

**GENERAL MANAGEMENT**

- Peter Gallo, Bohuslava Mihalčová, Veronika Timková, Ľuba Tomčíková, *Importance of Financial and Non-financial Indicators in Companies with the Balanced Scorecard Concept*

The article is focused on the concept of Balanced Scorecard used within companies in Slovakia and on the evaluation of the importance of financial and non-financial indicators. The topic is presented through the theoretic information and completed by a research section. Questionnaire research means the basic part of the article, based on the hypothesis. The evaluation of the acquired data by statistic methods represents a significant part of the article (together with our own conclusions pointing to the importance of non-financial indicators).

**Keywords:** *performance, strategic management, financial and non-financial indicators.*

- Michal Jenčo, Ľudmila Lysá, *Evaluation of a Work Team Strategy by using the SWOT Analysis*

The problem of human resources quality analysis and evaluation is of great importance for many organisations. Managers use many useful methods to achieve accurate results. A SWOT analysis can be such an effective instrument. A SWOT analysis is a structured planning method used to evaluate the strengths, weaknesses, opportunities, and threats involved in a project or in a business venture. It can also be successfully used in the area of human resources management, in particular in the evaluation of a strategy or for directing teams and individuals. This article deals with the principles and steps needed to create innovative applications for an effective use of this method in the field of human capital management.

**Keywords:** *human resources management, quality of team work, team targeting, SWOT analysis, application.*

**QUALITY MANAGEMENT**

- A.N. Plotnikov, A.P. Plotnikov, I.N. Pchelintzeva, O.V. Krasnova, *Some Questions of the Innovative Development Methodology of the Software Production Quality Management System*

The study proves the relevance of the problem of ensuring the innovative character of the development of software production quality management systems (QMS). The goal of the QMS is to ensure the sustainability of raising and maintaining a given level of software quality and achieving strategic competitive advantages of the software manufacturer as a whole. The authors present a description of existing concepts of various scientists of the world scale, and also describe in detail the conceptual apparatus of the problem. A schematic representation of the concept of "innovative development of the quality management system of software production" is demonstrated. The concept and principles of the paradigm and the mechanism of innovative development of the quality management system are considered. The original concept of the innovative potential of the development of the quality management system in the field of software development is original. A model of the potential of an enterprise operating in the field of software production is described, with reference to the quality management system. The uniqueness of the research consists in presenting the concept and structure of the formation of the organizational and economic mechanism for regulating the innovation potential of the QMS of software production.

**Keywords:** *innovative development of the software production quality management system, the paradigm and the mechanism of the quality management system innovative development, the innovative potential of a quality management system development in the field of software development, the organizational and economic mechanism for regulating the innovation potential of software production quality management systems.*

- Lola Faritovna Popova, *The Evaluation of the Quality Management System Effectiveness*

The article deals with the problems of Quality Management System (QMS) effectiveness evaluation. Author overviews the existing approaches to the problem under study and presents own approach of Quality Management System effectiveness assessment. The assessment of Quality Management System effectiveness is based on the achievements of QMS objectives, their comparison with benchmark indicators and previous achievements of company's QMS. The author highlights five points of QMS effectiveness: customers' satisfaction; product quality improvement; operational performance; effectiveness of QMS processes; culture of continuous improvement. The key feature of the approach applied is the opportunity of definition of the main sources of QMS development. This approach of QMS assessment has been tested at a number of Russian enterprises which produce industrial goods.

The analysis has revealed the core sources of development QMS of companies under study. The testing of this approach has shown practical significance of technique used and productivity of its application.

**Keywords:** *quality management system, QMS, effectiveness, performance, satisfaction index, quality management system efficiency.*

- Firas M. N. Habbal, Ammar Jreisat, *Implications of Successful Implementation of Total Quality Management in UAE Universities*

During the last years many scholars were trying to identify the TQM affects on education, in this paper the authors determined the implications that prevent the successful implantations of TQM in UAE higher education institutions. With the increasing demand and awareness of TQM, education industries are being forced now to apply international quality standards into their business to overcome the competitive barriers and maximize customer loyalty. This study aims to determine the elements that limit the application of TQM in institutions of higher education, depending on 3 hypotheses and survey data collected from 4 different UAE based universities. The paper finds that TQM implications are driven by the both faculty lack of understanding the importance of quality standardizations and focusing in repetitive rigid educational tools rather than focusing in innovative learning practices. Furthermore, promoting quality culture, support continual learning, and quality incentives are also plays key roles to over TQM implications.

