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Editors

Rethinking Management and Economics in the New 20's

The 2022 Centre of Applied Research
in Management and Economics (CARME)
Conference

 Springer

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Editorial

Rethinking Management and Economics in the New 20's

Rapid industrial and economic growth during the last few years have launched wide debates among society and academics regarding new ways of doing business, in which organizations must be excellent in dealing with a plethora of internal and external pressures such as managing people, understanding consumer behavior, and dealing with market trends, by building bridges between researchers, practitioners, community, and industry.

As the world is slowly recovering from a worldwide health crisis, the focus now turns to dealing with the economic and social consequences of an unprecedented economic lockdown. The firms and the economies struggle to resume their growth path. But may this be achieved using the same development model that existed before? The 2020 decade may be an opportunity for a new development model for societies and firms, as well as a challenge for existing firms. The recent social and political concerns regarding social inclusion, decarbonization, and the green agenda may offer an opportunity for developing and reconverting businesses. But a prolonged lockdown has also changed the relation with digital tools, and their use became widespread and ubiquitous. The consumer behavior changed with a significant increase in online sales, forcing many firms to focus on this channel and adapt their logistic.

The notion of work itself has shifted as a significant number of people worked remotely for the first time. Thus, the challenges of remote working for firms, employees, and society are important issues in the foreseeable future. All in all, how can we contribute to shaping firms, economies, and society in the 2020 decade?

We live in a globalized world where lifestyles, jobs, companies, and financial markets have changed. The risk-return that this globalization has brought has made all financial actors focus on managing the various risks, including climate change.

In the last two decades, non-financial risks have gained importance. As a result, non-financial disclosure on environmental, social, and governance topics has become a key moment during the reporting activity, given the attention given to sustainable

growth, in accordance with the pillars of sustainability (economic, social, and environmental). The success of an organization is partly attributable to the management of non-financial risks, which gives the company a competitive advantage over other competitors. However, the disclosure of non-financial risks is the end point of a more complex process of reorganizing the company's strategy around the concept of integration and sustainability.

SMEs play a critical role in national economies because they make positive contributions to the economy and generate employment opportunities. However, in the aftermath of the 2008–2009 global financial crisis, most countries adopted loose economic policies to drive economic recovery. In addition, financial regulations—especially regulations on bank entry and bank deposit/loan fees in recent decades—have significantly exacerbated the financial constraints of small and medium-sized enterprises (SMEs). As an instrument of productivity and growth, creativity is often a challenge for SMEs due to capital constraints and insufficient skills.

Innovative activities, by allowing the diversification of production and processes, encourage the growth of small and medium-sized companies. Open innovation allows SMEs to expand their capabilities and shift the paradigm from hampered to thriving through diversified contributions to society.

In recent decades, consumers' growing awareness of environmental protection has brought noticeable changes in their demand and consumption behavior, and translated into ecologically correct lifestyles and the tendency to choose green products (Lavuri 2022). Green products are preferred for the absence of harm to consumers' health and little to no negative impact on the environment during manufacturing, use, and even post-use processes (Soyka et al., 2012, Choi & Johnson, 2019). Currently, green products embody a subculture in which they appear associated with prestige, style, and luxury (Ahmad & Zhang, 2020). Thus, companies have been encouraged to develop green strategies and an increasing number of companies have engaged in greenwashing practices to create the appearance of environmental responsibility and strengthen their brand (Chang et al., 2020, Nguyen et al., 2021).

The coronavirus outbreak has produced extraordinary changes in workplaces, exposing organizations to uncertainties and challenges that have threatened the organizations' viability (Olckers & Koekemoer 2022). In response to this crisis, measures such as cost cutting, launching new business models, digitalization, and redeploying talent were implemented. However, changes may not always produce the desired results, due, for example, to employee resistance (Yorks et al. 2022) because changes have the potential to place employees in a vulnerable situation and create uncertainty among them (Bordia, Hobman, et al. 2004).

