



14<sup>th</sup> International Scientific Conference  
"Employment, Education and Entrepreneurship",  
Belgrade, October 24, 2025.



## **Book of Abstracts**

# **14th INTERNATIONAL SCIENTIFIC CONFERENCE "EMPLOYMENT, EDUCATION AND ENTREPRENEURSHIP"**

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Belgrade,  
October 24, 2025.



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## **ANALYSIS OF THE DEVELOPMENT OF THE ECONOMY OF SERBIA BASED ON THE SIWEC AND MARCOS METHOD**

*Dragana Vojteški Kljenak<sup>1</sup>  
Radojko Lukić<sup>2</sup>*

### **ABSTRACT**

*Researching the dynamics of the economic development (sustainable economic system) of any country, which also characterizes Serbia, using the multi-criteria decision-making method is very challenging. The primary reason for this is that they give a realistic idea of the dynamics of the development of the national economy. This is confirmed by the results of this study. According to the results of this study, in the observed period (2007 – 2023), the best sustainable performances of the economy in Serbia were in 2022, 2021, 2023, 2018, 2017, etc. Lately, the sustainable performance of the Serbian economy has improved. The worst sustainable performance of the Serbian economy was in 2020. This was influenced by the pandemic of coronavirus COVID-19 and in connection with this disrupted supply chains and cash flows. To improve the sustainable performance of the economy in Serbia, it is necessary to permanently and effectively control the determinants of the annual growth rate of the gross domestic product, foreign direct investments, export of goods and services, import of goods and services, inflation, unemployment, and the exchange rate. Adequate adaptation to global changes (geopolitical situation, energy crisis, climate change, etc.) is also essential in this direction. Its function is the realization of sustainable development goals and digitizing the entire economy in Serbia, including the application of artificial intelligence. Companies in Serbia must apply new business models (for example in trade: multi-channel sales – store and electronic, sale of organic products, private brand, etc.), the concept of sustainable development (economic, social, and environmental dimensions), modern technology, innovations in the function of increasing revenue, especially reducing costs and increasing profits.*

**Keywords:** sustainable development, economy, Serbia, SIWEC, MARCOS

**JEL:** C60, O30, R11

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## **CHANGING THE ROLE OF WOMEN IN SOCIETY THROUGH GENERATIONAL PERSPECTIVES**

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### **ABSTRACT**

*The modern workplace is characterized by the coexistence of multiple generations, each bringing unique perspectives, expectations, and challenges. This paper explores the experiences and attitudes of women across different generations in their workplace, focusing on their career aspirations, work expectations, and the challenges they face. The authors conducted a research among the Croatian public to better understand the way of thinking in Croatia and region about the topic. The research was conducted among 160 respondents to better get a closer answer to different questions regarding the position of women today in Croatia and their position in the business sector.*

**Keywords:** *women, business, modern workplace, generations, challenges in women society*

**JEL:** *B54, F64, J16*

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## **ROMAN LAW AND ELECTRONIC COMMERCE – THEORETICAL FOUNDATIONS AND MODERN APPLICATIONS IN LEGAL PRACTICE**

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*Nevenka Vojvodić Miljković<sup>2</sup>*  
*Dejan Mandić<sup>3</sup>*

### **ABSTRACT**

*Roman law represents one of the most enduring legal traditions, whose fundamental principles remain present in modern legal systems, particularly within the continental legal tradition. On the other hand, electronic commerce, as a dominant form of exchange in the digital era, poses new challenges to traditional legal institutions. This paper aims to explore the theoretical foundations of Roman law and examine their relevance and potential application within the legal framework of electronic commerce. The analysis focuses on key institutes of Roman contract law – contractual obligations, the principle of pacta sunt servanda, consensualism, and liability for damages – and their applicability in the digital environment, including electronic contracts, trading platforms, digital certificates, and consumer protection mechanisms. The issue of party identity and intent in digital transactions is also considered, through the lens of the Roman law understanding of consensus as the basis of contractual relations. Using historical-legal and comparative methods, the paper identifies the continuity between Roman legal constructions and contemporary norms of electronic business, while also emphasizing the necessity of their reinterpretation in light of technological development. Particular attention is given to challenges arising from anonymity, automation, and the cross-border nature of e-commerce. The conclusion affirms that Roman law, though a historical system, offers theoretical tools that can be effectively adapted to new digital conditions. In doing so, it encourages dialogue between legal tradition and technological innovation as a foundation for normative certainty in electronic commerce.*

**Keywords:** *roman law, e-commerce, European Union, Republic of Serbia*

**JEL:** *M14*

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## **LEGAL FRAMEWORK FOR THE ENVIRONMENTAL LIABILITY OF BUSINESS ENTITIES**

*Slobodan Jovanović<sup>1</sup>  
Snežana Prelević Plavšić<sup>2</sup>*

### **ABSTRACT**

*The issue of liability for causing environmental damage to public property and its legal regulation began to receive attention after serious environmental accidents. It can be considered that today there is a set of numerous regulations and bylaws in this area in Serbia, with the environmental protection system relying on the systemic regulation being the Environmental Protection Act. On the other hand, the civil liability of polluters is regulated by the Obligations Act. In this paper, we analyze the legal framework of environmental liability of business entities (companies and entrepreneurs). Within the framework of the topic, we will consider the conditions business entities must meet before starting an activity and during the performance of hazardous activities, their obligations regarding the quality of products, processes and services, including the legal regime environmental pollution liability.*

**Keywords:** *business entities, environmental damage, pollution, environment, liability*

**JEL:** *K15, K32*

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## Book of Abstracts

# INFORMATION SYSTEMS AND INTEGRATED LOGISTICS AS KEY TOOLS AND SUPPORT IN SUPPLY CHAIN MANAGEMENT

*Miodrag Cvetković<sup>1</sup>*

## ABSTRACT

*The essence of modern business management is how to translate a business idea or vision into a strategic plan and strategy, and then implement it into an organization and operating system. Practice confirms that competition no longer takes place between companies, but between supply chains and business networks, which makes the coordination of processes between partners more complex, but necessary. In this sense, modern information and communication systems and technologies are essential for all levels of management from the strategic to the operational and executive levels. The efficiency of logistics systems and logistics processes is key to the simplification, integration and efficiency of operational processes of the supply chain, which is a necessary support for the implementation of the company's strategy.*

**Keywords:** *competitiveness, supply chain, computer technology, information systems, integrated logistics.*

**JEL:** M21

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## Book of Abstracts

# GLOBALIZATION IMPACT ON TECHNOLOGICAL TRANSFORMATION AND THE CONNECTION OF COUNTRIES

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*Dušan Marković<sup>2</sup>*  
*Miloš Vučković<sup>3</sup>*  
*Chou Zanadu Linjie<sup>4</sup>*

## ABSTRACT

*The origins of modern technological change provide the context necessary to understand present-day technological transformation, to examine the impact of new digital technologies on the transformation of existing industries, occupations and work modalities. These implications are elaborated on the global, national, corporate and local levels. Whatever the technological future holds, it will be defined by constant adaptation, continuous innovation and the search for new potential. The author of this study concluded that digital entrepreneurship thrives on the principles of creative destruction, using technology to innovate and disrupt existing markets. This cycle of innovation and obsolescence drives economic growth and fosters a dynamic and competitive business environment, which indicates close connection between Creative Destruction, Technology and Digital Entrepreneurship.*

**Keywords:** globalization, digital transformation, digital entrepreneurship, innovation, workforce

**JEL:** F01, F21, F43

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## Book of Abstracts

# TRADITIONAL AND CONTEMPORARY APPROACHES TO MEASURING BUSINESS PERFORMANCE

*Dragan Cvetković<sup>1</sup>,  
Miljana Barjaktarović<sup>2</sup>  
Milenko Čeha<sup>3</sup>*

## ABSTRACT

*Measurement of business performance holds significant informational value for a wide range of stakeholders, providing data that enables an objective assessment of a company's current state and the formulation of realistically achievable goals for the future. Performance measurement allows management to evaluate how effective and efficient the organization has been. Both theory and practice feature a multitude of diverse approaches (models) to performance measurement, derived from different perspectives. The aim of this paper is to present, in a clear and concise manner, the key characteristics of selected business performance measurement approaches that are widely recognized in academic literature and applied in practice today. The paper highlights the importance of implementing these approaches in enhancing organizational efficiency and competitiveness.*

**Keywords:** *measurement, performance, characteristics, approaches*

**JEL:** *G31, L29, M21*

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## **MARKET LOBBYING: A NECESSARY STRATEGY**

*Aleksandar Ružin<sup>1</sup>*

### **ABSTRACT**

*"Lobby" is an English word meaning "vestibule" or "corridor." The expression acquired a political meaning in the 19th century. It referred to the corridors of the British House of Commons where members of pressure groups came to "discuss" with parliamentarians. This word is now commonly used to refer to interest groups, a term also used in Europe as an alternative to "lobby." By extension, "lobbying" is defined as "the activity of carrying out interventions aimed at directly or indirectly influencing the processes of drafting, implementing, or interpreting legislative measures and, more generally, any intervention or decision by public authorities." Lobbying involves conveying the right message at the right time to the right person. But lobbying is also, and above all, the planning and implementation of actions aimed at transforming policies, attitudes, and practices in favor of a given group. Today, 70% of lobbyists defend the private capitalist sector. Their goal is often to further open the market and limit regulations that could constrain companies in their activities. These include large multinationals in the oil, nuclear, financial, and pharmaceutical sectors. On the other hand, the term "lobbyists" also refers to associations and NGOs. These organizations, and therefore you, can also attempt to challenge the media and political decision-makers. In the era of digitalization and artificial intelligence, lobbying is changing and progressing towards digitalization to better achieve its commercial goals. Here are some tips to help you see things more clearly. Lobbying is widespread in the economic sphere, especially in the free market. Market lobbying involves influencing public and private decision-makers to defend the interests of a company or group, in order to change policies, attitudes, and practices. Lobbying often aims to obtain commercial advantages, such as deregulation or administrative simplification. To better understand the position of companies, several elements are necessary. First, it is necessary to clearly define the issues the company faces and the objectives it wishes to achieve through lobbying. It is then necessary to define the action plan and strategy required to achieve these objectives.*

**Keywords:** market lobbying, action plan, lobbying strategy, digital lobbying

**JEL:** D72

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## Book of Abstracts

# EDUCATING RESPONSIBLE FUTURE BUSINESS LEADERS FOR CORPORATE SUSTAINABILITY: A REVIEW OF FUTURE DIRECTIONS

*Fatemeh Almasi*<sup>1</sup>  
*Aidin Salamzadeh*<sup>2</sup>

## ABSTRACT

*This study aims to explore new approaches for educating responsible business leaders to promote corporate sustainability. Using a literature review, it highlights the crucial role of higher education in integrating sustainability into management curricula through interdisciplinary and experiential learning. The study also emphasizes the impact of cultural, organizational, and policy factors, as well as informal learning and digital technologies, in shaping responsible leadership. Challenges such as resistance to change and faculty development are discussed. Recommendations are provided for universities, policymakers, and organizations to adopt holistic and systemic strategies. The study concludes that educating future leaders for sustainability requires diverse educational methods and supportive ecosystems. Future research directions include empirical studies and advanced theoretical frameworks to deepen understanding in this field.*

**Keywords:** responsible leadership, corporate sustainability, leadership education

**JEL:** M14

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## **EFFECT OF INSURTECH ADOPTION ON SERVICE DELIVERY IN KENYAN INSURANCE COMPANIES**

*Caren B. Angima<sup>1</sup>*  
*Michael Otieno Okoth<sup>2</sup>*

### **ABSTRACT**

*Technological innovations are disrupting the insurance industry globally and affecting service delivery to clients. This study examined the effect of Insurtech adoption on service delivery among Kenyan insurers. The key objectives were to assess the extent of Insurtech adoption and the impact of specific technologies on service delivery by insurers. A cross-sectional descriptive survey of 56 insurance firms was conducted and data analysis was done using descriptive statistics and regression analysis. The findings revealed extensive adoption of big data analytics and mobile apps and positive impact on service delivery improvements. This related to their strong unique influence in improving customer satisfaction, loyalty, and experiences. However, emerging technologies like AI and Blockchain had minimal adoption and non-significant influence, implying limited independent impact currently. Additionally, while information security was perceived as effective, its beta coefficient was near zero, suggesting negligible impact on service delivery when controlling for other factors. Key challenges include managing cyber risks, upgrading skills, and ensuring inclusivity across consumer segments. The study concludes that strategic implementation of customer-centric technologies like data analytics and mobile apps can significantly transform service experiences. However, a coordinated approach is required to address persistent barriers and risks.*

**Keywords:** *insurance, technology adoption, insurtech, service delivery, insurance companies*

**JEL:** G22

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## **THE FUTURE OF BRAND MANAGEMENT: CHANGING TRENDS IN BRAND MANAGEMENT METHODS AND THEIR IMPACT ON START-UP BUSINESS GROWTH**

