in detail, on examples of migrants fleeing persecution, war, economic crisis or other dangers. The remaining migrant protection statuses such as subsidiary protection, humanitarian protection and temporary protection are also represented in this paper. The programmes and funds aimed at enhancing the effectiveness of migration flow management and strengthening the common asylum policy, as well as the common migration policy in accordance with the rights and principles of the European Union, are also represented in the paper. The impact of illegal migration on the economy of the European Union is demonstrated in regard to the labour market or labour force. Illegal migration alleviates labour shortages in certain sectors, such as construction, agriculture and service industries, and generates competitiveness on the labour market. Likewise, it influences consumption, tax revenues and demographic trends. On the other hand, the impact of illegal migration on the social protection system is also shown in terms of the increasing total costs of the welfare state. In conclusion, legal and other frameworks of prevention and suppression of illegal migration are presented with an emphasis on the spent (material) resources, especially on the suppression of organized crime generating illegal migrations.*

**Keywords:** *illegal migrations, asylum, crisis management, common migration policy*

\*\*\*\*\*

## THE MULTIFACETED IMPACT OF TEAM LEADERS' COMMUNICATION IN EDUCATIONAL INSTITUTIONS

**Aniko Makkos**

*Széchenyi István University, Győr, Hungary  
makkos.aniko@sze.hu*

### **ABSTRACT**

*This paper addresses internal organizational and leadership communication from the perspective of 25 employees working in public and church-run educational and pedagogical institutions in Hungary. The corresponding research analyses guided reports that were written*

*by the employees about their workplace and focused on different aspects of organisational culture, and as part of it, on organizational and leadership communication. The goal of the paper is to give a picture of communication processes in the educational context and identify their effect on the organizations' climate and related dimensions as they are perceived by their employees. The paper highlights areas like listening actively and being honest and transparent when communicating or having a growth mindset. The issue of communication and conflict resolution within teams is also discussed as well as the role of school and team leaders in these processes. Based on the review of management communication literature the study looks at areas that are rarely linked to education contexts. The content analysis of guided reports compared to questionnaires as a method gives a deeper understanding of the underlying relationships between the dimensions investigated in the study. The paper concludes that the quality of institutional communication primarily depends on institutional and team leaders, and open communication results in a healthy workplace climate and higher productivity. As leaders play a key role, they need special training or coaching to be able to meet the communication needs of the employees, which has become urgent in Hungary, where the educational system has been losing its employees.*

**Keywords:** *internal organizational communication, leadership communication, educational institutions, school climate*

\*\*\*\*\*

## **NAVIGATING LEADER-SUBORDINATE DYNAMICS IN THE HYBRID CORPORATE ENVIRONMENT: A COMPREHENSIVE REVIEW**

**Brigitta Banhidi**

*Széchenyi István University, Hungary  
banhidi.brigitta@sze.hu*

### **ABSTRACT**

*This paper critically examines the multifaceted aspects of leader-subordinate relationships within the evolving landscape of the hybrid corporate environment. With a focus on the intersectionality of leadership functions, employee wellbeing, digital leadership, trust, and engagement, this review synthesizes existing literature to illuminate key challenges and opportunities inherent in the hybrid work paradigm. Our study aims to investigate how leaders adapt to change, navigate through remote work challenges, and facilitate cohesive team dynamics in a dispersed, technology-driven workspace. The paper critically analyzes the influence of digital leadership on leader-subordinate interactions, emphasizing the requisite skills and qualities needed for effective leadership in a digital landscape. Additionally, we scrutinize the impact of leader-subordinate discussions on employee wellbeing, considering the vital role of leaders in promoting work-life integration, recognizing individual contributions, and fostering a healthy work environment. Central to our exploration is the examination of trust-building mechanisms, recognizing trust as a potential factor to successful leader-subordinate relationships. This requires our literature review to also address the crucial issue of employee engagement, investigating strategies to sustain engagement levels in a hybrid setup through effective communication, feedback mechanisms, and recognition efforts. In conclusion, this comprehensive review underscores the critical importance of leader-subordinate interactions, particularly one-to-one discussions, as pivotal tools for fostering sustained engagement within the hybrid corporate environment.*