Human Resources are a determining factor in obtaining an organization's competitive advantage. Thus, in today's competitive environment, the needs of employees must be a priority, so that the company can retain them and make them more profitable for the organization. Therefore, it is important to develop programs and policies that are attractive and attractive to employees to reduce employee turnover.

Knowledge-intensive activities are closely related to the generation of added value, which constitute the basis of global competitiveness and are conducive to the creation of wealth and the development of countries. The growing emphasis on knowledge to solve sustainability challenges has required countries to reshape their development frameworks. In this context, education represents a powerful tool to prevent fraudulent reporting and corruption. The state plays a crucial role in research and education.

For stock market investors, it is essential to prove whether the investment is sustainable and has the best performance and profitability or not (Lobe and Walkshäusl 2014). All over the world, environmental, social, and governance factors have been integrated into analysis and decision-making (Hill 2020). The environmental factor is the one most linked to legislation and standards. In this context, the “Paris Agreement” is a milestone in the climate change process bringing together all nations to undertake ambitious efforts to combat climate change (Iacobuță et al. 2022). On the other hand, the enormous increase in the world population increases the demand for resources in urban regions, in addition to causing environmental problems, socioeconomic inequalities, and new energy needs. The concept of circular economy has recently gained importance as it offers a broader perspective in terms of promoting sustainable production and consumption with limited resources. The EC primarily aims to solve resource use, waste, and emissions issues across the supply chain. These goals can be achieved by offering products, components, and materials with as little waste as possible or even zero waste. The implementation of the EC therefore requires radical alternative economic solutions and a new management of resources, increasing productivity and improving efficiency in the management of natural and human resources.

In terms of Tourism, COVID-19 has caused an unprecedented shock, causing a 74% drop in international tourist arrivals in 2020, and putting between 100 and 120 million tourism-related jobs at risk (Herrero et al. 202).

On the other hand, the new rules for the management of work and leisure brought the freedom of the hybrid model of work, giving a strong impetus to the development of an independent lifestyle. Many young people and IT experts have moved to country houses with outdoor space surrounded by nature. This has created opportunities for the development of tourism products aimed at compensating for a lack of physical activity and high levels of stress.

Virtual reality (VR) and immersive consumer experience can contribute to the exploration of market niches in the areas of tourism, games, and entertainment. With the help of VR techniques, tourism business managers can attract new consumers and improve their experience, as well as reduce the cost of implementing a variety of actions, such as training employees and exploring sites and testing projects (Devagiri et al. 2022).

The world faces crises on an ongoing basis. However, these serve to learn lessons and make countries better prepared to deal with issues that make societies vulnerable. The options are to go back to where we were before the crisis or to design a new future with a greater emphasis on resilience, cohesion, and inclusion. In this context, education, respect for the environment, tourism and leisure, and their benefits such as

health and satisfaction are vehicles for the current crisis and for achieving economic growth and sustainable development (Szromek et al. 2022). Furthermore, the role of innovation becomes crucial to successfully face the main economic, social, and environmental challenges.

Given the scale and urgency of the challenges facing us today, fueled by optimism, commitment, and a sense of responsibility, CARME seeks to hasten a significant impact in the region and the world.

CARME's mission is to contribute to regional development and innovation, through the integration of basic and applied research in Management and Economics, strongly oriented toward professional practice and involving researchers, students, industry, and non-profit organizations, in a collaborative way. CARME's vision is to play a key role as a knowledge co-creation platform between academia, industry, and social partners, creating an inspiring environment for multidisciplinary research, impacting companies and non-profit organizations, and providing valuable contributions to society. CARME's contributions are made concrete through a model based on the creation and application of knowledge to face the world's major problems, anchored in ethical and socially responsible research, which promotes inclusion.

ICARME aims at promoting interdisciplinary research on the emerging challenges in Management and Economics for the forthcoming decades. This can be achieved by sharing insights into recent research and cutting-edge methodologies, which gains enormous interest with the presence of experts, researchers, business delegates, and student communities. This conference promoted top-level research and globalized the quality of research in general, thus making discussions and presentations more internationally competitive and focusing attention on the recent research endeavors in the fields of Management and Economics, as well as on the future research avenues and forthcoming challenges.