*Esma Nur Cerinan Otovic<sup>1</sup>*

### **ABSTRACT**

*The contemporary business world is trying to create its own niche and find its essence in order to be one step ahead of its competitors in order to develop and grow faster in the competitive environment under the guidance of changing trends and technological developments. Especially with the new trends in the marketing sector turning towards digitalization, start-up businesses prioritize digital marketing as well as artificial intelligence trends in marketing order, in order to grow in a short time by creating brand awareness and reach loyal customers. With the benefits of new marketing trends in a digital environment start-up businesses which are new to the sector, have thus begun to find the environment to compete with well-known businesses. This study draws attention to today's marketing communication era, where consumers play a crucial role and have a say in brand management, and accordingly, it discusses concepts such as social listening and corporate reputation through the perspective of start-up businesses marketing management methods by drawing attention the advantages and disadvantages of digitalization from the perspective of consumers and businesses.*

**Keywords :** brand management, start-up business, digitalization, artificial intelligence, social listening

**JEL:** M51

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## **APPLICATIONS AND POTENTIAL OF INDUSTRY 5.0 TECHNOLOGIES IN LOGISTICS AND SUPPLY CHAINS**

*Anthony.W. Ndungu<sup>1</sup>*

### **ABSTRACT**

*The advent of Industry 5.0 marks a paradigm shifts in logistics and supply chain management, emphasizing human-machine collaboration, sustainability, and resilience alongside technological innovation. This study employs bibliometric analysis to examine 132 peer reviewed publications (2017–2024) from Scopus, uncovering trends, gaps, and regional disparities in Industry 5.0 research. Findings reveal dominant themes human-centric automation, sustainable logistics, blockchain transparency, and AI-driven predictive analytics with Europe and Asia leading scholarly output, while Africa remains underrepresented despite emerging innovations. The study highlights the need for contextualized adoption strategies, particularly in the Global South, where infrastructural and socio-economic challenges persist. Policy recommendations stress investments in digital infrastructure, workforce reskilling, and cross-border collaboration (e.g., AfCFTA) to foster inclusive growth. Theoretical gaps call for integrated frameworks bridging socio-technical systems, innovation diffusion, and sustainability science. Future research should prioritize sector-specific applications (e.g., agriculture, healthcare), longitudinal studies on labor dynamics, and interdisciplinary approaches to optimize Industry 5.0's transformative potential. By harmonizing technological advancement with ethical and inclusive principles, Industry 5.0 can redefine global supply chains as agile, equitable, and sustainable systems.*

**Keywords:** *Industry 5.0, logistics, supply chain, human-centric automation, sustainability, bibliometric analysis*

**JEL:** *L23, O33,*

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## Book of Abstracts

# SCHOOL CLIMATE AND MOTIVATION TOWARDS RESILIENCE

David Edward G. Jimenez<sup>1</sup>

## ABSTRACT

*This study examined the impact of school climate on student motivation and resilience during the pandemic, focusing on college students in a public higher education institution in the Philippines. Using a mixed methods design, the research combined quantitative survey data with qualitative responses to explore how school climate influenced students' motivation towards school performance. Results indicated a significant correlation between a positive school climate and higher levels of motivation. Students in higher academic year levels reported declining perceptions of support, motivation and well-being. Qualitative findings emphasized the importance of well-designed modular learning materials, supportive and available faculty and responsive institutional policies for student needs. The study highlighted the critical role of schools and educational leaders in fostering a supportive environment that sustains motivation and builds resilience, particularly in times of crisis. These findings offer practical insights for institutions, administrators and policymakers to enhance student well-being and academic performance amid crisis.*

**Keywords:** school climate, motivation, resilience

**JEL:** I23

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## Book of Abstracts

# THE CONTRACT OF MANDATE (THE ROMAN MANDATUM) IN THE REPUBLIC OF SERBIA: THE FUNDAMENT OF LEGAL PROFESSION

Aneta Atanasovska Cvetkovic<sup>1</sup>  
Aleksandra Jovanovic<sup>2</sup>  
Miodrag S. Cvetkovic<sup>3</sup>

## ABSTRACT

*Today's legal practice as an independent profession inconceivable without the existence of the institutions such as authorization, power of attorney, or contract of mandate so that a legally ignorant party can receive adequate legal assistance. This contract, which establishes the rights and obligations of the contracting parties, is considered as significant due to its broad scope of application: when certain tasks are delegated to certain individuals and concluded with certain persons due to time constraints, when legal transactions are conducted on others behalf as the law required, but also when someone's representation in court is required. Historical legal acts indicate the segmented existence of this contract since the "down of civilization" primarily for trade and representation purposes. Its further development is closely tied to and influenced by the legal profession, which has historically carved its path as an independent, autonomous profession and invocable contributes to the development of this contract. The authors of this article focus on the power of attorney, more specifically the contract of mandate, as the cornerstone of the legal profession aimed at protecting legally ignorant parties. The analysis is grounded in the current Law on Obligations, which reinforcing the central thesis: a frequently used contract within the legal profession, regulated by law, with its own unique characteristics and elements.*

**Keywords:** attorney, contract, mandate, law, history

**JEL:** K00, K10, K12, K19

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## **REIMAGINING HUMAN RESOURCES IN MODERN CONDITIONS: INTELLECTUAL CAPITAL AS A MODERATOR OF VALUE-BASED LEADERSHIP AND PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA**

*Oluoch Mercy Florah<sup>1</sup>*  
*Muindi Florence<sup>2</sup>*

### **ABSTRACT**

*Various studies have examined different aspects of value-based leadership on performance. However, there is little research evidence on the aspects of the roles of intellectual capital as a moderator of value based leadership and performance. This study therefore set out to examine the moderating role of intellectual capital on the relationship between value based leadership (VBL), and performance of County Governments. The study was guided by Resource-Based View Theory (RBVT), Social Exchange Theory (SET), and Social Learning Theory (SLT) The study used mixed methods design employing the use of both quantitative and qualitative methodologies. Data was collected using questionnaires and interview guides administered on purposely sampled populations from all the 47 county governments in Kenya. Summary of the findings indicate that intellectual capital significantly influences county performance, as evidenced by its positive coefficient of 0.8800 and a p-value of 0.0020. This interaction indicates that intellectual capital moderates the relationship between value-based leadership and county performance. Counties with strong intellectual capital—characterized by knowledgeable employees, efficient processes, and strong relational networks—can maximize the benefits of value-based leadership which in turn would greatly impact on performance of the Counties.*

**Keywords:** *human resources, intellectual capital, value-based leadership, performance of county governments*

**JEL:** M54

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## Book of Abstracts

# THE EFFECT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH THE MEDIATING ROLE OF JOB SATISFACTION: THE CASE OF WOLLO UNIVERSITY ACADEMIC STAFF

Ahmed Dawud<sup>1</sup>  
Yimer Ayalew<sup>2</sup>  
Fethya Ebrahim Ali<sup>3</sup>

## ABSTRACT

*The capacity to recognize, understand, and effectively manage one's own emotions as well as those of others commonly referred to as emotional intelligence (EI) which plays a crucial role in shaping employees' job satisfaction and work performance. Given the emotionally demanding nature of most professional roles, particularly in academic settings, EI has emerged as a key predictor of both individual and organizational success. This study aimed to investigate the impact of emotional intelligence on the job performance of academic staff at Wollo University, with a specific focus on the mediating role of job satisfaction. Using the Yemane formula, a sample of 303 academic staff members was selected through stratified random sampling. Data were collected using a modified, structured questionnaire adapted from established prior studies. The research employed a mixed-methods approach, combining descriptive and explanatory research designs, with data analyzed using descriptive statistics and Partial Least Squares Structural Equation Modeling (PLS-SEM) via updated versions of SPSS and SmartPLS software. Findings revealed that all four dimensions of emotional intelligence such as self-awareness, self-management, social awareness, and relationship management positively and significantly influence employee performance. Moreover, job satisfaction was found to partially mediate the relationship between emotional intelligence and employee performance. Based on these results, it is recommended that Wollo University implement targeted training programs aimed at enhancing the emotional intelligence of its academic staff. Such initiatives could contribute to greater job satisfaction and improved overall performance, fostering a more productive and supportive academic environment.*

**Keywords:** emotional intelligence, employees performance, job satisfaction, Wollo University

**JEL:** J62

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## Book of Abstracts

# HOW DIGITALIZATION IS RESHAPING TRADITIONAL BUSINESS PRACTICES? CONSUMER BEHAVIOR, TECHNOLOGY ADOPTION AND S.C. MANAGEMENT

Mihir Joshi<sup>1</sup>  
Mohsen Brahmi<sup>2</sup>  
Vlado Radic<sup>3</sup>

## ABSTRACT

*This work offers an in-depth exploration of existing insights and perspectives related to online grocery shopping from 1994 to 2024, combining data from Scopus and Web of Science to identify 2,446 unique papers using Boolean operators. A rigorous PRISMA-guided filtering process refined the dataset to 1,151 relevant documents, which were analyzed in R Studio to uncover key themes, keywords, and research trends. The analysis highlights themes such as consumer behavior, technology adoption, supply chain management, marketing, and satisfaction, with the COVID-19 pandemic emerging as a pivotal factor driving research interest. Further filtering yielded 47 highly relevant articles for an in-depth review. The findings reveal factors influencing consumer decisions, technological advancements, and industry trends, while identifying future research directions, including the repercussions of the pandemic, integrating AI and VR, and sustainable practices. This study offers valuable insights, serving as a foundation for understanding online grocery shopping and its evolving dynamics.*

**Keywords:** online grocery shopping, bibliometric analysis, systematic literature review, E-grocery, purchase intention, repurchase intention

**JEL:** M15, O33,

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## Book of Abstracts

# DESIGNING ENGAGING TRANSFORMATIVE LEARNING EXPERIENCES IN HIGHER EDUCATION

*Denisa Abrudan<sup>1</sup>*  
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*Nor Farah Hanis Zainun<sup>3</sup>*

## ABSTRACT

*We all know there is a growing demand for educational solutions that help students develop transferable skills relevant to the job market. This article presents the design of transformative learning experiences in higher education, emphasizing the importance of engaging students through innovative educational practices. Topics like - the need for transferable skills, co-curricular programs, experiential learning projects are the main focus for this article. It showcases what a public Romanian university—West University of Timișoara, a well-known and recognized institution in the Romanian higher education landscape—does to provide students with new learning experiences that challenge them and enhance their awareness of the relevance of their education. The three case studies from the West University of Timișoara illustrate how experiential learning projects can enhance students' problem-solving skills and creativity through collaboration with international partners.*

**Keywords:** engagement, education, skills, learning experience

**JEL:** A23, M16

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## Book of Abstracts

# COMMERCIALIZATION OF AVOCADO FRUIT: EVIDENCE FROM ETHIOPIA

Abera Abebe<sup>1</sup>

## ABSTRACT

*The policies in Ethiopia to advance the commercial orientation of farmers need identification of challenges at the farmer level and exhaustive actions to shift the farm sector. Further activities have to be done to change the country's present subsistence-oriented farm production system of different horticultural crops. The research has aimed at investigating factors determining avocado fruits commercialization using cross-sectional data obtained from 385 randomly selected sampled households from Wolaita and Kembata Tembaro zones in Ethiopia. To identify factors influencing avocado fruit output commercialization, and level of commercialization of avocado fruits data was analyzed using descriptive statistics and an econometric model. The mean commercialization index for the sample households was 0.58, which indicates that on average a household sold 58% of its total avocado fruit production. As a result, farm households' output commercialization levels fall in commercialized farming systems. The Tobit model result indicated that farm households' avocado fruit output commercialization was significantly influenced by educational level of household head; frequency of extension contact; access to training on fruit production and management; access to credit; income generating from off-farm income; quantity of avocado fruits produced; and access to transportation. Based on the findings, improving the educational status; accessing training and extension services; delivering market information timely; increment in productivity of avocado fruits should be considered to increase degree of avocado commercialization.*

**Keywords:** avocado, commercialization, Tobit, Wolaita and Kembata

**JEL:** Q10, Q13,

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## Book of Abstracts

# THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEES' PERFORMANCE WITHIN CONTEMPORARY MANAGEMENT: EVIDENCE FROM SAMARA UNIVERSITY

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Zelalem Solomon Tadesse<sup>2</sup>  
Seid Adem Seid<sup>3</sup>

## ABSTRACT

*A strong organizational culture can be a potent force, elevating the performance of individuals. It fosters a sense of purpose, motivates employees to go the extra mile, and provides a supportive environment where they can learn and grow. Conversely, a weak culture can be greatly demotivating. However, there are limited studies in academic institutions. Therefore, this study investigated the influence of organizational culture on employee performance at Samara University. A mixed-methods approach was employed, utilizing descriptive and explanatory research designs. Data was collected from 337 staff members selected through stratified sampling. Surveys and key informant interviews served as the primary data collection instruments. Statistical analysis using Multi-Layer Perceptron (MLP) models was conducted with SPSS v25. The findings revealed that all four cultural dimensions significantly and positively impacted employee performance. Mission emerged as the strongest factor influencing performance, followed by adaptability, involvement, and consistency. Qualitative analysis also reveals a positive connection between a clear mission, employee participation, adaptability to challenges, and consistency. However, identified areas for improvement in measurability of the mission, consistency in performance across units, and enhancing employee involvement. Based on these results, recommendations for Samara University include focusing on strengthening mission and adaptability, while also enhancing employee involvement and promoting consistent service delivery.*

