



**Kaunas  
Faculty**

# **19th Prof Vladas Gronskas International Scientific Conference**

**29 November 2024  
Kaunas, Lithuania**

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VILNIUS UNIVERSITY  
KAUNAS FACULTY

# 19th Prof. Vladas Gronskas International Scientific Conference

29th of November, 2024

## CONFERENCE PROGRAMME

09:30–10:00	<b>REGISTRATION</b> (Vilnius University Kaunas Faculty, Entrance Hall in Building 2, 1 <sup>st</sup> floor Address: Muitinės Str. 8, LT-44280, Kaunas), <b>COFFEE</b> (2 <sup>nd</sup> floor, Room: 5)
10:00–10:30	<b>10:00- 10:30 OPENING OF THE CONFERENCE</b> (Room: Prof. V. Gronsko a.) Dean of Vilnius University Kaunas Faculty, Assoc. Prof. Dr Giedrius Romeika Assoc. Prof. Dr Ingrida Šarkiūnaitė Prof. Dr Remigijus Čiegis
10:30–11:35	<b>KEYNOTE SPEAKERS PRESENTATIONS</b> (Room: Prof. V. Gronsko a.) <b>10:30–10:50 Prof. Vlado Dimovski</b> – Distinguished expert in management and organizational theory at the University of Ljubljana, Faculty of Economics (Slovenia) “Authentic Leadership: Bridging Theory and Practice” <b>10:50–11:10 Stepas Telešius</b> – Co-founder, shareholder and board member of ACME Grupė and Chairman of the Board of "Vesta Consulting", a sustainable business consultancy (Lithuania) “Sustainability in Business, What Are The Most Common Mistakes?” <b>11:10–11:30 Ph.D Edgaras Abromavičius</b> – Head of esports and games of the Lithuanian Football Federation, working on projects together with UEFA, FIFA and other international organizations (Lithuania) “International Expansion of a Sport Organization Through Innovation: The Case of E-sports”
11:35–12:30	<b>COFFEE BREAK</b> (Room: V a., 2 <sup>nd</sup> floor) and <b>POSTERS SESSION</b> (near Prof. V. Gronskas a. 2 <sup>nd</sup> floor and 1 <sup>st</sup> floor)
12:30–14:30	<b>PARALLEL SESSIONS IN SECTIONS (A, B, C)</b>
14:30–15:30	<b>LUNCH BREAK</b> (Room: 10 a. / Žalčio menė, downstairs)
15:30–16:00	<b>AWARDS FOR THE BEST PRESENTATION FROM EACH SECTION and CLOSING OF THE CONFERENCE</b> (Room: Prof. V. Gronsko a.)

\*Time zone: GMT+2

## PARALLEL SESSIONS

### SECTION A

#### Development of Business, Innovation and Entrepreneurship (1)

(Room: 7 a.)

##### Moderators:

Assoc. Prof. Dr Ilona Kiaušienė, Prof. Dr Dalia Krikščiūnienė

<b>12:30</b>	<b>Aistė Kukytė (Vilnius University, Lithuania)</b> Does Team Viability Enhance Career Satisfaction and Decrease Quiet Quitting in Knowledge Workers Teams?
<b>12:45</b>	<b>Imants Krezins (University of Latvia, Latvia)</b> Business Incubators: Challenges with Admission Criteria
<b>13:00</b>	<b>Ugnė Sungailė, Asta Stankevičienė (Vilnius University, Lithuania)</b> Exploring How Green Human Resource Management Practices Influence Employee Green Behavior
<b>13:15</b>	<b>Olga Snarskė (Mykolas Romeris University, Lithuania)</b> Optimization Through Advanced Process Management in Logistics
<b>13:30</b>	<b>Viltė Lubytė (Vilnius University, Lithuania)</b> The Influence of Digital Advertising on Financial Service Purchase Intentions: The Role of Consumer Emotions and Trust
<b>13:45</b>	<b>Yehor Poliarskyi (Vilnius University, Lithuania)</b> Employees Cybersecurity Challenges: Phishing Threats and Prevention
<b>14:00</b>	<b>Vaida Mardosaitė (Vilnius University, Lithuania)</b> The Impact of Digital Innovative Services on Consumer Behavior in the Convergence of Retail ( <b>Online</b> )