*As a next step, we advocate for a focused analysis of the dynamics within these individualized discussions, recognizing their potential to catalyze enhanced engagement, trust, and overall success in the evolving landscape of hybrid work. This targeted examination promises to offer nuanced insights and actionable strategies for organizations committed to optimizing leader-subordinate relationships in the dynamic landscape of hybrid work.*

**Keywords:** *Digital leadership, Employee wellbeing, Hybrid working environment, Leader-subordinate relationship, Trust*

\*\*\*\*\*

## **PROMOTING DIVERSITY IN EUROPEAN BOARDROOMS: A COMPARATIVE STUDY OF CODES OF BEST PRACTICES**

**Lana Cindric**

*University of Zagreb, Faculty of Economics and Business, Croatia*

**Ivana Kovac**

*University of Zagreb, Faculty of Economics and Business, Croatia*

**Anamarija Idzajt**

*University of Zagreb, Faculty of Economics and Business, Croatia*

### **ABSTRACT**

*As the call for diversity and inclusion in corporate governance intensifies, examining the effectiveness of best practice guidelines becomes paramount. This paper presents an extensive comparative analysis of board diversity practices within the European corporate governance landscape. It explores the best practice codes implemented by various European countries, revealing a diverse array of strategies aimed at fostering diversity and their repercussions for corporate governance. Transparency and accountability emerge as common themes, with many codes mandating public reporting on diversity initiatives. Additionally, gender diversity remains a focal point, reflecting the global commitment to achieving gender balance in corporate governance. This comprehensive examination not only yields valuable insights but also offers a valuable resource for benchmarking and adopting best practices in corporate governance. It stimulates further research and policy dialogues to advance board diversity within the European context.*

**Keywords:** *corporate governance, boardroom diversity, codes of best practices*

\*\*\*\*\*

## THE KEY CONCEPT OF THE DISRUPTIVE DEVELOPMENT MODEL

**Josko Lozic**

*University North, Croatia  
jlozic@unin.hr*

**Katerina Fotova Cikovic**

*University North, Croatia  
kcikovic@unin.hr*

### **ABSTRACT**

*The fundamental principles of the theory of disruptive innovation were set at the end of the 20th century, but controversies surrounding the correct interpretation of the term disruptive innovation continue to this day. The first papers on the model of disruptive innovations were published in 1995, and are based on the assumption that new market participants develop innovations that are launched in the lower part of the market, at lower prices, with lower profits, and attract customers who are outside the focus of the incumbents. Over time, disruptive innovations develop a whole new market and conquer parts of the mainstream market. The transition from niche to mainstream markets is a key period of disruption and creation of a new market. On the one hand, products are being developed that have a disruptive effect on mainstream customers, and on the other hand, user habits are changing, which directly affects the development of new markets. Originating as an idea about disruptive innovations, the theory has evolved and today includes various models used in the interpretation of the disruptive paradigm.*

**Keywords:** *digital transformation, disruption, disruptive innovation, disruptive technology*

\*\*\*\*\*

## THE DETERMINANTS OF PUBLIC SECTOR EMPLOYMENT IN THE ALBANIA

**Bernard Dosti**

*Faculty of Economics, University of Tirana  
bernard.dosti@unitir.edu.al*

**Donald Vullnetari**

*Faculty of Economics, University of Tirana  
donald.vullnetari@unitir.edu.al*

### **ABSTRACT**

*The aim of this paper is to examine the macroeconomic factors influencing public sector employment in Albania. Through investigating the interconnections among economic circumstances, demographic changes, and trends in public sector employment, this study seeks to shed light on the wider socio-economic landscape of Albania and increase understanding of the factors shaping public sector employment in post-communist countries. We use data from 2000 to 2022 to conduct an VAR with exogenous variables. The study indicates that public sector employment in Albania is influenced by factors such as income per capita, trade openness, and income inequality. It finds a positive relationship between income per capita and public sector employment, suggesting that economic growth drives demand for public services.*

*Conversely, trade openness shows a negative correlation with public sector employment, challenging the idea that increased global trade necessitates a larger public workforce. Instead, it suggests that trade openness may stimulate private sector growth. Additionally, the study highlights a positive link between income inequality and public sector employment, emphasizing the role of redistributive policies in addressing income disparities and increasing the size of the public sector employment.*

**Keywords:** *Public-sector, public-sector employment, determinants, labour market, trade openness*

\*\*\*\*\*