**Keywords:** adaptability, consistency, employee performance, innovation, involvement, mission

**JEL:** L25

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## Book of Abstracts

# SHOULD SERBIA JOIN THE EU FROM ECONOMIC POINT OF VIEW?

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*Jelena Vlajnić<sup>2</sup>*

## ABSTRACT

*This article examines the economic dimensions of Serbia's integration into the European Union, with particular attention given to distinguishing these from the political aspects of the accession process, insofar as such separation is analytically feasible. Central to our analysis is the dilemma articulated by Professor Boris Begović, which has gained prominence in Serbian public discourse and concerns the optimal model of European integration that Serbia should adopt. In addition, we explore several arguments that cast doubt on the economic rationale for Serbia's potential accession to the EU. While EU membership has long represented a cornerstone of Serbia's foreign policy orientation, the series of crises that have affected the Union in recent years suggest that alternative frameworks of economic integration may merit serious consideration.*

**Keywords:** EU, EFTA, stabilisation and association agreement, Brexit

**JEL:** K10, K33

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## Book of Abstracts

# GENDER, MIGRATION AND EMPLOYMENT: DRIVERS AND CONSEQUENCES OF WOMEN'S MIGRATION TO SUADI ARABIA FOR DOMESTIC WORK

Netsanet Delelegn<sup>1</sup>  
Meseret Zewudu<sup>2</sup>  
Seid Adem Seid<sup>3</sup>

## ABSTRACT

*Migration is considered the movement of people from one geographic region to another, which may be on a temporary or permanent basis. This study assessed the drivers and consequences of women's migration to Saudi Arabia for domestic work, with specific reference to Bahir Dar city, Ethiopia. The study used a mixed research approach and concurrent research design. The study mainly relies on primary data with the help of questionnaires and in-depth interviews, and secondary data sources. The research used simple random sampling techniques to collect data from 270 women among considered 280 samples from the Arab-returnee women. The collected data were analyzed using both qualitative and quantitative data analysis. The findings of the study from multiple regression indicated that there are different pushing and pulling factors for women's migration to Saudi Arabia. These are: financial problems, employment problems, and extreme poverty, wage rate, pressure from friends and family, higher income probability, a good story of migrant women, better facilities, independence and freedom, and employment. The migrant women faced challenges during and after their arrival in Saudi Arabia such as economic, social, psychological, and political problems were faced by returnee women in Bahir Dar. As a result, women used relationship, self-directed, and transpersonal strategies to overcome those challenge. Hence, the researcher suggests to strengthen bilateral agreements, job creation programs, offer support, invest in inclusive employment opportunities, and develop flexible vocational training.*

**Keywords:** drivers, employment, consequences, coping mechanism, women's migration, pushing factor, pulling factor

**JEL:** J11, J21, J61

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## **MEDIATION IN INSURANCE IN SERBIA**

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*Tatjana Piljan<sup>2</sup>*

*Aleksandra Golubović Stojanović<sup>3</sup>*

### **ABSTRACT**

*Insurance mediation represents alternative resolution mechanism disputes between insured and insurer, who contributes more efficient, more economical and less conflicting solving conflicting the situation. It is analyzed in the paper legal frame mediation in the Republic Serbia, with special in retrospect on application in the field insurance. Advantages are being explored mediation in the relationship on traditional court procedures, such as what are reduction costs, faster solving disputes and preservation business relations. They are also displayed practical examples from practices, as and degree information and readiness insurance parties to resort to this one in shape alternative solutions disputes. Special attention is dedicated to the role mediator and importance trust in the procedure. The goal is happy to point out on potential mediations as effective instruments in the field insurance and encourage her wider implementation in practice in the Republic Serbia.*

**Keywords:** mediation, insurance, alternative solving disputes, legal frame, mediator

**JEL:** K41, G28, K13

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## Book of Abstracts

# EVIDENCE BASED IMPACT ANALYSIS OF THE RURAL JOB CREATION FUNDS' PERFORMANCE ON RURAL LIVELIHOOD OF RURAL YOUTHS: THE CASE OF BOLOSO SORE DISTRICT, WOLAITA ZONE, ETHIOPIA

Zemach Lemecha<sup>1</sup>  
Yesuneh Gizaw<sup>2</sup>  
Alemayehu Asale<sup>3</sup>

## ABSTRACT

*The study aimed to identify policy gaps in rural job creation, evaluate the performance of rural job creation funds, analyze the impact of rural job creation projects on youths' livelihoods, and identify challenges and opportunities in the study area. The methodology used both qualitative and quantitative approaches to collect data from youth groups. The majority (66.7%) participated in jobs load and unload works, agricultural works, trade and service delivery for income generation and maximization. However, 33.3% were not involved due to fear of risk, uncertainty of funds, lack of initial capital, and ineffectiveness of previously grouped teams. Factors affecting youth participation in rural job creation projects included group disagreements, access to credit, division or sharing of credit among individuals, system bureaucracy, lack of initial capital, fear of losses, risk and uncertainty, and lack of working places. Policy revisit is an important finding of the study.*

**Keywords:** youths, rural job creation, impact, revolving funds, performance, livelihoods, job opportunities

**JEL:** Q15

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## **FINTECH INNOVATIONS THROUGH BLOCKCHAIN AND SMART CONTRACTS**

*Dorđe Vidicki<sup>1</sup>*  
*Miloš Roganović<sup>2</sup>*  
*Radovan Vladislavljević<sup>3</sup>*

### **ABSTRACT**

*The aim of this paper is to present a model of innovative solutions in the domain of the financial sector, primarily technologies based on blockchain and smart contracts. Blockchain technologies are new ways of storing information and can represent the basis for decentralized systems, while with the use of smart contracts many financial procedures can be automated. The new model based on the mentioned technologies not only increase efficiency in financial business, but also increase the trust of all actors in the business process.*

**Keywords:** *blockchain technologies, smart contracts, FinTech, DeFi, cryptography*

**JEL:** *G21, G23, O33, K24*

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## **REPORT ON THE AUDIT OF THE FINANCIAL REPORTS AND BUSINESS REGULARITY OF THE PUBLIC ENTERPRISE "ELEKTROPRIVREDA SRBIJE"**

*Milan Korica<sup>1</sup>*

### **ABSTRACT**

*This paper emphasizes the importance of auditing as a systematic process of objective assessment related to the economic activities of the management of a certain institution in order to determine the degree of compatibility with an established criteria. In the paper, a case study is presented, presenting a report on the audit of the Public Enterprise "Elektroprivreda Srbije", Beograd. Due to its broad presence and business activity, this enterprise is interesting for the control of management and its organization and work. Through the presented example, we will see that in the business of this and similar enterprises, there are deficiencies in the operations that confirm the necessity of introducing a State Audit Institution.*

**Keywords:** *business economics, accounting, auditing, government policy and regulation*

**JEL:** *M20, M40, M48*

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## **ONLINE SURVEYING AS A MODERN MARKET RESEARCH TECHNIQUE**

*Bojana Ostojić<sup>1</sup>*

### **ABSTRACT**

*In the era of digital transformation, online surveys have become an indispensable tool for market research due to their speed, cost-efficiency, and broad reach. The aim of this paper is to examine the advantages and challenges of using online surveys as a method for collecting data on respondents' attitudes and behavior. An empirical study was conducted among the student population, analyzing the impact of questionnaire design on participant engagement, the factors determining response rates, and the elements that may compromise the validity and reliability of the collected results. The findings indicate that respondents recognize ease of use, the possibility of anonymous participation, and fast data processing as the main advantages of online surveys. At the same time, the importance of question design, clear instructions, and optimal survey length were highlighted as key conditions for achieving high engagement levels. Challenges include ambiguous wording, response bias, and technical inconsistencies, all of which can reduce data quality. Based on these insights, the paper proposes concrete guidelines for improving online surveys: careful questionnaire design and pilot testing, a balanced mix of question types, and the introduction of additional quality control and data verification procedures. The implementation of these measures enables researchers to maximize survey efficiency, minimize the risk of error, and enhance the reliability of the results.*

**Keywords:** online survey, market research, questionnaire design, response rate, data validity

**JEL:** M31, C83, C88, D83

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## **MEASURING THE FINANCIAL STABILITY OF INSURANCE COMPANIES IN THE REPUBLIC OF SERBIA USING THE CARMEL INDICATORS**

*Ana Anufrijević<sup>1</sup>*  
*Anđelka Aničić<sup>2</sup>*  
*Dušan Aničić<sup>3</sup>*

### **ABSTRACT**

*This paper aims to assess the financial stability of insurance companies in the Republic of Serbia by applying the CARMEL model, which includes six key indicators: capital adequacy, asset quality, reinsurance, governance structure, profitability and liquidity. Using publicly available data from the financial statements of insurance companies, data for 2022 and 2023 were analyzed. The research results show that the insurance sector in Serbia is largely maintaining stability, with a high level of capital adequacy and satisfactory liquidity and profitability. At the same time, weaknesses in asset quality, reinsurance policies and governance structures were observed in some companies, which indicates the need to improve internal policies and comply with regulatory standards. The application of the CARMEL indicators have proven to be a useful method for comprehensive monitoring and assessment of the financial health of insurance companies, as well as for supporting the adoption of strategies to preserve and strengthen the stability of the insurance market.*

**Keywords:** insurance, financial stability, CARMEL indicators

**JEL:** G22, G32

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## **RESEARCH AND DEVELOPMENT AS A DETERMINANT OF SERBIA'S PROGRESS**

*Svetlana Milošević<sup>1</sup>*

### ***ABSTRACT***

*In today's world, innovation is one of the most important factors for winning the market game, because in that battle it is not always the richest who win, but those who have the most innovative solutions. The creators of the economic environment in Serbia are aware that it is necessary to invest more and more funds in creating a favorable innovative climate. Serbia has officially adopted a strategy for scientific and technological development and is formally working to create affirmative innovative conditions. In this paper, we have analyzed whether in practice in Serbia investments in research and development are in accordance with the adopted strategy, what is the scope of scientific research work and whether scientific workers at universities are encouraged to engage in scientific work. We also looked at how Serbia is positioned in international reports when it comes to innovation.*

**Keywords:** science, innovation, budget allocations

**JEL:** O38, O39, A20

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## Book of Abstracts

# ASSESSMENT OF HOUSEHOLD CHOICE AND FACTORS INFLUENCING LIVELIHOOD DIVERSIFICATION STRATEGIES IN THE AWBARRE DISTRICT, SOMALI REGION, ETHIOPIA

Maslah Mahamed Duale<sup>1</sup>  
Najib Abdi Hassen<sup>2</sup>,  
Seid Adem Seid<sup>3</sup>

## ABSTRACT

*Livelihood diversification is increasingly vital for rural households in developing countries. This study examines the livelihood diversification strategies of households in the Awbarre District and the factors influencing their choices. A cross-sectional explanatory design was used, collecting primary and secondary data from 155 households across four kebeles using stratified random sampling. The data collection strategies included focus group discussions, survey, and key informant interviews. The collected data were analyzed by using descriptive and inferential statistics with multinomial logit model using SPSS. The Results show that the most important livelihood strategies adopted by households in the study area are on-farm only 36.1%, on-farm + off-farm 18.1%, on-farm + non-farm 29%, and on-farm + off-farm + non-farm 16.8%. The results from the model indicated that marital status, education, household size, annual income, and livestock ownership positively influence diversification choices, whereas sex, dependency ratio, access to improved seeds, and training negatively affect it. It is better to emphasize on education, increasing income, and promoting agricultural intensification can encourage diversified strategies, enhancing household well-being.*

**Keywords:** diversification, livelihood, non-farm, off-farm, on-farm, resilience, Somali region

**JEL:** E20, G51

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## **IMPACT STUDY OF ENTREPRENEURIAL TRAINING: COMPARATIVE ANALYSIS BETWEEN APEP AND MAC**

*Amal Hafah*<sup>1</sup>  
*Zakia Benhida*<sup>2</sup>

### **ABSTRACT**

*Moroccan universities play a major role in supporting entrepreneurial education through the implementation of entrepreneurship modules across all higher education programs. The objective of this research is to evaluate the impact of entrepreneurial training by conducting a comparative study between two bachelor's degree programs of excellence in order to examine the usefulness of the program on students' entrepreneurial skills and intentions. The study is based on a quantitative survey of 119 students, divided between two programs at FSJES-Ain Chock: Public Economic Policy Analysis (APEP), a group that benefited from entrepreneurial training, and Management and Change Support (MAC), a control group that benefited from project management training, whose data was collected through a questionnaire administered after the training. The analysis of the results is based on structural equation modeling (PLS-SEM). The results show a significant impact on entrepreneurial capacity and also reveal a strong interest in entrepreneurship among APEP students compared to MAC students. Based on the conclusions of the study, Moroccan universities are encouraged to adopt active teaching approaches, such as "learning by doing," to strengthen entrepreneurial intent among learners.*

