

Digital Transformation: The Harmonic Convergence of People, Culture, Process, and Technology in the New Normal

Proceedings of the MakeLearn and TIIM
International Conference

19–21 May 2022
Kaunas, Lithuania
& Online



Management,
Knowledge and Learning
International Conference 2022
Technology, Innovation
and Industrial Management



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MakeLearn 2022: Digital Transformation; The Harmonic Convergence of People, Culture, Process, and Technology in the New Normal

Proceedings of the MakeLearn and TIIM International Conference
19–21 May 2022, Kaunas, Lithuania & Online

Organized by

International School for Social and Business Studies, Slovenia
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Pegaso International, Malta
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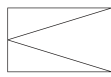
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Kaunas 2022
European Capital of Culture

Organizers

International School for Social and Business Studies, Celje, Slovenia

is a dynamic private higher education institution, founded in 2006, with approximately 500 students. Located in Celje, Slovenia, ISSBS is specialized in the field of business and social studies at bachelors, masters and PhD levels. One of the strategic directions of ISSBS is also internationalization in research and publishing, as well as embedding social responsibility in its own activities.

Marie Curie Skłodowska University, Lublin – Poland

is the largest higher education institution in Eastern Poland with 11 faculties in Lublin plus the UMCS branch campus in Puławy, with over 21 000 students and 226 000 graduates. It offers more than 80 programmes, taught in Polish and English and has 250 specializations available to choose from. Along with this, the university offers opportunities to establish cooperation with prospective employees, professional educational counselling and career guidance. There are also numerous opportunities to improve students' foreign language proficiency, to develop artistically and participate in sports activities. It has over 1600 international students, 181 international agreements with partners from all over the world and a wide range of national and international internship placement options.

Kasetsart University, Bangkok, Thailand

Kasetsart University devotes itself to the task of accumulating and developing intellectual knowledge. It thrives for the growth in academic wisdom including ethical and moral excellence. In addition, it has a responsibility to play a leading role in keeping their Thai heritage alive and to ensure that it continues to grow to enrich the civilization of the nation. Kasetsart University aims to provide 'Knowledge of the Land' to promote sustainable development in Thailand in order to be internationally recognized.

Pegaso International, Malta

Established in 2015 in Malta, Pegaso International is a Lifelong Learning Higher Education Institution providing a wide range of online degree programmes accredited by the Maltese National Commission of Further and Higher Education with Licence No. 2016-001. Pegaso International's great challenge arises from Malta, thanks to its strategic political and cultural function in the Euro-Mediterranean area.

Kaunas University of Technology, Lithuania

Kaunas University of Technology (KTU) is a leading Lithuanian university providing a wide range of studies and closely cooperating with the business sector. The university offers studies of engineering, technologies, physical and social sciences, humanities and arts. In addition, the research groups working at KTU contribute to global scientific knowledge by conducting cutting edge interdisciplinary research on the most important questions of current times.

Welcome Address

It is a great honour and pleasure to welcome you to the MakeLearn & TIIM 2022 International Conference. The conference is an excellent opportunity to make your contribution to and share the most recent developments in the field of knowledge management with experts from all over the world. The title of the MakeLearn & TIIM 2022 conference is Digital Transformation: The Harmonic Convergence of People, Culture, Process, and Technology in the New Normal.

International School for Social and Business Studies (ISSBS) is organising MakeLearn & TIIM 2022 in cooperation with local host university Kunas University of Technology and co-organizers Maria Curie-Skłodowska University, Poland, Kasetsart University, Thailand, and Pegaso International, Malta. The conference deals with topics such as interdisciplinary or innovative solutions in the fields of business, management, education, and technology. This year, the conference is held in hybrid form - on-site, and also online - for the first time

Conference encourages the sharing of most recent developments in the fields of management, economics, technology, and education. By including experiences and young academics and practitioners from all continents, it also encourages discussion and the exchange of knowledge between academia and businesses (formal sessions and social events) and offers a variety of publishing opportunities. This year's focus is on digital transformation leading to the new normal. The ISSBS encourages the discussion and exchange of knowledge through the International Journal of Management, Knowledge, and Learning, as well as through the Academic International Publisher ToKnowPress.