An array of 13 conference topics was included in the call for papers. Papers submitted through virtual presentations were considered for publication. All papers for the conference were double-blind peer-reviewed in two phases. All the abstracts submitted for the conference were firstly peer-reviewed by two experts in the field for relevance to the conference theme and contribution to the academic debate. A total of 88 abstracts were reviewed and 24 were found acceptable. All accepted papers were then given the opportunity to submit to full conference proceeding papers utilizing the comments from the first phase of double-blind peer review for the improvement and submission of a full conference paper. 24 full conference proceedings were submitted for inclusion in the Springer Proceedings in Business and Economics. These full paper submissions were again double-blind peer-reviewed by two experts in the field as well as the editor. During the second review process, each submission was reviewed for a) relevance to the conference theme, b) quality of the paper in terms of theoretical relevance and significance of the topic, and c) contribution to the academic debate.

The 24 selected papers covered a wide range of interdisciplinary themes. The contributions were thematically selected for each group and are arranged in order of presentation in the proceedings. The subthemes to be covered by the conference were further classified into four distinctive parts, which are

Corporate Performance in the New 20s
Customer Behavior and Environmental Sustainability
Human Resources and Education as Drivers of Societal and Corporate Change
The Role of Tourism and Leisure, Health, and Satisfaction on Sustainable Development.

Corporate Performance in the New 20s

First part of the book consists of *seven chapters* and aims at measuring the impact of several factors on corporate performance. This part focuses specifically on the organization's set of values and culture, through a focused policy implemented by its managers, which empower individuals at all levels of the company and hold them accountable for specific functions and operations. In this context, the most innovative form of risk management, which is Enterprise Risk Management, encompasses a set of capabilities and practices that companies integrate into their strategy, with the aim of managing risk in the process of creating, preserving, and realizing value. The financial departments identify and measure possible consequences of risks according to their risk tolerance, to eliminate it or reduce its effects with the minimum of resources.

In this framework, open innovation in SMEs is crucial as a paradigm that assumes that companies must use external and internal ideas as part of their technological development. Corporate sustainability is gaining more and more prominence among academics and managers because companies, especially SMEs, face several constraints, such as capital, technological knowledge, innovation skills, qualified personnel, and facilities. The impact of open innovation practices on SMEs varies depending on their specific attributes. In this context, it has been recognized in the literature that companies located in clusters are more likely to comply with regulatory standards and have dynamic capabilities to improve problem-solving ability and acquire current knowledge on environmental issues.

More specifically, Chapter "[Mapping the Structure of Hedge Accounting Studies: A Scientometric Model](#)" elaborated by *Liliana Pimentel and Ana Catarina Leite* highlights that a study published in 1995, prior to the publication of IAS 39, is the most influential in terms of total citations and citations per year. Also, the authors stress that the annual publications do not follow a pattern of seasonal growth. The aim of this chapter is to identify and evaluate the scientific production in hedge accounting until 2021.

The research of *Erastus Mbithi, Tankiso Moloji, and David Wang'Ombe* presented in Chapter "[Impact of Corporate Ownership on Non-Financial Risk Disclosure in a Developing Country: Moderating Effect of Companies Act 2015](#)" focuses on the relationship between ownership structure and quality of non-financial risk disclosure. The authors highlight the importance of ownership structure in enhancing the quality of non-financial risk disclosure.

In Chapter “[Stock Market Liquidity Impact on Economic Development](#)”, *Lígia Febra, Maria Eduarda Fernandes, and Tiago Silva* considered new evidence of stock market liquidity impact on economic development using the Human Development Index. The authors found a positive relationship that increased after the 2008 financial crisis, but which is not significant for developing countries.

Liliana Pimentel, Adriana Barreto, and Ricardo Joaquim, in Chapter “[Income Smoothing in Banking Sector Via LLP: A Scientometric Review \(1988–2021\)](#)”, refer that research on income smoothing in banking is typically carried out through loan-loss provisions. Also, they highlight that the number of articles published has been growing especially after the 2008 financial crisis and are focused mainly on European countries. The chapter aims to carry out a scientometric analysis on banks’ profit smoothing.