**Keywords:** *entrepreneurial education, entrepreneurial intent, impact, learning by doing, self-efficacy*

**JEL:** L26

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# **THE INFLUENCE OF TRANSFORMATIVE LEADERSHIP ON SUSTAINABLE EDUCATION REFORM IN THE ACADEMIC SECTOR: MEDIATING ROLES OF CURRICULUM INNOVATION, TEACHER EMPOWERMENT, INSTITUTIONAL CULTURE AND STUDENT ENGAGEMENT**

*Zahid Hussain<sup>1</sup>  
Mohsen Brahmi<sup>2</sup>  
Arman Khan<sup>3</sup>*

## **ABSTRACT**

*This paper looks at how curriculum innovation (CI), teacher empowerment (TE), institutional culture (IC) and student engagement (SE) facilitate the relationship between transformative leadership (TL) and sustainable educational reform (SER) in education. Questionnaires and interviews were administered to educators and academic administrators in different 10 educational institutions in Karachi, Pakistan. The PROCESS macro was used to assess direct and indirect impacts. It was found that transformative leadership greatly affects sustainable educational changes, a relationship which is further strengthened with the mediating influences of innovation and culture within the institution. Institutional culture was the most impactful of all, reflecting its significance in nurturing supportive and flexible learning. Teacher empowerment also made an important contribution, stressing the necessity of developed professionalism and self-governance in bringing about change towards sustainability. On the other hand, the mediating influences of student engagement were the weakest, indicating that the involvement of students in and out of class is limited by higher macro-global institutional and policy structures. This study answers some of the critical issues concerning the integration of educational innovations with institutional reforms and analyzing the gap in understanding the relation between leadership and cultures as phenomena that result in academic change.*

**Keywords:** *transformative leadership, sustainable education reform, institutional culture, teacher empowerment, curriculum innovation*

**JEL:** I20

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## Book of Abstracts

# COMPUTATIONAL AND CONTRASTIVE LINGUISTIC APPLICATIONS OF PARALLEL ARCHITECTURE

Vladimir Radulović<sup>1</sup>  
Snežana Moretić Mičić<sup>2</sup>  
Vesna Cogoljević<sup>3</sup>

## ABSTRACT

*In this paper, we present potential future applications of Ray Jackendoff's theory of parallel architecture and conceptual semantics to the fields of contrastive and computational linguistics which are in our view both enabled and made more relevant by new developments in informatics and computing. Machine learning and artificial intelligence are currently among the most discussed topics in technology, economics, sciences, humanities and beyond. After pointing out key features and limitations of most commonly used ML/AI language models such as the Large Language Model (LLM), we reflect upon the lack of work and research in applying generative grammar in this related field. We point out Ray Jackendoff's model of parallel architecture as a potential candidate for bringing generative grammar closer to the practice of ML/AI related computational linguistics. Its application of a cognitive approach as a basis for a conceptual approach to semantics, as well as its completeness in describing lower level linguistic phenomena, from syntax to phonetics, promise to more efficiently resolve cognitive and computational issues that Chomsky's deep structure and other semantics-related methods in generative grammar likely cannot. As a test of this theory's scope of application, we consider its possible implementation in contrasting equivalent translations in English and Serbian. Upon inspecting the most basic examples from Jackendoff's original work, we already see possible challenges in the case of contrasting the semantic value of definiteness and indefiniteness in English and Serbian. After introducing these concerns, we turn to more practical speculations by analysing a relatively simple definition from an introductory Business English textbook in order to contrast the original English text and Serbian translation as seen through the parallel architecture approach. Finally, we summarise and reflect on key practical and theoretical concerns that may arise when applying this powerful model of natural language by human and computational means.*

**Keywords:** generative grammar, computational linguistics, contrastive linguistics, machine learning, artificial intelligence

**JEL:** Z13

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## Book of Abstracts

# LACK OF INTEREST OF YOUNG PEOPLE IN SERBIA FOR DEFICIENT TRADES AND OCCUPATIONS

*Dragana Pešić Jenačković<sup>1</sup>  
Žikica Simić<sup>2</sup>*

## ABSTRACT

*In this paper the authors deal with the very current and significant problem of the growing and alarming shortage of craftsmen to perform scarce and necessary craft activities and services in Serbia due to the enormous lack of interest among young people in engaging in these professions and the increased outflow of qualified craftsmen, masters, abroad. The main emphasis is on the lack of desire and the nature of the motivation of young people to engage in elementary and necessary occupations for a society. The main reasons for young people's lack of interest in trades and occupations that are in short supply are: considerable workload, time and effort required for training, poor working conditions, high risk (even life-threatening) when performing these jobs, shame for performing trade jobs, high degree of uncertainty and high business risk. Also, some measures taken by the state of Serbia in order to fight against this economically unwanted phenomenon due to its harmful effects on the economy are being considered. It is concluded that the support for crafts in Serbia has increased in previous years, but that there is still considerable room for improvement.*

**Keywords:** occupations, crafts, youth, interest, entrepreneurship

**JEL:** A14

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## Book of Abstracts

# PERCEPTION AND MANAGEMENT OF RISK BY SMALL AND MEDIUM-SIZED ENTERPRISES IN SERBIA

Marija Lukić<sup>1</sup>

Tatjana Piljan<sup>2</sup>

Aleksandra Golubović Stojanović<sup>3</sup>

## ABSTRACT

*Perception and management at risk represent key aspects sustainable business small and medium enterprises (SMEs) in Serbia . This paper aims to examine how SMEs identify, evaluate and react on different shapes risks - financial, operational, regulatory and cyber risks. By analyzing existing data , practice and management tools risk , it was observed that the majority of SMEs in Serbia owns limited risk awareness and mostly applies intuitive, informal access. Results indicate on the need for more by investing in education and development digital tools, encouragement applications insurance and strengthening institutional support. Research contributions better understanding barrier with which SMEs face in the process management at risk and offers recommendations for improvement resistance this one sector. By applying systemic measure, it is possible to improve SME response capacities on crisis situations and preservation stability business.*

**Keywords:** perception, management risk, small and middle companies, sustainable business

**JEL:** G32, L26, D81, M21

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## Book of Abstracts

# THE ROLE AND SIGNIFICANCE OF THE ACCOUNTING AND AUDITING PROFESSION IN THE SYSTEM OF INTERNAL CONTROL AND INTERNAL AUDIT IN THE REPUBLIC OF SRPSKA

*Branka Savić<sup>1</sup>*

## ABSTRACT

*Internal control in each institution is a system in which senior employees are involved, and the management of each institution is responsible for establishing the internal control system. A special segment, one of the most significant in the system of internal controls, is financial management and control. Financial management and control includes all financial and non-financial processes and activities in the business of the entity, and is carried out in all organizational units and at all levels of the entity and includes all funds of the entity, including funds obtained from other sources. The management of the institution is responsible for implementing the internal control system. "Internal audit is an independent, objective opinion and advisory activity that aims to improve the entity's operations and helps the entity achieve its goals by providing a systematic and disciplined approach to evaluating and improving the effectiveness of risk management, controls and management processes". The accounting and auditing profession should ensure trust in reports on the financial position and performance of economic entities. In order to perform these important tasks, the responsibility of a professional accountant has been raised to a high level. A professional accountant must respect the Code of Ethics, as the basic starting point for honest and professional work. For these reasons, the Code of Ethics is a basic lever for building the basic values of a professional accountant, which are integrity and professionalism. The staff for the auditing profession are usually chosen from area of the accounting profession, since they are familiar with the most important settings of the auditing profession.*

**Keywords:** *internal control, internal audit, auditor, accounting standards, auditing standards*

**JEL:** *H00, H61*

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## **SPIRITUAL INTELLIGENCE AS A FACTOR OF ORGANISATIONAL PERFORMANCE: AN INTEGRATIVE REVIEW**

*Fadil Mušinović<sup>1</sup>*

### **ABSTRACT**

*This article examines the role of spiritual intelligence (SI) in achieving holistic organizational performance. Using a structured integrative review methodology, we analysed 17 empirical studies (2016–2024) and quantitatively synthesized their effects on financial performance (ROI) and talent retention. Findings confirm a moderate effect size for the SI–ROI relationship ( $r = 0.36$ ) and reveal the mediating role of emotional intelligence (EI). We present an original research model with five hypotheses and discuss the moderating influence of organizational culture. The results advocate for integrating SI into leadership development and HR policies.*

**Keywords:** *spiritual intelligence, emotional intelligence, return on investment, talent retention, organizational culture*

**JEL:** M12

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## **THE ROLE OF AI IN SHAPING MOTIATED AND EFFECTIVE WORKFORCES FOR SUSTAINABLE GROWTH**

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Josipa Pleša<sup>2</sup>*

### **ABSTRACT**

*The paper examines the impact of artificial intelligence (AI) technologies on employee motivation, engagement, and productivity in small and medium-sized enterprises (SMEs), highlighting their importance in fostering sustainable growth. The objective of the research was to examine employees' perceptions of the role of AI in their everyday job tasks, to assess the availability and scale of AI tool implementation, and to identify the main obstacles and barriers to the adoption of these technologies in SMEs. In addition to the concepts of organizational resilience and digital transformation, the theoretical framework is based on modern theories of employee motivation and engagement.*

*A quantitative method was implemented through the use of an online survey with a sample of employees from a number of small and medium-sized enterprises (SMEs) in the region.*

*The results indicate that employees are aware that AI tools can assist them become more effective and productive, particularly when it comes to automating repetitive chores and making decisions faster. There were also issues with training, ethics, and not being willing to change. The study highlights the significance it is too small and medium-sized businesses (SMEs) to use AI in a way that is both strategic and ethical for the purpose to achieve short-term productivity boosts and long-term sustainability.*

**Keywords:** artificial intelligence, small and medium-sized enterprises, motivation, efficiency, employee engagement, sustainable growth, digital transformation

**JEL:** O33, M12, M15, J24, L26, Q01

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## Book of Abstracts

# FROM DATA TO INSIGHTS: GENERATIVE AI IN MARKETING RESEARCH

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Maja Cogoljević<sup>2</sup>  
Jovan Njegić<sup>3</sup>

## ABSTRACT

*This paper provides the first systematic review of generative artificial intelligence (Gen-AI) in marketing-insight generation, synthesizing 18 peer-reviewed studies (2023-2025) across five domains: capability frameworks, consumer perception, organizational adoption, creative practice, and ethics/governance. Gen-AI creates marketing value through accelerated research workflows and enhanced creative output, but only under specific conditions: rich data input, human oversight, and ethical safeguards. Consumer studies show people cannot reliably detect AI-generated content yet respond negatively to AI disclosure without human control cues. Organizational evidence demonstrates Gen-AI increases profitability ( $\beta = .17, p < .01$ ), customer satisfaction ( $\beta = .21, p < .01$ ), and acquisition ( $\beta = .26, p < .01$ ), contingent on supportive culture and change management. Creative applications achieve parity on routine tasks but struggle with sophisticated humour and brand-tone alignment. Ethical analysis reveals governance gaps where manipulation risks and privacy concerns outpace regulatory responses. The review contributes by integrating findings into a capability-governance continuum, extending adoption theories, and providing practitioner guidelines: invest in high-input, high-control use cases; maintain human stewardship visibility; institutionalize ethics-by-design. We outline future research priorities including longitudinal consumer studies, cross-cultural validation, and field tests of ethical safeguards.*

**Keywords:** generative artificial intelligence, marketing research, large language models, consumer perception, adoption, creative advertising, human-AI collaboration, digital marketing

**JEL:** M31, O33, M15, L86

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## Book of Abstracts

# POLITICAL LEADERS, MEDIA AND PUBLIC OPINION

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Rade Babović<sup>3</sup>

## ABSTRACT

*Globalization has changed the world, and thanks to it, communication and the emergence of mass media play an important role in creating attitudes in society. The public is interested in all public figures, and when it comes to political leaders, they attract special attention. Political leaders are the ones who work on their image in society, while the media are the ones who transmit information. Both of them create a collective opinion or public opinion based on the way information is presented. In this paper, we will look at political leaders and what distinguishes them from others, and at the same time, by looking at the media, where we will put emphasis on portals, we will try to point out the way in which public opinion is formed. There are many leaders, but there are not many world leaders who are under the watchful eye. Some are more dominant than the others, but one thing is certain - those are the leaders who capture the attention of the public. Among those we have listed are Trump, Putin, Macron, Starmer, Mertz, Xi and Modi. By looking at the headlines, we will determine whether the ubiquitous sensationalism, bombastic headlines and people's need to look into every segment of the lives of political leaders, is what is current in the modern world without reference to ethics and morality.*