We are proud to welcome 154 participants from 32 countries who will present 102 abstracts and full papers. A very special welcome also to our distinguished keynote speakers: Dr. Panagiotis (Takis) Damaskopoulos from Kaunas University of Technology, Lithuania; Dr. David Dawson from University of Gloucestershire Business School, United Kingdom, and Dr. Petru L. Curşeu from Open Universiteit, Heerlen, The Netherlands and Babes-Bolyai University, Cluj-Napoca, Romania. We especially thank the host university and everyone who helped us organise MakeLearn & TIIM 2022 as a hybrid event, and wish you all a successful conference.

Dr. Srečko Natek, Dean of the ISSBS, Slovenia

with co-organizers

School of Economics and Business, Kaunas University of Technology, Lithuania
Maria Curie-Skłodowska University, Poland
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[🔗 Video presentation](#)

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Reviewers are members of the programme board and conference participants. Reviewers can receive a letter of confirmation for their role at the conference upon request. We thank all reviewers for their contribution to conference quality.

Conference Aims

MakeLearn & TIIM Conference encourages the sharing of most recent developments in the fields of management, economics, technology, and education. By including experiences and young academics and practitioners from all continents, it also encourages discussion and the exchange of knowledge between academia and businesses (formal sessions and social events) and offers a variety of publishing opportunities. This year's focus is on digital transformation leading to the new normal.

Conference Programme

Tuesday, 17 May 2022

16:00–18:30 Pre-conference session and paper presentations

Thursday, 19 May 2022

10:00–11:00 Guided-tour of the city

12:30–13:45 Sessions A1, B1, D1, and H1

13:00–14:30 Registration of on-site participants

14:00–14:15 Conference opening

14:15–15:00 Keynote speaker: Dr. Panagiotis (Takis) Damaskopoulos,
Kaunas University of Technology, Lithuania

15:00–15:45 Keynote speaker: Dr. David Dawson, University of Gloucestershire
Business School, United Kingdom

15:45–16:30 Coffee break with official photo session

16:30–17:30 Academic Leadership Forum

17:30–17:45 Invitation to MakeLearn & TIIM 2023

17:45–18:45 Project opportunities, dissemination and international networking

20:00–23:30 Dinner and social event with live music

Friday, 20 May 2022

08:30–10:00 Workshop on Academic Writing and Publishing

10:00–10:45 Keynote speaker: Dr. Petru L. Curşeu, Open Universiteit,
The Netherlands, and Babeş-Bolyai University, Romania

10:45–11:45 Editors' panel with Scopus and WoS indexed journals

11:45–12:15 Coffee break

12:15–13:15 Research-Education-Business Forum

13:15–13:30 Final remarks and conference closing

13:30–15:00 Buffet lunch

15:00–16:15 Sessions A2, B2, A3, B3, C1, D2, and F1

16:30–17:45 Sessions D3, H2, A4, A5, B4, D4, and I1

Saturday, 21 May 2022

08:30–18:00 Optional one-day excursion to Vilnius



Rethinking Education Systems in the Context of the Fourth Industrial Revolution

Dr. Panagiotis (Takis) Damaskopoulos

School of Economics and Business, Kaunas University of Technology, Lithuania

Prof. Dr. Panagiotis (Takis) Damaskopoulos is the Industry 4.0 ERA Chair at the School of Economics and Business at Kaunas Technical University and the Executive Director and Head of Research of the European Institute of Interdisciplinary Research (EIIR) in Paris, France. His research, teaching, and advisory activities concentrate on the economic, organizational, technological and policy/governance dynamics of innovation, and the evolution corporate, regional and state strategies of innovation, competitiveness and sustainable development within the broader context of the Fourth Industrial Revolution. He undertakes this work in collaboration with leading academic/research institutions, private business organizations, national and regional governments across the European Union (EU), and international organs such as the European Commission, the Organization for Economic Co-operation and Development (OECD), and the United Nations Development Program (UNDP).