Elisabete Mendes Duarte, Paulo Malaquias Filho, and Maria João Jorge in Chapter “[The Impact of Former US President Donald Trump’s Tweets on Financial Markets](#)” address the impact of the tweets of the former US president, Donald Trump, on the international financial markets. The authors found that the information published in Trump’s tweets had no statistically significant impact on the returns in the stock markets.

In Chapter “[Parental Business Exposure and Hybrid Entrepreneurial Entry: Evidence from an Emerging Economy](#)”, *Sarah Muigai, Edward Mungai, and S Ramakrishna Velamuri* highlight the fact that hybrid entrepreneurial, i.e., starting a business venture while still holding formal employment, is on the rise due to disrupting factors in the current economic environment such as non-standard working hours, changes in career paths, and the current COVID-19 pandemic. The study aimed at determining the effect of prior parental business exposure on hybrid entrepreneurial entry. Their results suggest that business households play a significant role in shaping the hybrid entrepreneurial entry of the next-generation family business owners.

In Chapter “[The Vision that Carries the Digital Transformation on Its Back—The Promises of 5G for Sustainability and for the Corporate Sector Focusing on the SMEs in Hungary](#)”, *Aron Gyimesi, Árpád Tóth, and György Wersényi* consider that digital transformation, including emerging telecommunication technologies, can be a game changer in the case of SMEs. The authors highlight the business model opportunities and benefits of utilizing the 5G technology. The aim of the research is to analyze the 5G awareness of Hungarian SMEs based on a survey targeting their digital transformation. Results point to significant unawareness of Hungarian SMEs about technical issues.

Customer Behavior and Environmental Sustainability

Second Part of our book, consisting of *five chapters*, addresses the growing awareness of consumers about environmental protection and the concomitant behavioral changes translated into ecologically correct lifestyles and the tendency to choose green products. Thus, most companies are making efforts to design green strategies

and implement greenwashing practices to strengthen their brand. An overview of the recent efforts to implement environmental protection and the circular economy business model is also provided. The increase in forward and reverse activities in the supply chain requires companies to adapt to manage these dynamic characteristics and deal with multiple stakeholders and unpredictable conditions. When moving toward the Circular Economy (CE), many business models require the search for new sustainable solutions. At the same time, it is necessary to deal with obstacles such as strict legal regulations, investment in high technology, and corporate culture of the company. Achieving sustainable development requires companies to overcome these obstacles.

The CE also makes it possible to achieve Sustainable Development Goals, allowing the eradication of poverty, the reduction of environmental devastation, and contributing to the generation of wealth. In this context, forest resources have played a vital role in meeting the demand for wood and wood-derived products. Thus, the development, management, use, and innovation of forest resources must incorporate the broader aspects of human well-being to achieve the global goals of sustainable development. Achieving these global goals is complex as it requires a balance between ecosystem services and productive goals. This requires adequate policies and proactive interventions to meet the growing demand for forest products, ensuring environmental and social sustainability. This, in turn, requires the assessment of the importance of forests in environmental conservation as well as their sustainable management and use for productive purposes, such as energy, wood, furniture, pulp and paper, and construction. Effective development of the forest-to-consumer value chain and forest products business model innovation helps to mitigate social and environmental issues by creating significant job opportunities, as well as strengthening the capacity of the forest products sector.

This part starts with the chapter “The Moderating Effect of Switching Costs on the Relationship Between Customer Satisfaction and Customer Loyalty” by *Miguel Machado*. The purpose of this chapter is to examine the relationship between customer satisfaction and customer loyalty in an industrial context. The article aims at understanding the antecedents of customer loyalty as well as an under-studied moderating effect, namely switching costs. Empirical results suggest that customer loyalty can be explained by trust, interaction with the supplier’s field sales force, flexibility, perceived quality, professional services, and order handling. Pre-switching search and evaluation costs moderate partially the relationship between customer satisfaction and customer loyalty, particularly with respect to perceived quality and professional services components.