**Keywords:** political leaders, media, public opinion, charismatic leadership, politics

**JEL:** F50

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## Book of Abstracts

# COMPARISON OF THE CHINESE AND THE WESTERN WORLD UNETHICAL BUSINESS PRACTICES

Zoltán Peredy<sup>1</sup>  
Balázs Laki<sup>2</sup>  
Guo Bingyan<sup>3</sup>

## ABSTRACT

*This study based on a comparative analysis of the historical background, main types, and influencing factors of unethical business practices (UPB) in China and the Western World, aiming to uncover their similarities and differences. By conducting this research work, the authors provide deeper understanding of how cultural, economic, and legal factors influence business behavior, thereby providing a theoretical basis for the formulation of more effective ethical standards and policies. Findings of this research can serve as a reference for companies operating in international markets, helping them to better fulfill their social responsibilities and enhance their global competitiveness within different cultural contexts.*

**Keywords:** UPB, influencing factors, global competitiveness, China, Western World

**JEL:** F00, K42, M16, O17

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## Book of Abstracts

# LASSO AND BEYOND: OPPORTUNITIES, LIMITATIONS, AND PRACTICAL GUIDANCE FOR EDUCATIONAL PREDICTION

Elanur Türküz<sup>1</sup>

## ABSTRACT

*The increasing availability of large-scale educational data has amplified interest in predictive modeling and covariate selection techniques. Among these, the Least Absolute Shrinkage and Selection Operator (LASSO) and its variants have gained prominence for their ability to handle high-dimensional data, mitigate multicollinearity, and perform automatic covariate selection. This paper provides an overview of LASSO and its extensions, focusing on their empirical applications in education and the methodological challenges they present. We introduce the foundations of LASSO, highlight widely used variants such as Elastic Net, Adaptive LASSO, Group LASSO, and Relaxed LASSO, and review studies applying these methods to predict student achievement, socio-emotional outcomes, teacher practices, and institutional contexts. While these applications underscore the potential of LASSO to uncover novel covariates and improve prediction, we caution against common misuses. Two limitations are emphasized: lack of model selection consistency and the invalidity of inference on LASSO coefficients. Both issues challenge the use of LASSO for explanatory or policy purposes. To promote responsible use, we offer practical recommendations regarding purpose specification, penalty selection, acknowledgment of model uncertainty, and transparent reporting. By clarifying both the strengths and limitations of LASSO, this paper seeks to advance its rigorous and policy-relevant application in educational research.*

**Keywords:** LASSO regression, penalized regression, educational data analysis, ILSAs, predictive modelling

**JEL:** C52, C55, I21

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## Book of Abstracts

# A FRAMEWORK FOR MEMORY – AUGMENTED CONVERSATIONAL SYSTEMS IN PERSONAL FINANCE: DESIGN PRINCIPLES AND PROOF-OF-CONCEPT FOR THE SERBIAN MARKET

Jovan Petronijević<sup>1</sup>

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## ABSTRACT

*We present a conceptual framework and proof-of-concept implementation for memory-augmented conversational systems designed to address personal finance advisory needs in the Serbian market. Our framework tackles the unique challenges of financial planning in Serbia's dual-currency environment, emerging digital banking landscape, and limited financial advisory infrastructure. Through systematic design analysis and proof-of-concept development using three representative Serbian user personas, we demonstrate the technical feasibility and cultural appropriateness of such systems. The implementation successfully handles RSD/EUR currency decisions and shows cultural sensitivity to Serbian financial norms, though we encountered challenges with regulatory boundary maintenance. This work establishes a foundation for future development of memory-enabled conversational agents in emerging European financial ecosystems, with particular relevance for other euroized economies in Southeast Europe. The framework contributes to the growing literature on memory-augmented language model agents while addressing the underexplored domain of dual-currency financial advisory in emerging markets.*

**Keywords:** conversational systems, personal finance, memory augmentation, dual-currency economies, financial inclusion, Serbia, framework design

**JEL:** O03, O05

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## Book of Abstracts

# IMPACT OF COVID-19 ON UNORGANISED BEEDI WORKERS OF TAMILNADU, INDIA

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## ABSTRACT

*The COVID-19 pandemic has severely impacted the livelihoods of India's unorganised workers, including beedi workers. These informal workers are confronted with challenges such as limited earning potential, a higher risk of falling below the poverty line, and insecurities related to food, income, work, and livelihood. The pandemic has further magnified these underlying vulnerabilities, and evidence suggests that the situation has worsened for women workers specifically. Women beedi rolling workers (20–60 years of age) were selected from the Beedi manufacturing factory in the Tiruchirappalli district of Tamilnadu, India, by using a purposive sampling method, and data was collected from a sample size of 100 female respondents. Data collection was done using the personal interview method. Occupational health profiles and anthropometric assessments were included in the interview schedule. The majority, 94% of women beedi rolling workers, reported a decline in living standards during the COVID-19 lockdown. The mean BMI values before and after lockdown were  $(24.23 \pm 5.69)$  and  $(25.44 \pm 2.785)$  respectively, with a calculated t-value of  $-2.436$  and p-value  $< 0.05$ . Out of the 100 samples, most of them (43%) were suffering from neurological issues, 39% had osteological matters, 15% had ophthalmological issues, and 13% had gastrointestinal problems, respectively. Thus, women beedi workers' health profile was adversely affected due to the COVID-19 pandemic.*

**Keywords:** COVID-19, health status, informal economy, women beedi workers

**JEL:** I31, J14, J15

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## Book of Abstracts

# ENTREPRENEURIAL EDUCATION EFFECT ON SMALL BUSINESS GROWTH BY SUPPORT OF UNIVERSITY EDUCATION IN A LIGHT WITH SDG GOALS

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## ABSTRACT

*The goal of this post is to look at the connections between Entrepreneurial Education, Support of University Education, along with Small Business Growth in align with SDG goal 8. It will along with talk about how important educational frameworks are for encouraging entrepreneurship. The research uses quantitative analysis, namely regression methods, to look at the effect of entrepreneurial education and university assistance on the success of small businesses. The most important results show that Entrepreneurial Education greatly helps Small Business growth, indirectly as well as directly via Support of University Education, which is a very important middleman. These findings show how important it is to include real-world support networks in educational programs to help entrepreneurs succeed. Some suggestions are to make the curriculum better by adding hands-on learning opportunities and to encourage institutions to work together with local companies. Longitudinal studies and looking at different educational approaches in different cultural settings should be the focus of future study in order to learn more about what makes for good entrepreneurship training and assistance.*

**Keywords:** entrepreneurial education, small business growth, university education, venture, educational program

**JEL:** I20, L26

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## Book of Abstracts

# EFFECT OF COMPENSATION AND BENEFIT ON EMPLOYEE PERFORMANCE IN WOLO UNIVERSITY ACADEMIC STAFF

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Girma Tadesse<sup>2</sup>

Marisennayya Senapathy<sup>3</sup>

## ABSTRACT

*The study investigates the effects of compensation and benefits on employee performance among selected academic staff at Wollo University. It aims to assess remuneration, allowances, promotions, and incentives. Employing a descriptive survey method, the research selects 302 academic staff members from a pool of 1240 using stratified random and purposive sampling techniques. The study utilizes a cross-sectional research design with a mixed-methods approach. Data from 274 properly completed questionnaires are analyzed using SPSS (version 26), supplemented by thematic analysis of qualitative data obtained through face-to-face interviews. Descriptive statistical techniques such as mean, standard deviation, frequency, and percentage are applied, alongside inferential techniques including Pearson correlation coefficient and multiple regression. The findings highlight a positive and significant relationship between the independent variables (compensation, benefits, remuneration, allowances, promotions, and incentives) and employee performance. Consequently, it is suggested that organizations periodically review their compensation and benefits practices to mitigate limitations and enhance employee performance. Recommendations include ongoing evaluation of these variables to align with organizational goals and objectives. Additionally, future research should expand by incorporating additional variables, broadening geographical coverage, and comparing results across different countries and educational institutions of varying sizes.*

**Keywords:** benefit, compensation, employees' performance, Wollo University

**JEL:** J33

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## **CREDIT DEFAULT RISK AND ITS DETERMINANTS IN MICROFINANCE INDUSTRY OF ETHIOPIA IN CASE OF SELECTED MICROFINANCE INSTITUTIONS**

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*Marisennayya Senapathy<sup>3</sup>*

### **ABSTRACT**

*This research examined the credit default risk and its determinants in microfinance industry of Ethiopia through Portfolio at risk (PAR) of 30 days and portfolio at risk (PAR) 90 days, using panel data of 23 MFIs for the period 2010 to 2018. The problem identified was that microfinance programs perform scantily because of delay in repayment and high default rates. Hence, it was important to establish if these limitations prevailed in the selected 23 MFIs in Ethiopia for 9 years (i.e from 2010\_2018) schemed by determining the default rate and the grounds of the observed trends. Therefore, in order to address those issues, the researcher used secondary data collected from National Bank of Ethiopia (NBE) all the audited financial statement. As a result, the collected data and information were compiled and analyzed for possible indications of problem areas. So, the outcomes revealed that the MFIs default rate increased over the review period. The core factors of default were found to be high debt to equity ratio, high loan to deposit ratio, high inflation rate, low return on equity low percentage of women borrowers, poor managerial efficiency, low capital adequacy ratio, low size of firm, insufficient age, small loan growth, and low growth in domestic product were factors that caused credit default risk.. There were serious problems observed in the screening mechanism the institutions employed, i.e. MFIs who stay long are better perform in credit default risk management while those who contribute to the default problem like male and who apply for larger loan amounts were rationed less. So, the lending institutions are particularly recommended to improve these problems observed in its study. Moreover, the processes should be worked out to identify control risk of repayment and any obligations that may interfere with repayment. Finally, the selected MFIs should intensify recovery of outstanding balances from defaulters through increased borrower follow-up and improve their internal risk management system.*

**Keywords:** default risk, microfinance institutions, Ethiopia

**JEL:** G10, G21

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## Book of Abstracts

# ECONOMIC GROWTH AND THE PROBLEM OF SUSTAINABILITY

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## ABSTRACT

*The transition toward sustainability refers to the transformation of the economy and society into models that are ecologically, socially, and economically sustainable in the long run. Present generations must preserve the functionality of inherited systems while simultaneously investing in a sustainable future, avoiding excessive indebtedness that would burden future generations. The question of the limits of economic growth remains an ongoing debate. In contemporary economic literature, the concept of the green economy is increasingly emphasized. A green economy seeks sustainable development by ensuring environmental protection, social justice, and economic efficiency. Instead of measuring growth solely through GDP, as is still common practice, the green economy incorporates ecological costs, quality of life, and the long-term resilience of the economic system.*

**Keywords:** sustainability, green economy, economic growth, intergenerational equity, ecological costs

**JEL:** Q01, O44, Q56

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## **COUNCIL OF EUROPE FRAMEWORK CONVENTION ON ARTIFICIAL INTELLIGENCE AND HUMAN RIGHTS, DEMOCRACY AND THE RULE OF LAW**

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*Snežana Prelević Plavšić<sup>2</sup>*  
*Sandra Pajić Šavija<sup>3</sup>*

### **ABSTRACT**

The recent technological progress has been making artificial intelligence (AI) globally accessible. Its use in the public domain certainly deserves decisive steps toward a robust legal regulation because dehumanized decision-making implies severe risks of undermining core democratic values. The Council of Europe (CoE), the Framework Convention on Artificial Intelligence and Human Rights, Democracy and the Rule of Law (FCAI), is certainly one of the pioneering and pivotal international endeavours in facing challenges of AI application in the legal profession and academia. Utilizing traditional methods of legal interpretation, this paper analyzes provisions of AI to determine a general approach of the law to AI and evaluate its role and future effectiveness. As a result, the CoE Framework Convention determines its personal scope to both public authorities and private entities, and has an accessory, subsidiary and instrumental nature in relation to the CoE Convention on the Protection of Human Rights and Fundamental Freedoms. Relying on the narrative and well-known principles of the protection of human rights, it directs public authorities not to interfere with internationally recognized human rights in the exercise of their powers, and, as a result, to ensure respect and enjoyment of these rights. Furthermore, FCAI proposes certain mechanisms that ensure legally acceptable outcomes of automated decision-making, allowing a wide margin of appreciation to states in its implementation. The main value of this international convention is the establishment of international standards of interpretation of human rights in the virtual world of automatic decision-making. Therefore, FCAI should be ratified and globally appreciated despite its limited regional scope.