**Keywords:** *Total Quality Management, Implications of TQM, Higher Education, Academic Quality Standards.*

- Marek Botek, *Comparison of Education Evaluation Models*

The paper aims to compare selected frameworks of Education Evaluation with Kirkpatrick's framework to find common parameters. It was used an archival research of documentary secondary data. The paper is based on analysis of 14 frameworks in accordance of literature review. 17 distinguishable factors for educational evaluation were identified in qualitative research. The results show that most of analysed frameworks include, at a minimum, three of the four levels found in Kirkpatrick's framework. The paper includes some recommendations for better implementation of and achieving higher quality in educational evaluation. The paper shows that principles of Kirkpatrick model are still used for evaluation of Education. To increase quality of education it is suitable to measure the level of knowledge and skills prior to and after realisation of the training.

**Keywords:** *education evaluation, quality of education, Kirkpatrick model, documentary secondary research, content analysis.*

- V.D. Sekerin, Lyutsiya Mugtabarovna Gaisina, Nikolai Vladimirovich Shutov, Nail Khaditovich Abdrakhmanov, Nika Eduardovna Valitova, *Improving the Quality of Competence-oriented Training of Personnel at Industrial Enterprises*

The article highlights the role of on-the-job training in improving competitiveness of the country and creating a knowledge economy. The article presents comparative analysis of the advantages and disadvantages of competence-oriented training, and substantiates

the value of organizational knowledge system in improving the quality of this type of training of industrial employees. In the study, special attention is paid to forms, such as the on-the-job training and competence-oriented training.

The article analyzes approaches of scientists to the issue concerning on-the-job production staff training as an effective alternative to traditional forms of professional development of human resources, as well as reveals the peculiarities and essential conditions to the acquisition by employees of professional knowledge and skills. The authors characterize the forms and methods of on-the-job training, which are common in Japanese companies. It is shown that on-the-job training is becoming one of the most effective forms of professional development of corporate employees. This fact gives grounds to conclude that formal training is not the only source and means of human resource development.

**Keywords:** *personnel of industrial enterprises, competence-oriented training, on-the-job training, mentoring, coaching, instruction, polystructural training, rotation.*

- Amalia Venera Todoruț, Vasileios Tselentis, *Digital Technologies and the Modernization of Public Administration*

The paper addresses issues related to the impact of information and communication technologies in the sphere of public administration that lead to rapid and multiple transformations. The fundamental objective of the paper was to highlight the role of digitization in the governance process as a generating element of public value. We have developed the concept of e-government, which has the effect of modernizing central and local public administrations to deliver public services to citizens and to business environment in an integrated, transparent and secure manner. In deeper research, we analyzed the E-Governance Development Index (EDGI) at European Union level and highlighted Romania's position, which is below the European Union average and hence the need to accelerate the digitization process for a faster and more sustainable development. Another relevant indicator was the Digital Economy and Society Index (DESI), which looks at the evolution of the EU member states in five main dimensions: connectivity, human capital, internet use, digital technologies integration, digital public services. The investigative method was the documentary and comparative analysis of data and information on the role of information and communication technologies provided by reports, statistics, and specialized articles available on the EU websites. We have also highlighted the strategic development lines of the government, which in our country are reflected in the following: Providing improved public services through the use of e-government, Promoting the adoption of eGovernment services, Optimizing the use of ICT in governmental operations.

**Keywords:** *e-governance, digitization, inovation, quality, value.*

- Iskandar Muda, Sri Hartati Sidaauruk, Hasan Sakti Siregar, Nurzaimah, *The Effect of Corporate Social Responsibility on Company's Value with Common Effects Model (CEM), Fixed Effects Model (FEM) and Random Effects Model (REM) Approaches (Empirical Evidence in Indonesia Stock Exchange)*

This study aimed to analyze the effect of Corporate Social Responsibility (CSR) on Company's Value (An Empirical Evidence in Indonesia Stock Exchange). This research was an explanatory research to test hypothesis and explain the phenomenon in the form of relationship among variables. The data analysis methods were using time series and cross section panel data analysis. The results showed that the economic variable of Corporate Social Responsibility had a significant effect on the company's value and the environment variable of Corporate Social Responsibility had no significant effect on the company's value.