The scientific goal of the paper present in Chapter “[Circular Economy Educational Approaches for Higher Learning Supply Chains: A Literature Review](#)” by *Mary AmingÁ, Reuben Marwanga, and Pamela Marendi* is to critically analyze the content of 43 articles (2000–2021) from the Web of Science toward the provision of a research agenda on circular economy educational approaches for higher learning supply chains which are vital toward sustainability education. Aspects related to educational outliers seem to be the most focused on while physical spaces seem to be the least focused on.

The objectives of the study presented in chapter “Antecedents of Environmental Performance in the Plastics Industry in Brazil and Portugal” by *Marcelo Curth and Alzira Maria Ascensão Marques* is to identify the influence of stakeholders and top management support on environmental innovation strategy, green product innovation, and environmental performance in the context of the plastics industry from Brazil and Portugal. The results demonstrated that the stakeholders’ pressure and top management support positively influence the environmental innovation strategy, the innovation of green products, and both innovation influence the environmental performance of companies in the Portuguese and Brazilian plastics industry.

Narciso Antunes, Ana Simaens, and Patrícia Costa in Chapter “[Stakeholders Over Scorched Earth—How Did Companies React in the Aftermath of the 2017 Portuguese Forest Fires?](#)” attempt to shed some light on companies that acted in the aftermath of this environmental disaster, from a stakeholder perspective. Through twenty-six semi-structured interviews with managers and decision makers from local companies, results show that companies were affected in different ways, and responses varied according to the degree of suffered damage. In particular, results showed that Companies had active roles in managing stakeholders’ relationships and expectations, by providing alternatives and quick answers to the crises that ensued from the disaster. The response was effective, so workers could have a sense of normality and feel their jobs and income secure; clients would receive their orders, and suppliers their payments. State support was pivotal in the return to normality and triggered the acquisition and adoption of modern and resource-efficient equipment.

Chapter “[Sustainable Forest Management and Stakeholders Participation in Portuguese FSC’s Certified Companies](#)” by *Irene Ciccarino, Camila Fagundes, and Maria Eduarda Fernandes* provides a stakeholders’ participation overview of Portuguese companies certified by the Forest Stewardship Council (FSC), one of the most recognized forest certifications worldwide. Companies claim to have high regard for their stakeholders, but few explain it through actions. Results showed that Stakeholder participation is usually not systemic, with a small influence on decision-making. This finding should help certified companies improve their process to achieve meaningful stakeholder participation, also enhancing their potential for sustainable solutions.

In the last Chapter “[Sustainability Report in Order to Improve Energy Efficiency in Indian Industry](#)”, *Akhil Subramaniam, Ricardo Manso, and Teresa Eugénio* investigate whether Indian firms’ responses to improve environmental sustainability help mitigate the productivity loss caused by power outages. The authors conclude that there is still a lack of information and a long way to go to achieve excellence in energy efficiency.

Human Resources and Education as Drivers of Societal and Corporate Change

Third Part consists of *seven chapters*. It stresses that external crisis events such as terrorism and natural disasters, and internal crises, such as mergers and acquisitions, induce changes within organizations that have become common challenges in today's work environment. As diversity is an integral component of industrial relations, there is a need to understand the impacts of internal communication on employees in different environments. The relationship between diversity and strategic management suggested that embracing diversity as a social responsibility can help Human Resources managers fulfill their role as a dual advocate for the company and employees. Despite the growing number of diversity, equity, and inclusion programs implemented in companies, evidence suggests that diversity efforts have failed with racial minorities. Thus, it is necessary to improve the aspect of racial/ethnic diversity in companies to make Human Resource Management (HRM) more effective. However, there is a gap in the theoretical understanding of how HRM, and particularly internal communication, can facilitate diversity in communication management.

On the other hand, Education is a driver of societal and corporate change, through the impact of tertiary education, practice-based teaching, etc. Human development has been identified as the main driver of sustainable development. The creation of a productive society is closely linked to the acquisition of knowledge and economic demand. Ultimately, the degree of effectiveness of society's contribution to the acquisition of knowledge depends on its social, cultural, economic, and political structures.