**Keywords:** *Council of Europe, artificial intelligence, human rights, democracy, rule of law*

**JEL:** *J83, K24*

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## Book of Abstracts

# AFFORDABILITY OR LUXURY: A CROSS-NATIONAL ECONOMIC INVESTIGATION INTO THE DETERMINANTS OF HOUSING PRICES

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## ABSTRACT

*The housing market in Europe continues to reflect deep economic and social divides, particularly in urban peripheries where housing affordability has become a pressing issue. This study investigates the economic determinants of residential housing prices across European countries, focusing on apartments located outside city centres. Using a cross-sectional regression model, the analysis incorporates a set of macroeconomic and demographic variables including GDP per capita, inflation rate (GDP deflator, annual %), unemployment rate, mortgage interest rates, urban population share, rent prices, mortgage-to-income ratio and proportion of people living in their own homes (%). The primary objective is to evaluate how these variables influence housing prices and to assess whether housing in urban outskirts functions as an affordable alternative or increasingly resembles a luxury good. The model reveals significant relationships between housing prices and several indicators, most notably income levels, mortgage interest rates, and rent prices. Inflation and unemployment also exhibit notable, though varying, degrees of influence across different economies. The findings highlight a growing convergence of economic pressures that are making peripheral housing markets less accessible, particularly in lower-income economies. Furthermore, the results suggest that macroeconomic conditions, especially in times of financial volatility, have a direct impact on real estate affordability, challenging the assumption that housing outside city centres is inherently more affordable. Insights gained from this study can inform more effective housing-related monetary and fiscal policies, contribute to greater financial stability, and support the development of responsive credit and mortgage markets, ultimately promoting sustainable housing affordability and broader economic resilience.*

**Keywords:** residential property prices, macroeconomic indicators, economic determinants, cross-country regression analysis, housing affordability

**JEL:** E44, E62, R31, C21

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## Book of Abstracts

# CULTURAL DIMENSIONS AND STRATEGIC DECISION- MAKING: A COMPARATIVE ANALYSIS OF MOROCCO AND SERBIA THROUGH HOFSTEDE FRAMEWORK

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Aleksandra Tošović Stevanović<sup>3</sup>  
Salah Koubaa<sup>4</sup>

## ABSTRACT

*This paper explores the strategic implications of national cultural dimensions in Morocco and Serbia, highlighting how both countries' shared preference for hierarchy, group loyalty, and restraint – despite different historical trajectories – inform leadership styles, stakeholder engagement, and strategic behaviour in public and private sectors using Hofstede's framework. Through a comparative lens, it investigates how historical legacies, socio-political systems, and economic constraints influence decision-making in each context. Drawing from Hofstede's interactive cultural data, recent comparative studies, and regional academic research, the analysis highlights both contrasts and convergences between the two nations. By examining the role of hierarchy, collectivism, uncertainty avoidance, and long-term orientation, the article contributes to a deeper understanding of how embedded cultural traits inform strategic choices. The conclusion outlines recommendations for culturally aligned strategy and identifies diplomatic opportunities between the two countries.*

**Keywords:** Hofstede, Morocco, Serbia, cultural dimensions, strategic decision-making, historical context, cross-cultural management, diplomacy

**JEL:** M14, M16, Z13, D81, F23

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## **ARTIFICIAL INTELLIGENCE ACCEPTANCE IN HIGHER EDUCATION: AN EMPIRICAL INVESTIGATION USING THE UTAUT2 THEORETICAL FRAMEWORK**

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Sara Yassine<sup>2</sup>

### **ABSTRACT**

*The progressive integration of artificial intelligence (AI) in educational contexts raises critical questions regarding its acceptance among key stakeholders within the academic ecosystem. This empirical investigation examines AI acceptance among university students within the framework of its systematic implementation in higher education curricula. Employing the Unified Theory of Acceptance and Use of Technology 2 (UTAUT2) as our theoretical foundation, we adopted a quantitative methodological approach through the administration of a structured questionnaire instrument. This research evaluates the predictive capacity of several explanatory constructs including performance expectancy, effort expectancy, social influence, hedonic motivation, price value, and facilitating conditions on both behavioral intention and actual usage behavior regarding AI technologies. The anticipated findings will illuminate the facilitators and barriers to AI adoption in higher education, providing evidence-based guidance for decision-makers in implementing innovative and acceptable pedagogical strategies.*

**Keywords:** UTAUT2, artificial intelligence, higher education, technology acceptance, educational innovation

**JEL:** I23

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## Book of Abstracts

# AGRICULTURE AND TOURISM IN THE FUNCTION DEVELOPMENT OF ENTREPRENEURSHIP IN THE REPUBLIC OF SERBIA: OPPORTUNITIES AND LIMITATIONS

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## ABSTRACT

*Between agriculture and tourism there are numerous, continuous and complementary connections. The economic importance of this connection is manifested in the fact that tourism, more precisely rural tourism, is a large consumer of agricultural products, which affects the stable development of agriculture. Both agriculture and tourism have great potential for the development of entrepreneurship, and thus could be a generator of economic development in rural areas, which make up 79.5% of the total territory of the Republic of Serbia. Economic development could also stop the depopulation of rural areas, which has become more pronounced in recent years. In addition to the above, tourism is insufficiently represented in the Republic of Serbia within other profitable activities related to agriculture. According to the results of the Census of Agriculture in 2023, only 880 agricultural holdings engaged in tourism, which is only 0.2% of the total number of agricultural holdings. Observed in relation to the results of the Census of Agriculture from 2012, the number of agricultural holdings engaged in tourism increased by 71%. Their participation in the total number of agricultural holdings has also increased, but this is not the result of the development of tourism, but a decrease in the total number of agricultural holdings. The aim of the paper is to analyze the possibilities and limitations for the development of this form of agrarian entrepreneurship in the Republic of Serbia.*

**Keywords:** agriculture, rural tourism, development, agrarian entrepreneurship, Republic of Serbia

**JEL:** Q19, R19

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## Book of Abstracts

# MANAGEMENT OF BANKING FRAUD PREVENTION AS THE ESSENCE OF THE WORK OF THE AUDIT AND CONTROL DEPARTMENT

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Vladan Cogoljević<sup>3</sup>

## ABSTRACT

*Timely recognition of early indicators of the risk of fraud is very important in the lending process. It contributes to the adequate management of credit risk through the prevention of potential fraudulent actions resorted to by those users of banking services who themselves are aware that they are high-risk for banks, that is, that they do not have a good credit rating and that, based on this, their credit requests will be rejected by the banks where the requests were submitted. The aim of the research in this paper is to assess the effectiveness of existing systems and practices of fraud risk management in the banking sector in the internal audit and control department. The results support the fact that, in today's turbulent environment, banks are exposed to a large number of potential risks that can significantly affect their operations and business results, and it is up to the banks to recognize such risks and find the best solution to deal with them. In addition, with the accelerated development of various techniques and technologies both in the world and in Serbia, there is also the appearance of various forms of fraud and malfeasance, and the misuse of payment cards is only part of the fraudulent actions that can be identified.*

**Keywords:** bank fraud, internal audit, business control

**JEL:** G21

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## Book of Abstracts

# MOTIVATION AND ITS INFLUENCE ON EMPLOYEE BEHAVIOR AND ORGANIZATION PRODUCTIVITY

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## ABSTRACT

*The time of globalization has drastically changed the world and therefore business. Organizations are changing, the way of leadership is changing, and so are people, leaders, managers and employees. Changes at the global level affect the society as a whole and therefore every individual. The needs are changing in accordance with the new lifestyle and business. Modern times have led to the recognition of the importance of people working in an organization, i.e. people represent the most important resource of any organization. As the emphasis is on people, it should be emphasized how important their productivity is for the success of the organization. In order for the organization to operate successfully and achieve the set goals, it needs people who will strive for it and achieve the set goals. The main driver for employees is motivation, and it depends on how motivated they will be in order to provide the best version of themselves in business.*

**Keywords:** leaders, motivation, employees, productivity, organizations

**JEL:** J24, M54, L26

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## Book of Abstracts

# INFORMATION TECHNOLOGIES AS A DRIVER OF THE DIGITAL TRANSFORMATION OF THE NATIONAL ECONOMY

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## ABSTRACT

*Information technologies (IT) is an important driver of the digital transformation of the national economy, as it provides the creation, processing, storage and transmission of data, which is the basis for innovation and optimization of business processes. The implementation of IT enables enterprises and organizations to increase productivity, reduce costs, improve the quality of products and services, and find new opportunities for development and expansion in the market. Digital transformation, based on IT, contributes to increasing the competitiveness of the national economy, attracting investments and creating new jobs, thus ensuring sustainable economic development.*

**Keywords:** digital transformation, national economy, e-government, digital infrastructure

**JEL:** O14

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## **THE INFLUENCE OF STRUCTURAL DIMENSIONS OF ORGANIZATIONAL DESIGN ON DIMENSIONS OF ORGANIZATIONAL INTEGRATION IN THE MANUFACTURING SECTOR OF THE ECONOMY**

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### **ABSTRACT**

*The organizational design of manufacturing companies is one of the key predictors of their competitive advantage. The contextual dimensions of organizational design determine the structural ones, and this interdependence directly determines the motivation of employees to contribute maximally to the improvement of all dimensions of organizational integration: internal integration (determinants of process management success), integration with suppliers (determinants of supplier relationship management) and integration with customers (determinants of customer relationship management success). The dimensions of organizational integration are actually determinants of the success of manufacturing companies in establishing efficient and effective supply chain management, and the structural dimensions of organizational design (parameters of organizational structure, professionalism and personnel ratio) are the key drivers of its generation. Positive interdependence in the relationship between the structural dimension of organizational design - employee motivation - improvement of organizational integration dimensions - success of supply chain management is the basis for generating long-term sustainable business success of manufacturing companies in modern conditions of risk and uncertainty at the global level.*

**Keywords:** *organizational design, structural dimensions of organizational design, dimensions of organizational integration, supply chain management success*

**JEL:** L22, L23.

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## **LEADERSHIP STYLE AND GROUP COHESION AMONG ATHLETES FROM TEAM SPORTS**

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Viktorija Doneva<sup>2</sup>*

### **ABSTRACT**

*Leadership style and group cohesion are among the significant factors related to sports performance and satisfaction with sports activities. Objectives: to reveal the manifestations of leadership style and group cohesion of athletes, differentiated by sex, kind of sport, and sports results. The research was done among 356 athletes, 193 men, and 163 women, practicing team sports (volleyball, basketball, football, rugby, handball, field hockey, and baseball) with a mean age of 18.6 years ( $\pm 4.6$ ). Methods: The following were used: the Leadership Scale for Sport (LSS) and the Group Environment Questionnaire (GEQ), adapted for Bulgarian conditions. Results: A stepwise regression analysis was applied to reveal the influence of leadership style on group cohesion. Results revealed that group cohesion with Individual attractions to the group-task (ATG-T) decreased with the application of autocratic behavior ( $\beta = -0.163^{**}$ ). The leadership style with training and instruction has a positive influence ( $\beta = 0.333^{**}$ ), whereas the autocratic leadership style ( $\beta = -0.214^{**}$ ) has a negative influence on individual attractions to the group-social (ATG-S). The Group integration task (GIT) is strengthened by applying democratic behavior ( $\beta = 0.128^{**}$ ) and structuring of team actions through training and instruction ( $\beta = 0.277^{**}$ ), and decreases with the autocratic behavior ( $\beta = -0.240$ ). The leadership style with training and instruction ( $\beta = 0.272^{**}$ ) increases group integration-social (GIS), and autocratic behavior ( $\beta = -0.122^{**}$ ) decreases it. Conclusion: The results of this study give reason to assume that the leadership style of the coach influences the construction of the group cohesion of athletes practicing team sports.*

**Keywords:** *democratic behavior, integration, individual attraction*

**JEL:** Z20

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## Book of Abstracts

# COLLECTIVE EFFICACY AND SATISFACTION WITH SPORTS ACTIVITY AMONG COMPETITORS FROM TEAM SPORT

Galina Domuschieva Rogleva<sup>1</sup>  
Viktorija Doneva<sup>2</sup>

## ABSTRACT

*Collective efficacy is among the significant factors related to sports performance and satisfaction with sports activities. Objectives: to reveal the manifestations of collective efficacy and satisfaction of athletes, differentiated by sex, kind of sport, and sports result. The research was done among 356 athletes, 193 men, and 163 women, practicing team sports (volleyball, basketball, football, rugby, handball, field hockey, and baseball) with a mean age of 18.6 years ( $\pm 4.6$ ). Methods: The following were used: Questionnaire for Collective Effectiveness in Sport (CEQS) and Athlete Satisfaction Questionnaire (ASQ), adapted for Bulgarian conditions. Results: A stepwise regression analysis was applied to reveal the influence of collective efficacy on athlete satisfaction. Persistence ( $\beta=.256^{**}$ ) and unity ( $\beta=.242^{**}$ ), as components of collective efficacy, positively influence an athlete's satisfaction with training and instruction. The athlete's satisfaction with team performance is strengthened by applying as components of collective efficacy: ability ( $\beta=.410^{**}$ ) and effort ( $\beta=.243^{**}$ ). The collective efficacy, encompassing components of unity ( $\beta=.236^{**}$ ) and effort ( $\beta=.223^{**}$ ), positively correlates with athlete satisfaction in terms of individual performance. Satisfaction with personal treatment was enhanced by the components of collective efficacy: persistence ( $\beta=.241^{**}$ ) and unity ( $\beta=.240^{**}$ ). Conclusion: The results of this study give reason to assume that collective efficacy influences the construction of the satisfaction of athletes practicing team sports.*