**Keywords:** *Corporate Social Responsibility (CSR), Community Empowerment and Company's Value.*

- Liza Mumtazah Damarwulan, Naili Farida, Andriyansah, *The Role of Quality of Entrepreneurial Networking and Responsiveness to Global*

### *Business Environment in Improving the Marketing Performance of Indonesian Exporting SMEs*

The purpose of this study is to examine the effect of quality of entrepreneurial network on export marketing performance. Moreover, the study aims to test the influence of the quality of entrepreneurial networks on the speed of entry of foreign markets and to examine the influence of responsiveness to the global business environment on the speed of entry of overseas markets, and to examine the influence of responsiveness to the global business environment on the performance of SME export marketing. The sample of this research is 205 owners and managers of furniture and handicraft SMEs in Indonesia. Data were processed and analyzed by Structural Equation Modelling using AMOS 21 software. The results showed that the quality of entrepreneurial network and responsiveness to the global business environment significantly and positively affects the speed of the company in entering the overseas market and improving the marketing performance of exporting SMEs. The result provides proof of the importance of an active search for the first international business opportunity, which in turn, affect on company performance. This research contributes to entrepreneurial research and provides new evidence to SMEs furniture and handicraft industry in penetrating global markets and successfully improving export marketing performance.

**Keywords:** *networking quality, responsiveness to global business environment, speed of internationalization, marketing performance, exporting SMEs.*

- Musran Munizu, Nurdjanah Hamid, *Mediation Effect of Innovation on the Relationship between Creativity with Business Performance at Furniture Industry in Indonesia*

Creativity and innovation are important variables in improving business performance. This study was aimed to analyze the effect of creativity on innovation, and creativity on business performance. Then, to analyze the effect innovation on business performance. In addition, to investigate the indirect effect of creativity on business performance through innovation. This study was conducted on 168 business owners of furniture companies in Indonesia. Data were analyzed by using descriptive statistics and SEM-Partial Least Square. The results of the study show that creativity has a direct effect on innovation. Creativity also has a direct effect on business performance. Innovation has a direct effect on business performance. Then, creativity can improve business performance through innovation indirectly. Business performance more influenced by innovation than creativity within an organization.

**Keywords:** *creativity, innovation, business performance, furniture industry, Indonesia.*

- Igor M. Krasilnikov, *Modern Technologies of Improving the Quality of Art Education at Basic School*

The article presents the results of the study aimed at exploring the influence of the developed pedagogical technologies on the improvement of the quality of art education at basic school. The author substantiates the relation of the reliance on these technologies with a high level of the quality of basic education and the involvement of students of different ages in the effective creative activity – independent and collective one. The article contains the description of the main positions (conceptual and practical ones) of the developed technologies, including a technology of organizing the interaction of adolescents in the process of creating a collective creative product; a technology of mastering value meanings of artworks in students' independent and collective creative activities and a technology of interactive music-making for primary and secondary school students. The article substantiates this kind of creative activity and shows that interactive music-making is aimed at experiencing music in the process of its creation or perception. Thus, the developed technologies can be applied in classes within art-aesthetic disciplines at primary, secondary and high school. In addition, the positions of these technologies are successfully used in the process of preparing and conducting lessons on other disciplines – for example, when staging a school play or implementing a creative project. The testing of technologies took place in basic education institutions in Moscow, Perm, Krasnovishersk of the Perm Territory, Yakutsk. The wide coverage of students and teachers involved in the process of introducing technologies into education allows confirming the validity and effectiveness of the proposed technologies, their

influence on improving the quality of both art and basic education. The article also describes the criteria for assessing the quality of art education at basic school.

**Keywords:** *art education, basic school, pedagogical technologies, creative development, performing activity, constructive communication.*

- Tatjana Boshkov, Aleksandra Zezova, Mimoza Serafimova, *Career Management and New Organization Perspectives*

Over the course of human history society has changed as knowledge, resources, human development, technology, science, law and culture have evolved. Organizations have also changed over the years as they have adapted to emerging technologies, labour capabilities, markets for products and services, and the prevailing view of work and its role in human life. The approach to managing people has also changed in response to all of the other changes in society and organizations. Personnel management has its origins in the nineteenth century as a consequence of recognition by managers, business owners and politicians of the need to offset the worst aspects of worker exploitation that had emerged during the Industrial Revolution. Company is a highly regulated powerhouse that stabilizes the economic environment. Organizations store sensitive, personal information about their clients. Employees in organization, from executives to tellers, must have a higher level of integrity and trustworthiness. The aim of the research refers to empirical confirmation the significance of the career success and fact that factors that influence on development of human capital influence on the career development, too.