More specifically, in Chapter "[Mindfulness and Frontline Employees' Creativity: The Mediating Effect of Intrinsic Motivation and Creative Process Engagement](#)", *Miguel Machado, Filipe Coelho, Miguel Pina E Cunha, and Greg Oldham* provide an insight into the relationship between the mindfulness of frontline service employees and their creativity in a retail context. The findings suggest that mindful employees exhibited higher levels of creativity at work, and that intrinsic motivation and creative process engagement have a mediational role in the relationship between mindfulness and creativity. The results also indicate that creative process engagement explains the relationship between intrinsic motivation and creativity.

In Chapter "[The Impact of Emotional Exhaustion on Turnover Intention: The Case of Women Police Officers](#)", *Gabriela Gomes, Neuza Ribeiro, Eduardo Ortega, and Daniel Roque Gomes* explore the impact of women police officers' emotional exhaustion on turnover intention, as well as the moderating role of having children in the relationship between women police officers' emotional exhaustion and turnover intention. The results showed that the higher the emotional exhaustion level, the higher their intention to leave the organization where they work. In addition, women who have children and who experience high levels of emotional exhaustion show a significant higher level of turnover intention.

Chapter "[The Effects of Perceived Organizational Justice and Organizational Support on Employee Performance](#)" written by *Ana Virgolino, Arnaldo Coelho, and*

Neuza Ribeiro started from the identification of how the perception of perceived organizational justice (POJ) and the perception of organizational support (POS) can affect an employee's individual performance (IP), which is so important for the competitiveness/success of an organization and for the lives of employees. The results of the study confirmed the positive impact of POJ on POS and on IP, and a non-significant impact of POS on IP.

Aya Moataz Atti and Christian Richter focus in Chapter “[The Impact of Female Tertiary Education and Climate Change on Economic Growth in Developing Countries](#)” on examining how female tertiary education and climate change affect economic growth in 33 developing countries. The authors use the graduate growth rate to provide better proxy for the completion of the whole period of study and not only enrollment. Additionally, an attempt to explore climate change as an independent variable is made to provide more insights into the nature of the relationship between climate change and economic growth. Annual growth rate of female tertiary graduates with a ten-year lag, gross fixed capital formation, and gross domestic product growth rate with a one-year lag have been found to have a positive and significant effect on the economic growth rate for developing countries. A significant and positive relationship has been found between the annual growth rate of mean temperature and annual growth rate of gross domestic product where the annual growth rate of gross domestic product is the independent variable.

Chapter “[Using Student Consultancy Projects in Enterprise and Marketing Programmes: Some Reflections](#)” elaborated by Sharon Lucey focuses on a consultancy project carried out with twenty-two undergraduate students during the academic year 2021–2022. The main objective of the module was to engage students in experiential learning through practical, consulting projects for a real-life business scenario. The results showed that the success of the module is dependent on the role of the academic, acquiring meaningful projects, establishment of the client problem, managing expectations and effective communication.

The research of *Petra Szakonyi and Patrícia Honvári*, presented in Chapter “[Managing Practice Based Teaching of Sustainable Urban Mobility Planning \(SUMP\) Using Digital Tools During COVID'19](#)”, examines the context of Sustainable Urban Mobility Planning (SUMP) teaching. The UrbanSCOPE—*Urban Sustainable Mobility in focus: student education, community involvement, and participative planning*, Erasmus+ project, aim was to improve the quality of teaching in universities, by offering students a methodology in the preparation of a SUMP for a locality in their cities, actively involving local communities and local authorities in the process. The authors concluded that teaching in theoretical level in the case of SUMP studies cannot be successful, without on-site visits and without being able to know the real needs of local communities. Also, digital tools may provide efficient help for planners not only during lockdowns but also during normal circumstances.

Chapter “[Online Paradigms in Education—Nexus of Blockchain and Gamification](#)”, elaborated by *Katalin Czako, Tihana Vasic, and Karolina Kovacs*, is a conceptual paper, which binds together blockchain technology and gamification in a higher education context. Through the systematic study of blockchain platforms by random sampling, a conceptual model gives an insight into the list of advantages

of the conscious application of blockchain technology and gamification in education activity. The results point to the existence of segments in the blockchain platforms that can be developed by a gamified situation.