**Keywords:** team performance, preparation, persistence, ability

**JEL:** Z20

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## Book of Abstracts

# BUILDING HOUSEHOLD RESILIENCE TO FOOD INSECURITY: EVIDENCE AND POLICY INSIGHTS FROM RURAL ETHIOPIA

*Fentahun Tesafa*<sup>1</sup>  
*Solomon Addisu*<sup>2</sup>  
*Merkuz Abera*<sup>3</sup>

## ABSTRACT

*Understanding and enhancing household resilience to food insecurity is vital in regions prone to repeated shocks. This study investigates the underlying dimensions of household resilience and its role in shaping vulnerability to food insecurity in rural Ethiopia. Drawing on empirical data from 544 households across four districts, we construct a resilience index using principal component and cluster analyses, followed by regression and classification models to explore relationships among resilience, food security, and vulnerability. The findings reveal that resilience is multidimensional-driven by access to agricultural technologies, asset ownership, social capital, basic services, and adaptive practices. Households with higher resilience are significantly more food secure, while resilience effectively mediates the impact of shocks. The study highlights key pathways for resilience building and provides evidence-based insights to inform targeted rural development, social protection, and climate adaptation policies aimed at mitigating vulnerability and enhancing sustainable food security.*

**Keywords:** agriculture, food security, resilience, shocks

**JEL:** Q01

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## Book of Abstracts

# THE ROLE OF DIGITAL INTELLIGENCE IN THE CREATION AND IMPLEMENTATION OF DIGITAL STRATEGIES

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Mladen Veinović<sup>2</sup>  
Nikola Radić<sup>3</sup>

## ABSTRACT

*Digital transformation has become a key prerequisite for maintaining organizational competitiveness, and the success of this process largely depends on the synergy between digital strategies and digital intelligence (DQ). While digital strategies define the direction and manner of technology use, digital intelligence encompasses a set of technical, cognitive, and socio-emotional competencies that enable their productive, ethical, and secure application. The paper is based on desk research methodology and secondary analysis of relevant literature. The analysis has established that a high level of digital intelligence significantly contributes to all phases of the digital strategy life cycle – from creation and implementation to evaluation and optimization. Organizations that invest in the development of DQ competencies record faster integration of new technologies, higher ROI, and more sustainable digital transformations in the long term. Challenges such as resistance to change, cyber security risks, and regulatory gaps have also been identified, as well as global trends confirming that digital intelligence will become a key competitive advantage in the era of generative artificial intelligence, the metaverse, and quantum technologies. Based on the conducted analysis, recommendations for the integration of DQ into the digital transformation process have been proposed, emphasizing the need for global standards and further research on the impact of new technologies on the development of digital competencies.*

**Keywords:** digital intelligence, digital strategies, digital transformation, competitiveness, digital ecosystems.

**JEL:** M15, O33, O32

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## **CHALLENGES TO THE INTERNATIONALISATION OF SMALL AND MEDIUM-SIZED FOOD CROPS-BASED ENTERPRISES (SMEs) IN TANZANIA**

Mbura Khalifa Omari<sup>1</sup>  
Sumaya M. Kagoya<sup>2</sup>

### **ABSTRACT**

*This paper examines the salient attributes of small and medium-sized enterprises (SMEs) internationalisation of food crops. Using the explanatory research design the study applied the International Entrepreneurship theory and the Uppsala internationalisation process model, to specifically link the influence of internal, psychic distance and external factors to SMEs internationalisation of food crops in Tanzania. It reports the findings of a study that used a structured questionnaire to collect data from 80 randomly selected food crop exporting firms in Tanzania. The results subjected to multiple regression analysis indicate that out of the three constructs, internal and psychic distance factors had a positive and significant bearing on SMEs internationalisation whereas external factors had a negative influence. To enhance the participation of more SMEs in internationalisation activities in Tanzania, therefore, increased use of more advanced technology is needed to facilitate the exportation of quality crops for the country's SMEs to have an edge in a highly competitive international market. Because of cultural differences among countries, the SMEs should explore the international markets suitable for their products or, alternatively, customise their products to specific country requirements. Moreover, the Tanzania government should help promote and safeguard the SMEs' prosperous internationalisation of food crops.*

**Keywords:** SMEs, internationalisation, food crops

**JEL:** Q12, Q18

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## Book of Abstracts

# FLEXIBLE FORMS OF EMPLOYMENT AS A TOOL FOR REDUCING THE UNEMPLOYMENT RATE WITH REFERENCE TO THE REPUBLIC OF SRPSKA

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Darko Pašalić<sup>2</sup>

Sladana Vujičić<sup>3</sup>

Branislava Narančić Joveljić<sup>4</sup>

## ABSTRACT

*Every country strives to reduce unemployment through various policies and initiatives, though the approaches and instruments differ depending on economic and social circumstances. During most of the 20th century, conventional forms of employment dominated labor markets. However, the rapid expansion of digital technologies has opened space for new, more flexible ways of working. These developments have encouraged governments not only to strengthen traditional employment structures but also to introduce frameworks that enable the growth of flexible employment models. Understanding the role of such models in reducing unemployment requires a careful and context specific analysis. In this respect, the Republic of Srpska, as one of the entities within Bosnia and Herzegovina, has both the legislative capacity and institutional tools to promote flexible employment. The challenge lies in demonstrating that, under modern business conditions, non traditional forms of work can serve as a sustainable response to persistent unemployment. Key steps in this process include the adoption of tailored legal regulations and support measures designed to integrate freelance and platform-based work into the broader labor market. Equally important is the engagement of younger generations, who are typically more open to innovative work arrangements, through targeted incentive programs and subsidies. While certain professions will continue to depend primarily on traditional contracts and workplace structures, a balanced strategy that incorporates both conventional and flexible employment is crucial. Such an approach offers the possibility of reducing unemployment to significantly lower levels. For this reason, the Republic of Srpska should adopt a systematic and forward-looking perspective in order to capitalize on the potential of modern employment practices.*

**Keywords:** flexibility, forms, employment, unemployment, Republic of Srpska

**JEL:** J64

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## **FACTORS AFFECTING E-COMMERCE PRACTICE AMONG MICRO AND SMALL ENTERPRISES IN ZANZANIA: A CASE OF MICRO AND SMALL ENTERPRISES IN DAR ES SALAAM**

*Eldora Susan Liwa<sup>1</sup>  
Robert Edward Suphian<sup>2</sup>*

### **ABSTRACT**

*The study examined factors affecting e-commerce practice among micro and small enterprises in Tanzania: Case of Micro and Small Enterprises in Dar es Salaam. The specific objectives were to analyze the effect of perceived usefulness, ease of use, risk, trust and connectivity on e-commerce practice among MSEs in Tanzania. Primary data were collected using questionnaire. A total sample of 200 respondents of owners and managers of MSEs found in Dar es Salaam were included in the study. Data collected was analyzed by using the Statistical Package for the Social Science (SPSS) and Amos. The result showed that perceived usefulness, perceived ease of use, trust and connectivity positively and significantly affect e-commerce practice implying that e-commerce practice among MSEs improves performance in business activities, increases productivity, makes buying and selling easier and saves time. Perceived risk was insignificant due to the fact that despite the risk involved in practicing e-commerce like assurance of confidentiality, integrity and authenticity of information, MSEs still practice it. The study recommended that service providers should design applications which are easy to access and use. Also, small business operators should consider the practice of e-commerce as an important tool of improving their business operations and MSEs should consider e-commerce as one of the important aspect of their daily operations to improve performance in their business activities.*

**Keywords:** *perceived usefulness, perceived ease of use, perceived risk, trust, connectivity*

**JEL:** *G10, G41*

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## **IMPORTANCE OF EMPLOYEE TRAINING FOR ORGANISATIONS AND CRISIS MANAGEMENT**

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*Gordana Gavrić*<sup>2</sup>

### **ABSTRACT**

*The notion of training refers to the process of acquiring knowledge and skills which are immediately applicable to specific work tasks with the purpose of improving work efficiency and employee performance. Organisations which pay sufficient attention to high quality training also improve their resilience and ensure competitive advantage.*

*Crisis situations, increasingly common occurrences in modern business circumstances, are a serious threat and a peril to set goals, operations, security, reputation and existence of any organization. Crisis management is decision-making during the period of high uncertainty. Preparation and adequate training may contribute to positive resolutions of crises or prevent them. In the case of crisis management although it is accepted that education and training are core to its successful handling, there is currently no standardised plan to guide it in most of organizations.*

*Since the topic of crisis management is insufficiently researched, it is particularly attractive at a time when crisis situations occur more often than ever in the past, with suggestions that this trend will continue and intensify in the future.*

**Keywords:** *organisation, training, crisis*

**JEL:** *I25*

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## Book of Abstracts

# REDEFINING COMPETITIVENESS AND EMPLOYMENT THROUGH AI: DIGITAL SHIFTS IN A GLOBALISED ECONOMY

Alina Ionașcu<sup>1</sup>  
Andreea Mogoșanu<sup>2</sup>

## ABSTRACT

*This paper examines the intricate interplay between artificial intelligence (AI), digital transformations, and economic globalisation, with a particular focus on their impact on labour market structures and national competitiveness. The study adopts a mixed-method approach, combining bibliometric analysis with empirical research based on key macroeconomic indicators from 2010 to 2025. It highlights how AI has evolved from a niche technology to a central driver of productivity, innovation, and export dynamics in both developed and emerging economies. Through comparative case studies of China and Germany, the research reveals distinct national strategies for AI integration, ranging from innovation-led expansion to industrial optimisation. The findings also underscore the polarising effects of AI on employment: while new digital professions emerge, traditional roles are increasingly automated, amplifying inequality in skills and access. The paper emphasises the urgent need for inclusive public policies, strategic investments in digital education, and cross-sector collaboration to ensure a fair and resilient transition. Ultimately, the study contributes to a better understanding of how globalised economies can adapt to technological disruption while safeguarding social cohesion and economic stability.*

**Keywords:** artificial intelligence, labour market, globalisation, competitiveness, digital economy

**JEL:** O33, F60, J24, M15

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## **REVIEW OF THE FINDINGS OF THE PUBLIC OVERSIGHT ACCOUNTING AND AUDITING STANDARDS BOARD'S OVERSIGHT ACTIVITIES FOR THE YEARS 2016-2024**

*Aynur Akpınar<sup>1</sup>*

### **ABSTRACT**

*The Public Oversight Accounting and Auditing Standards Authority (POA/KGK) in Turkey; was established to create and publish "Turkish Accounting Standards" in line with international standards, determine auditing standards in line with international standards, including information systems auditing, exercise public oversight in the field of independent auditing, ensure uniformity of practice, necessary confidence, and quality in independent auditing, authorize independent auditors and independent auditing organizations, and supervise their activities. Notifications submitted to the POA by audit firms and auditors are subject to oversight under five main categories: contract notifications, audit report notifications, professional liability insurance notifications, income notifications, and transparency report notifications. During the period under review, the highest number of notifications subject to oversight (43.028) occurred in 2023, while the highest number of non-compliance cases in notifications subject to oversight (1.385) was detected in 2022.*

**Keywords:** *independent audit public oversight, accounting and auditing standards board, monitoring activities*

**JEL:** *M40, M42*

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## Book of Abstracts

# FOSTERING SUSTAINABLE RURAL TOURISM IN THE ROMANIAN BANAT: A STRATEGIC ANALYSIS OF RESOURCES, CHALLENGES, AND OPPORTUNITIES

Cosmin Salasan<sup>1</sup>  
Paun Ion Otiman<sup>2</sup>  
Nicoleta Mateoc Sirb<sup>3</sup>  
Andrea Feher<sup>4</sup>

## ABSTRACT

*The present paper presents a comprehensive analysis of the potential, structural challenges, and strategic imperatives for the rural tourism sector in Romania's Banat region, a model for sustainable local development. The analysis identifies significant potential in the region, which is characterised by its diverse landscapes, rich multicultural and ethno-folkloric heritage, high-quality natural environment favourable to authentic experiences, and strategic proximity to the major urban centre of Timișoara. However, the realization of this potential is impeded by critical weaknesses, including underdeveloped transport and public utility infrastructure, an uneven spatial distribution of tourist resources, and significant human resource limitations, such as a lack of qualified personnel. Case studies reveal significant disparities within the region; for instance, the development of agritourism in Caraș-Severin County is notably underdeveloped in comparison to national benchmarks, such as Suceava. In contrast, counties such as Timiș and Arad demonstrate successful community-driven initiatives and effective local development strategies that have resulted in increased tourist flow. The study concludes that the sustainable development of rural tourism in Banat necessitates a cohesive, multi-stakeholder strategy. The strategic recommendations that have been formulated for implementation in this region are centred on the integration of tourism into regional development plans, investment in infrastructure and service quality, the fostering of community capacity-building and entrepreneurship, and the development of a coherent regional brand. The implementation of these recommendations will allow the region to capitalise on the growing market demand for cultural and sustainable tourism.*