Abstract. We live in a world in crisis fueled by dynamic interdependencies of systemic transformations, ranging from massive and pervasive technological changes, profound economic and employment changes, climate change, demographic imbalances, and geo-political and geo-economic shifts. The systemic nature of this multifaceted crisis presents complex challenges for the sustainability and protection of the prosperity, well-being, and democratic forms of governance across Europe. The kind of responses Europe generates to these challenges will be of critical importance for its future position in the world. Historically, such responses have been elaborated by institutions of higher learning and have involved the formation of skills and social visions articulating new models of production and consumption, new industries, infrastructures, and patterns of leadership leading to the broad social acceptance of new techno-economic and socio-technical systems. Taking the broader context of the Fourth Industrial Revolution as its frame of reference this keynote will explore critical issues in skills formation and the challenges/gaps in forming novel educational ecosystems.

[➤ Video presentation](#)

Being Leaders of Learning: The Qualities and Skills of Leadership in Higher Education

Dr. David Dawson

University of Gloucestershire Business School, United Kingdom

Working with leaders in the Commercial, Higher Education and Defence sectors, Dr. Dawson helps people meet their potential. Getting people to reflect on, ground, and develop their approaches to leadership is key to helping them become effective for themselves, their staff and their organizations. David's work focuses on developing interventions to support Positive Leadership Practices, developing consultancy skills to increase innovation in SMEs across Europe, and establishing Leadership and Management Development programmes for the Higher Education sector in Indonesia and Moldova.

Abstract. The development of leadership capacities in Higher Education (HE) has only recently been a topic of widespread attention. Work in Australia, France, UK, and the US has dominated the debate on what makes a good leader in HE and a discussion of the qualities and skills needed. More recent work in Moldova, Indonesia and Morocco has contributed to a broader understanding of the qualities and skills needed across a range of national HE sectors in a way that challenges us to refine our frameworks. This keynote presents an updated version of the Higher Education Qualities and Skills (HELQS) framework on the basis of this work. It invites participants to meet the challenge of being a leader in higher education through those qualities and skills irrespective of their seniority and role.

[🔗 Video presentation](#)

Smart Cities as Socio-Technical Systems: Reflections on Sustainable Careers

Dr. Petru L. Curşeu

Open Universiteit, Heerlen, The Netherlands
Babes-Bolyai University, Cluj-Napoca, Romania

Petru L. Curşeu is professor at the Open Universiteit, the Netherlands and Babeş-Bolyai University, Cluj-Napoca, Romania. His research interests include team dynamics, social cognition (in particular the study of stereotypes and prejudice in organizational settings), multiparty collaboration as well as decision making in organizations. He has published articles on related topics in journals such as: Journal of Applied Psychology, Organizational Behavior and Human Decision Processes, Organization Studies, Journal of Information Technology, British Journal of Psychology, Small Group Research, European Journal of Social Psychology, Group Processes and Intergroup Relations, Group Dynamics, Business Ethics, Applied Psychology and Human Relations.

Abstract. Technology changes the world in more profound ways than ever and at a rate never witnessed before. Cities are no exception to the impactful changes brought about by the development of technology and the concept of 'smart cities' is the leading example on how (among other aspects) the embedding of IT in urban environments changes the physical, social and economic dynamics of cities. Technology allows modern cities to tackle some of the modern urban challenges, yet technological advancement also brings forth various challenges. In particular, the emergence of sustainable careers in smart cities is deeply impacted by technology. In this talk I will use a socio-technical perspective on smart cities, I will explore the systemic roots of these career challenges and present some ways in which we can support the emergence of sustainable careers in smart cities.

[➤ Video presentation](#)

Editors' Panel

Forum Chair: Dr. Zbigniew Pastuszak

Maria Curie Skłodowska University, Poland

Forum Co-Chair: Dr. Kongkiti Phusavat

Kasetsart University, Thailand

Panelists

- Dr. Nada Trunk Širca, ISSBS, Slovenia, Editor-in-Chief, *Human Systems Management*
- Dr. Aiste Dovaliene, Kaunas University of Technology, Lithuania, *Executive Editor, Engineering Economics*
- Dr. Valerij Dermol, ISSBS, Slovenia, Editor-in-Chief, *International Journal of Management, Knowledge and Learning*
- Dr. Jana Hojnik, University of Primorska, Slovenia, Editor-in-Chief, *Managing Global Transitions*