Tourism and Leisure, Health, and Satisfaction as Catalysts for Sustainable Development

The last part of our book, consists of *three chapters*, and it aims at describing the recent trends in health, tourism and leisure, and games sectors. In current times, a factor of organizational competitiveness is the ability to embrace change. The sooner the companies can adapt and introduce innovative new business techniques, the more resilient and competitive they will be. Virtual reality can contribute to the exploration of market niches in the areas of tourism, games, and entertainment. Using various techniques, tourism business managers can attract new consumers and improve their experience, as well as reduce the cost of implementing a variety of actions, such as training employees and exploring sites and testing projects.

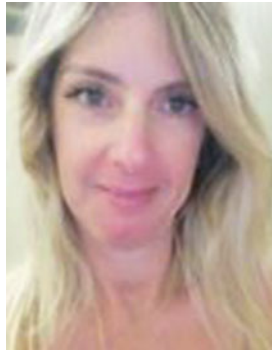
In particular, *György Wersényi and József Tollá* in Chapter “[The Future of Health Management—How Virtual Reality and 5G Networks Can Contribute to Sustainability in Healthcare](#)” stress that while developments in health care usually directly target innovations in intervention techniques and medical devices for diagnosis, analysis, and treatment, digital development in administration, handling, and accessing (sensitive) patient data or real-time availability of information also contribute to improvement of management. The Covid situation highlighted emerging technologies that covers both, and blurs the border between, management (i.e., cost reduction) and actual treatment. The aim of the paper is to describe the benefits of 5G New Radio wireless technology and the expansion of virtual, augmented, and mixed reality applications.

Chapter “[Assessment of Job Satisfaction in Nurses: Contributions to Health Management](#)” elaborated by *Cristina Costeira, Paulo Costa, Anabela Salgueiro, Cátia Santos, Nelson Pais, and Filipa Ventura* focuses on comparing the job satisfaction experienced by nurses with the one desired, to identify the lowest areas of current satisfaction, and pinpoint the areas of lowest and higher job satisfaction. The results suggest that oncology nurses have important levels of job dissatisfaction. The lowest values of experienced job satisfaction were related to career development, while the highest were related to team relationships. Regarding the desired job satisfaction, the salary is the area presenting the least need for correction. The relationship with patients and families was identified as the area with the greatest desire for improvement. The authors found a weak correlation between job satisfaction and age, and job satisfaction and professional experience.

Chapter “[How Traditional Sports and Games Can Help to Drive Sustainable Community Development: a Study of the Gaelic Athletic Association in Ireland](#)”, elaborated by *James Griffin and James Flanagan*, examines the social impact that

can arise from planned sports activities within communities. A particular focus on Traditional Sports and Games (TSG) and how they can contribute to wider Community Development projects is taken. A Structured Model for Sustainable Community Development is proposed by the authors, wherein the cornerstone concepts of Health and Education are supplemented by the pillar concepts of Empowerment, Culture and Tourism. The role of the Gaelic Athletic Association (GAA) has been shown to be prominent in advancing the tackling of social issues within communities across the country. Through various initiatives, the presence of the GAA within the health and education structures of Ireland supports the empowerment and development of social skills across a community's inhabitants. Their mental health initiatives specifically contribute to developing a culture that supports and promotes emotional well-being.

The research of *Eleonora Santos*, presented in Chapter “[Does Inbound Tourism Create Employment?](#)”, examines the context of Tourism as the world's major employer. The author tests whether foreign outdoor tourists have contributed to job creation in Northern Portugal during 2006–2014. Based on data from 4 sources, it employs an OLS estimator to regress the employment changes on the number of new firms, turnover, share of foreigners in outdoor tourism activities, and labor productivity. Results indicate a negative but not statistically significant impact of foreign tourists on employment changes. Such results motivate further empirical investigation.



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