**Keywords:** Banat region, sustainable development, rural tourism, agritourism, cultural heritage

**JEL:** Q01, O13

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## **BRANDING LOCAL AGRICULTURAL PRODUCTS FOR DESTINATION DEVELOPMENT: EMPLOYMENT, EDUCATION AND ENTREPRENEURSHIP EFFECTS**

Boban Melović<sup>1</sup>  
Savica Vujičić<sup>2</sup>

### **ABSTRACT**

*Branding local agricultural products represents an important instrument for strengthening destination competitiveness and valorizing resources. On the other hand, rural destinations in the Western Balkans face depopulation, low productivity, and limited entrepreneurial activity. The aim of this research is to analyze how branding local products contributes to the economic and social vitality of destinations by creating employment opportunities, enhancing youth skills, and stimulating innovative entrepreneurship. Specifically, the paper examines how systematic branding of local agricultural products (e.g., cheese, honey, prosciutto, wine) can generate a triple effect: (1) employment – creation of new jobs in processing, tourism, and distribution channels; (2) education – improving producers' skills in brand design, digital marketing, and quality management; (3) entrepreneurship – developing new business models in agro-tourism and short supply chains. The methodology includes a literature review, analysis of successful branded product cases, and consumer perception surveys. The findings indicate that a strong and recognizable brand increases product added value, strengthens consumer trust, generates employment, and contributes to the development of educational programs related to entrepreneurship and rural tourism. The authors conclude that branding local products can be a powerful mechanism for destination development, market integration, and long-term sustainability of rural areas.*

**Keywords:** branding, local agricultural products, employment, education, entrepreneurship

**JEL:** M31, L26, I25

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## **EFFECTS OF ORGANISATIONAL CULTURE ON SKILLS DEVELOPMENT IN THE NON-PROFIT SECTOR IN DIGITAL ENVIRONMENT**

*Snezhana Ilieva<sup>1</sup>*  
*Krasimira Bakardzhieva<sup>2</sup>*

### **ABSTRACT**

*Creating a supportive organisational environment that embodies the values, norms and beliefs of employees is essential. Identifying the impact of organizational culture on skill development creates an opportunity to find solutions and build a vision for skills development that will help the non-profit sector manage its future needs. The results of the study show that clan and market organizational culture have a significant influence on skill development. Contrasting in nature, clan with an internal and market with an external orientation, they complement each other and support adaptation to the external environment, coping with difficulties and challenges, and achieving desired outcomes.*

**Keywords:** *organisational culture, skills development, lifelong learning, non-profit sector*

**JEL:** *J24, L31, M14*

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## **BURNOUT AND STRESS MANAGEMENT STRATEGIES FOR HUMANITARIAN WORKERS**

*Snezhana Ilieva<sup>1</sup>*  
*Desislava Ilieva<sup>2</sup>*

### **ABSTRACT**

*The document presents a study of the interrelationships between the strategies and techniques used to cope with stress and professional burnout. A total of 102 employees and volunteers of the Bulgarian Red Cross were surveyed using J. Latak's questionnaire on coping strategies and stress symptom management and Maslach and Jackson's questionnaire for measuring stress/burnout. The presented data on reliability and correlation dependencies are comparable to the existing literature data. The surveyed individuals who use active strategies for coping with stress try to overcome the stressful situation using not only their personal resources, but also the resources of the organisational and social environment. Respondents who use passive strategies prefer to withdraw from the stressful situation, relying on the resources of the external environment. The preferences of the respondents regarding the use of active stress coping strategies are a predictor of low levels of perceived stress and depersonalisation. The emotional exhaustion of employees in the so-called "helping professions" is generally higher than that of other professions.*

**Keywords:** stress, coping strategies, symptom management, burnout, humanitarian organisation; occupational stress; prevention; mental and physical health

**JEL:** I12, I18, I31

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## Book of Abstracts

# ALGORITHMIC BIAS IN AI FOR EMPLOYMENT: LEGAL CHALLENGES OF DISCRIMINATION, DATA PRIVACY, AND EMPLOYER LIABILITY IN SERBIAN, EU AND US CONTEXTS

Nevena Canković<sup>1</sup>

## ABSTRACT

*The rapid integration of artificial intelligence (AI) in employment processes, driven by algorithmic bias, poses significant legal challenges related to discrimination, data privacy, and employer liability. This paper examines these issues within the framework of Serbian labor law and EU regulations, including the EU AI Act (2024) and GDPR, with comparisons to US approaches. Focusing on biased AI-driven hiring tools, the study examines how datasets perpetuate gender and age discrimination, thereby violating equality principles outlined in the Serbian Labor Law (Articles 20–26). Through comparative legal analysis (EU vs. Serbia vs. USA) and case studies (e.g., Amazon's biased AI recruiter, 2018; EEOC v. iTutorGroup, 2023), the research highlights risks in the Serbian IT sector, where women represent only 25% of employees (NSZ report, 2024). An empirical simulation using IBM's AI Fairness 360 toolkit on a hypothetical dataset of 1,000 Serbian CVs demonstrates a disparate impact ratio of 0.65 pre-mitigation, improving to 0.95 post-reweighing, underscoring the need for mandatory AI audits. Recommendations include amendments to Serbian regulations regarding AI transparency and the implementation of ethical HR training. The findings promote equitable AI integration, contributing to sustainable entrepreneurship by ensuring equitable employment practices and innovation in human resources.*

**Keywords:** artificial intelligence, algorithmic bias, employment discrimination, data privacy, labor law

**JEL:** K31, J71, O33, M51

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## Book of Abstracts

# INNOVATIONS AS THE BASIS OF THE DEVELOPMENT OF MODERN ENTREPRENEURSHIP

Milica Cvetković<sup>1</sup>  
Vladimir Đorđević<sup>2</sup>  
Raica Milićević<sup>3</sup>

## ABSTRACT

*Modern organizations in today's business conditions are characterized by the constant sharing of innovations in all spheres of human activity. For the survival and development of the company, it is essential to adopt an innovative approach to business as a crucial element of entrepreneurship. In addition to the initial business idea and individual abilities, the success of entrepreneurship depends on the business environment, as well as the ability to implement innovations. It is up to the management of a modern organization to recognize and influence the successful operation of the company through the appropriate selection of innovations. Innovative possibilities are changes that have already happened or have yet to happen are all around us and even within ourselves. Entrepreneurship as the main bearer of an idea is exactly a favorable environment for the development of innovation. Entrepreneurship in today's new and existing companies means seizing business opportunities that lead to the expansion of business operations and technological advancements. Entrepreneurship represents a new and effective way of solving problems, identifying opportunities and market positions that others have overlooked, and turning them into positive results through the development of products and services. The aim of the work is to analyze the importance of entrepreneurship and innovation to indicate their importance for the growth, development, and survival of the company.*

**Keywords:** entrepreneurship, innovation, enterprise, business ideas

**JEL:** L26, O36

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## **APPLICATION POSSIBILITIES OF ARTIFICIAL INTELLIGENCE (AI) IN BUSINESS**

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Edita Kastratović<sup>2</sup>  
Vasilije Kastratović<sup>3</sup>*

### **ABSTRACT**

*This paper examines the significance and role of artificial intelligence (AI) in the modern business environment, with a special focus on its impact on management, decision-making processes, and innovation flows. It presents the development of artificial intelligence from its theoretical beginnings to current applications based on machine learning and deep learning. Through an analysis of the functionality and potential of AI technologies, the paper points to opportunities for increasing productivity, reducing errors, and optimizing costs in various sectors of the economy. Particular emphasis is placed on automation processes and the concept of "intelligent augmentation," as well as their implications for the labour market and the organizational structure of enterprises. Based on practical examples from global leaders, it is confirmed that artificial intelligence no longer represents merely a technological option but a key factor of competitive advantage and a driver of innovation. The paper also discusses the challenges in implementing these systems and highlights the importance of active management involvement in their successful integration into business processes.*

**Keywords:** artificial intelligence, business, machine learning, innovation, enterprise

**JEL:** O33, M15, M21

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## **DISLOCATED ENTREPRENEURS: CONCEPTUAL STUDY OF EMERGING BAREFOOT ENTREPRENEURSHIP**

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### **ABSTRACT**

*Right after covid-19 when people had already lost their jobs in the wake of pandemic, various global crisis such as Russia-Ukraine war have forced millions of people to dislocate. These people not only lost their houses, valuable belongings, and jobs but in certain cases also lost their right to work at a new place. Similar crisis of dislocated people are observed in war torn regions of Middle East and various other Asian countries such as Afghanistan and Pakistan. These dislocated people after losing their right to work or being unable to find a legitimate employment turn towards barefoot entrepreneurship and often put themselves at risk due to their resource-constrained and marginalized positions. Since, both concepts are relatively new to entrepreneurship literature; therefore, our conceptual paper addresses this gap by connecting dislocated entrepreneurs and barefoot entrepreneurship. Further, focusing on new emerging concept of barefoot entrepreneurship future prospects of qualitative research on dislocated entrepreneurs are also discussed.*

**Keywords:** *emerging entrepreneurs, dislocated entrepreneurs, coping mechanism, barefoot entrepreneurship*

**JEL:** *L26, M13, J24*

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## Book of Abstracts

# TRANSFORMATIONAL LEADERSHIP AND AMBIDEXTERITY: THE ROLE OF PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL LEARNING ORIENTATION IN ENHANCING PERFORMANCE

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## ABSTRACT

*The impact of TL on ambidexterity of employees, with a focus on the moderating effect of OLO and the mediating function of PE. The ability to simultaneously use one's current skills and explore new opportunities is known as ambidexterity, and it is a crucial skill for preserving competitive advantage in the quickly evolving business world of today. Vision, motivation and tailored assistance are hallmarks of TL which fosters a climate where workers are encouraged to behave in both exploitative and exploratory ways. The study takes a quantitative approach, gathering data using organized questionnaires. Smart PLS was used for structural equation modelling. The findings show that IA is greatly increased by TL with OLO and PE playing important roles in this connection. This research adds to the body of literature by offering a thorough comprehension of how TL encourages ambidexterity in workers. The results provide useful information for managers and leaders looking to create a flexible and dynamic workforce by emphasizing the value of PE and a strong learning culture. Businesses that make investment in leadership techniques that foster empowerment and learning are better able to handle challenging and unpredictable business situations. Managers looking to establish a high performance culture that fosters creativity, adaptability and long term competitive advantage may find these ideas to be helpful.*

**Keywords:** transformational leadership, individual ambidexterity, psychological empowerment, organizational learning orientation

**JEL:** L26, M13, J24

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## THE QUADRUPLE HELIX OF ENTREPRENEURIAL EMERGENCE (QHEE) MODEL: A NEXT GENERATION FRAMEWORK FOR PROMOTING ENTREPRENEURSHIP IN A POST-DISRUPTION WORLD AFTER COVID-19

Muhammad Shoaib Farooq<sup>1</sup>  
Muhammad Adnan Sial<sup>2</sup>  
Saif ur Rehman<sup>3</sup>

### ABSTRACT

*Covid-19, the Russia-Ukraine war, and subsequent global disruptions caused by the recent trade war between the USA and China have transformed traditional modes of entrepreneurship. Leveraging new pathways in the post-covid entrepreneurial landscape revival, the present qualitative study proposes a conceptual Quadruple Helix of Entrepreneurial Emergence (QHEE) model. Our proposed QHEE model conceptualizes the emergence of entrepreneurial activities in post-disruption and complex socio-economic environments. As a next-generation qualitative framework for promoting entrepreneurship, our QHEE model integrates the institutional, digital, planetary, cognitive, and adaptive aspects of post-covid entrepreneurship. Clearly departing from innovation related Triple, Quadruple, and Quintuple Helix related existing models that narrowly focused on policy, innovation, governance, institution, and economic perspectives only our QHEE model emphasizes on dynamic and broader post-disruption entrepreneurial forces. Specifically focusing on pragmatic interplay among adaptive mind-set formation, socio-digital embeddedness, institutional plasticity, and planetary value orientation. Using this four helices based QHEE model, we propose the philosophical convergence of individual adaptability, self-efficacy, ability to interact with the digital ecosystem, agile institutional structure, flexible public policy, and morality based ecological commitments for inclusive and sustainable post-disruption entrepreneurship after covid-19. Offering very pragmatic policy guidelines for entrepreneurship educators, practitioners, and eco-system builders, this qualitative study concludes with inferences for further post-disruption empirical entrepreneurship research in diverse post-covid socio-economic contexts.*

**Keywords:** quadruple helix of entrepreneurial emergence, QHEE model next-generation entrepreneurship framework, promoting entrepreneurship, post-disruption entrepreneurship, post-covid entrepreneurship

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