SCI/SSCI Journals

- *Expert Systems with Applications* (2021 Impact Factor: 6.945)
- *Applied Sciences* (2021 Impact Factor: 2.679)
- *International Journal of Mobile Communications* (2021 Impact Factor: 1.551)
- *Technology, Pedagogy & Education* (2020 Impact Factor: 2.529)
- *Journal of Computer Information Systems* (2020 Impact Factor: 3.400)

Scopus Journals

- *Management and Production Engineering Review* (CiteScore 2020: 2.50)
- *Electronic Government, An International Journal* (CiteScore: 1.50)
- *Human Systems Management* (CiteScore 2020: 2.00)
- *Engineering Economics* (2020 Impact Factor: 1.292)
- *International Journal of Value Chain Management* (CiteScore 2020: 1.70)
- *International Journal of Management in Education* (CiteScore 2020: 1.90)
- *International Journal of Innovation and Learning* (CiteScore 2020: 1.00)
- *International Journal of Management and Enterprise Development* (CiteScore 2020: 0.90)
- *International Journal of Sustainable Economy* (CiteScore 2020: 1.10)

Other Publications

- *International Journal of Knowledge, Management and Learning*
- *Managing Global Transitions*
- *Management*
- *Scientific Bulletin of Politehnica University of Timisoara*
- ToKnowPress, international academic publisher

🔗 [Video presentation](#)



Competencies for Managing the Digital Transformation: Science – Education – Business Interface

Forum Chair: Dr. Eglė Staniškienė,
Kaunas University of Technology, Lithuania

Panelists

- Dr. Asta Daunoriene, Head of EDU_Lab Center for Excellence in Teaching and Learning, Kaunas University of Technology, Lithuania
- Gytis Cibulskis, Head of E-Learning Technology Centre at Kaunas University of Technology, Lithuania
- Dr. Susana Amalia de Juana Espinosa, University of Alicante, Spain
- Dr. Mikus Dubickis, Head of Quality, RISEBA University of Applied Sciences, Latvia

Digital skills are fast becoming essential for people to navigate ordinary day-to-day activities such as using a mobile phone to transfer money to family members via digital financial services, using the Internet for remote education classes and to research, prepare and deliver coursework, and acquiring basic skills for staying safe online. In the workplace, digital skills are required for an ever-growing number of jobs, and even in traditionally manual sectors like agriculture, digital applications are beginning to make inroads, with a corresponding requirement for some level of digital literacy. Developing a digitally skilled population calls for the involvement of different institutions: universities need to undertake research and determine requirements; government institutions need to develop appropriate policies; training institutions need to deliver relevant digital skills training; and the private sector and civil society organizations need to support digital adoption and use. Exploiting digital technologies requires new competences, which need to be combined with existing competences to increase business efficiency and introduce digital innovations.

➤ [Video presentation](#)

Academic Leadership for the Sustainable Future: Academic Impact for Society, Evidence-Based Decision-Making and Leading for Transformation

Forum Chair: Dr. Rytis Krušinskas

Kaunas University of Technology, Lithuania

Forum Speakers

- Dr. Jonas Čeponis, Vice-Rector for Studies, Kaunas University of Technology, Lithuania
- Mrs. Aurelija Valeikienė, Deputy Director of Centre for Quality Assessment in Higher Education, Lithuania
- Dr. Zbigniew Pastuszak, Vice-Rector for Development and Business Cooperation, Maria Curie-Skłodowska University, Poland
- Dr. Asta Savanevičienė, Principal investigator of Sustainable management research group, School of Economics and Business, Kaunas University of Technology, Lithuania
- Dr. Eric Schoop, Dresden University of Technology, Dresden Faculty of Business and Economics, Chair of Business Information Systems, Germany
- Dr. Tamar Dolidze, Batumi State Maritime Academy, Georgia
- Dr. Ioseb Gabelaia, RISEBA University of Applied Sciences, Latvia

Forum Topic Abstract

The discussion will be stimulating and provoking participants to identify and to challenge past and future expectations from Academia, while trying to share personal approaches and design the next steps needed.