**Keywords:** *career, management, development, organization, employee.*

- Asta Rakšteliene, Juozas Ruževičius, *Performance Quality: Influence of Work Environment Factors for Informal Training Transfer*

The principal purpose of the present paper is to examine the effect of work environment (social support and job characteristics) for the transfer of training. Although the transfer of training is a complex process highly affected by a range of different factors, it is important to enhance attention to work environment; the effect of work environment upon the benefits of training has not been extensively covered in research literature, however, it may have a significant effect when building an efficient training system in the organisation. The authors of the studies have demonstrated that social support (supervisor support and peer support) maintains the strongest links with the transfer of training, and accounts for 31 per cent of the benefit of training, in the meantime autonomy and workload neither correlates with the benefits of training, not predict them. Therefore, ensuring social support is a necessary precondition for higher efficiency of training, and higher performance quality.

**Keywords:** *performance quality, work environment, training transfer, supervisor support, workload, social support, work characteristics.*

- Liliana Mihaela Moga, Ștefania Cristina Mirică, Andreea Elena Matic, Bucur Iulian Dediu, *Particularities of the Human Resources Evaluation in Public Administration*

The aim of the paper is to analyze the stage of implementing quality policies in the human resources management of public sector, the use in practice of quality management tools, and the impact of the European Union accession process on the promotion and development of human resources management, as well as the manner in which these transformations in the public institutions services have influenced the evaluation of civil servants performance. The research is based on documents and reform strategies from the Romanian public sector, in comparison with the current legislative framework in the European Union. The normative acts adopted and the measures provided in the last elaborated strategies foreshadow a change in the activity of the public institutions by orientation towards meeting the needs of the public services beneficiaries, raising the transparency, correlated with the increase in the public services efficiency.

**Keywords:** *public management, human resources, performance evaluation, motivation, strategies, professional deontology.*

## FOOD SAFETY MANAGEMENT

- Nicola Casolani, Lolita Liberatore, Evangelos Psomas, *Implementation of Quality Management System with ISO 22000 in Food Italian Companies*

The worldwide implementation of Quality Management System (QMS) has increased significantly during the last few years. ISO 22000 certification demonstrates the ability of an organization to implement a Food Safety Management Systems (FSMS). This paper analyzes the benefits gained and the obstacles encountered by Italian companies when implementing ISO 22000 standards, and considers the effects of Company size and years of certification on the outcome. The research was carried out using a sample of 180 Italian food Companies interviewed. The sample considered in the present study is constituted by Companies in the Italian food industry certified for at least 2 years. The respondents were all qualified as Quality Control / Assurance Manager. Data were elaborated through SPSS 22.0 Statistical Software Package. The main benefits derived from the application of this standard are both external and internal: ISO 22000 improves commercial opportunities and internal procedure; the main obstacles to implementation are perceived particularly by Micro-Small Companies at the beginning phase of certification and they are related to changes in internal organization and the costs involved in certification.

**Keywords:** *ISO 22000, management system, quality assurance, food safety.*

- Valeria Borsellino, Cinzia Zinnanti, Giuseppina Migliore, Caterina Patrizia Di Franco, Emanuele Schimmenti, *An Exploratory Analysis of Website Quality in the Agrifood Sector: The Case of Extra Virgin Olive Oil*

Besides verifying the current consistency on the Internet of websites set up by Sicilian (Southern Italy) EVO oil firms, this paper aims to verify their e-service quality by evaluating which main quality features, as derived from the literature, they have. To process the data, descriptive statistics were used, which allowed detection of the presence/absence of the variables examined.

The study found 280 websites with some qualitative gaps. Findings highlight that EVO oil firms do not exploit the potentialities of the web adequately. They often use the Internet as a communication and promotion tool, but only to a lesser degree for e-commerce. The results may be useful to both agrifood managers, in formulating marketing strategies to improve online business performance and designing a successful e-shopping environment, and to academic debates, since they generate empirical information about the adoption of e-marketing strategies by agrifood firms.