🔗 [Video presentation](#)



Workshop on Academic Writing and Publishing

Workshop Chair: Dr. Zbigniew Pastuszak

Maria Curie Skłodowska University, Poland

Workshop Co-Chair: Dr. Valerij Dermol

International School for Social and Business Studies, Slovenia

Panelist

- Alen Ježovnik, University of Primorska Press, Slovenia

Topics

- Gaining knowledge and skills concerning the process of preparing and publishing scientific articles in prestigious scientific journals.
- Improving the skills of writing articles.
- Gaining knowledge about the review process and the publication procedure, provided by the editor of scientific journals.
- Acquiring knowledge and skills on a correct ego preparing an article that scientific.

General Program of the Workshop

- The process of writing a scientific paper.
- Structure and elements of a academic paper.
- Searching for relevant scientific journals.
- Criteria and the process of reviewing scientific articles.
- The process of proofreading and updating a paper following reviewers' remarks (or preparation of a new version of the paper after its rejection by the journal editor).

➤ Video presentation

Presentations

A Conceptual Model of Consumer Behavior when Purchasing Fixed Telecommunications Connections

Aleš Lukman and Tina Vukasović

[Presentation](#)

Digital Marketing Strategies to Redefine Retail Banking

Bistra Vassileva and Hristo Rafailov

[Presentation](#)

The Essence of Sustainable Education in Project-based Learning through Technology Integration in EFL Classroom

Ioseb Gabelaia, Tamar Dolidze, and Natia Vasadze

[Presentation](#)

Socio-Economic Determinants of Implementing Job-killing Technology Innovations in Retail

Tomasz Bober

[Presentation](#)

Industry 4.0 and Industry 5.0 from the Lean Perspective

Raphael Odebrecht Souza, Helio Ferenhof, and Fernando Forcellini

[Presentation](#)

Digital Divide and the Opportunity Dimension of Economic Inequality: The Case of The Republic of Moldova

Rodica Pisica

[Presentation](#)

When Employees Experience Mistreatment by Customers: The Buffering Effect of Supportive Organizational Climate and Implications of Withdrawal Behaviors

Yuquan Li

[Presentation](#)

Assessing the Knowledge Management Requirements in Construction Industry Organizations

Denbeshu Neare Jabo

[Presentation](#)

The Effect of Knowledge Management on SMEs' Competitiveness

Sajjad Vojdanian

[➤ Presentation](#)

San Diego's Innovation Ecosystem: A Systematic Literature Review

Jukka Majava

[➤ Presentation](#)

Innovation Technology in Education, Impact on Student Performance

Vebina Resuli

[➤ Presentation](#)

Peer Instruction as Teaching Method in Cybersecurity and Data Privacy

Bettina Schneider, and Petra Maria Asprion

[➤ Presentation](#)

Antecedents of Crowdsourcing in Science: Scale Development and Initial Testing

Regina Lenart-Gansiniec

[➤ Presentation](#)

The Significance of Digital Marketing Strategies for Continuity of SMEs

Ioseb Gabelaia and Lasha Tchelidze

[➤ Presentation](#)

Mind the Gap: Comparing Competence Development in Business Higher Education and Job Market Expectations

Ágnes Raffay-Danyi, Eszter Bogdány, and Gabriella Cserháti

[➤ Presentation](#)

Relevant Communication Channels: Effective Information Transfer in Employee Communication

Claude Meier, Andreas Jäggi, and Catherine Ammann

[➤ Presentation](#)

Digital Skills Development – Options and a Framework for Implementation

Anna Nikoulina

[➤ Presentation](#)

The Impact of Organizational Culture on the Opportunities and Threats in Digital Transformation

Bálint Jakab, Nikoletta Kaszás, and Ildikó Ernszt

[➤ Presentation](#)

Supporting Recruitment for Data Science Studies with Web Analytics

Łukasz Wiechetek and Marek Mędrak

[Presentation](#)

Which Leadership Principles Currently have the Most Appeal: Leadership in Light of Contemporary Popular Leadership Literature

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