To the best of our knowledge, no studies have specifically verified the e-service quality of websites in the EVO oil sector. There are very few attempts that analyse a sample of agrifood firms (among which there are olive oil firms) and their web marketing strategies.

**Keywords:** *web marketing, e-commerce, ICT, short food supply chain, typical and traditional product, Sicily.*

- S. Blanc, C. Accastello, V. Girgenti, F. Brun, A. Mosso, *Innovative Strategies for the Raspberry Supply Chain: An Environmental and Economic Assessment*

The increasing consumption of products in the modern era has caused a growth of the human impact on environmental resources which has created a mandatory transition towards sustainable productive activities and systems results. Agricultural practices entail negative externalities as well as environmental impacts which are generated by different packaging strategies in the product supply chain.

This work aims at evaluating an entrepreneur's choice aimed at an increasing sustainability and social responsibility of the production process, based on the Life Cycle Thinking method. This method has been adopted to analyse production, consumption and disposal phases of a product, evaluating its environmental impact through a systemic approach. Our analysis compares the environmental and economic impact of the life cycle of the raspberry in two different scenarios: a) conventional production followed by the product sale in plastic containers, and b) sustainable production with a biodegradable packaging.

The results of the analysis show that the agricultural supply chain has a remarkable environmental impact; moreover, it should be mentioned that the sustainable scenario causes an increase of the production and transformation costs and, at the same time, a decrease of the societal and environmental impacts of the product. Finally, the adoption of this strategy should be supported by a marketing phase aimed at product enhancement promoting its lower environmental impact. In addition, it should direct consumer choices towards local production ensuring a stable connection with the surrounding territory.

**Keywords:** *social responsibility, raspberry, life cycle assessment, life cycle costing, small fruits, supply chain.*

## **INFORMATION SECURITY MANAGEMENT**

- Adanan Silaban, *The Integration of Technology Acceptance Model with the Uses and Gratification Theory toward the Intention to use Accounting Information Technology*

Objectives: To test a TAM model integrated with the uses and gratification theory, to further test and predict the acceptance of using particular technology when using it, such as perceived usefulness, perceived enjoyment and perceived ease of use.

Design/ Method/ Analytic tool: Using primary data by delivering questionnaires to the respondents. The respondents are several employees who used the financial information system in the government offices in North Sumatra Province. The analytic tool employed is Structural Equation Model (SEM), especially Partial Least Square (PLS).

Findings: This research resulted in the following empirical findings: the intention to use technology is influenced by the perceived enjoyment and the attitude toward using it. Furthermore, the behavior intention to use influences the usage behavior, and the usage behavior influences gratification.

**Keywords:** *accounting, accounting information, information technology, TAM, integration technology.*

- Sabina-Daniela Axinte, Gabriel Petrică, Ioan Bacivarov, *GDPR Impact on Company Management and Processed Data*

Not long ago, privacy and data protection were “nice to have” features with respect to the virtual business world. With the advent of unprecedented computing power and storage capabilities, virtually every business unit operating on a local, regional, national or global level creates, processes and stores an ever-increasing amount of personal data with comparatively little oversight. The European Union has taken the initiative to overhaul existing legislation for all member states and, in the process, apply restrictions and controls upon the personal data flows of all companies operating within its borders. This article provides choice information regarding the General Data Protection Regulation (GDPR) that went into effect May 2018 and analyses its impact on legal entities of various sizes, as well as individuals. In addition, it provides context and classification for the types of data which constitute the object of this regulation, steps for companies to undertake in order to achieve compliance, dissuasive measures that regulatory bodies can impose for non-compliant behavior and data breaches, as well as security recommendations for employers and employees alike.

**Keywords:** *company management, personally identifying information (PII), GDPR, data risk assessment, security guidelines.*

## **OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT**

- Miriama Piňosová, Miriam Andrejiová, Ervin Lumnitzer, *Synergistic Effect of Risk Factors and Work Environmental Quality*

The research aimed at assessing the combined effects of risk factors on human health. The research is based on theoretical and practical knowledge acquired during the research stay at the workplace. The experimental proposal of the assessment focuses on the workplace featuring metalworking machinery and technological equipment. The authors paid a significant attention to the risk assessment process and synergistic effects of factors. Moreover, the authors proposed a detailed time frame for particular positions as well as a comprehensive questionnaire for assessing the combined effects of harmful

factors present in the given work environment.

**Keywords:** *environmental quality, risk factors, human health, synergistic effects.*