\*Time zone: GMT+2

**SECTION B**  
**Development of Business, Innovation and Entrepreneurship (2)**  
**(Room: VeGa a.)**

**Moderators:**

**Prof. Dr Virginija Jurėnienė, Dr Antanas Ūsas**

<b>12:30</b>	<b>Rugilė Sabonytė (Vilnius University, Lithuania)</b> Art and Culture Patronage in Lithuania: How It Affects Culture, Business, and Society
<b>12:45</b>	<b>Daiva Masaitytė (Vilnius University, Lithuania)</b> Improvisation as Innovation in Creative Industries Project Management
<b>13:00</b>	<b>Raminta Počepavičiūtė, Iona Kiaušienė (Vilnius University, Lithuania)</b> Impact of Digital Technologies on the Labour Market
<b>13:15</b>	<b>Lilija Kublickienė (Lithuanian Centre for Social Sciences, Lithuania)</b> The Social Impact of the Cultural and Creative Industries and the Challenges of its Measurement <b>(Online)</b>
<b>13:30</b>	<b>Sima Kučinskaitė, Virginija Jurėnienė (Vilnius University, Lithuania)</b> The Process of Empowering the Artist into the Art Market <b>(Online)</b>
<b>13:45</b>	<b>Neringa Grigarienė (Vilnius University, Lithuania)</b> A New Co-operative Activity Model on the Development of New Design Products in Creative Hubs

\*Time zone: GMT+2

**SECTION C**  
**Development of Business, Innovation and Sustainable Development**  
**(Room: Prof. V. Gronsko a.)**

**Moderators:**

**Prof. Dr Remigijus Čiegis, Prof. Dr Asta Mikalauskienė**

<b>12:30</b>	<b>Erkan Ağaslan, Hasan Türe (Kütahya Dumlupınar University, Anakara Haci Bayram Veli University, Turkey)</b> The Relationship Between Energy Consumption, CO2 Emissions, Economic Growth, and Macroeconomic Openness
<b>12:45</b>	<b>Laura Atmanavičiūtė, Saulius Masteika (Vilnius University, Lithuania)</b> Towards Understanding the Application Areas of Zero Knowledge Proof: A Comprehensive Analysis
<b>13:00</b>	<b>Darius Karaša, Stasys Girdzijauskas (Lithuanian energy institute, Lithuania)</b> Prerequisites for the Formation of the Theory of Financial Saturation: the Return of Marginalism
<b>13:15</b>	<b>Gabija Stanislovaitytė (Vilnius University, Lithuania)</b> Exploring Biomass as a Carbon Sink in the Baltic States with Socio-Economic Impacts and Forest Restoration Insights
<b>13:30</b>	<b>Ineta Simonaitė (Kaunas University of Technology, Lithuania)</b> Citizen Science for Sustainable Resilience and Green Innovation ( <b>Online</b> )
<b>13:45</b>	<b>Diyana Yordanova (Konstantin Preslavski University of Shumen, Bulgaria)</b> Encourage of Sustainable Business - Approaches for Increasing of the Scale and Impact Over the Natural Tourism in Shumen Municipality ( <b>Online</b> )
<b>14:00</b>	<b>Gintarė Židonė (Kaunas University of Technology, Lithuania)</b> Synergy Between National Funding System and University Budgeting: A Literature Review on Higher Education Effectiveness ( <b>Online</b> )

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## **TOWARDS UNDERSTANDING THE APPLICATION AREAS OF ZERO KNOWLEDGE PROOF: A COMPREHENSIVE ANALYSIS**

As privacy and security concerns increase, Zero Knowledge Proof (ZKP) technology offers a promising solution for secure digital verification. ZKP addresses key privacy and security challenges across individual, business, and public sectors by enabling data protection without revealing sensitive information. The aim of this study is to analyze ZKP's application areas by reviewing current literature and case studies, examining its strengths, limitations, and potential risks. Findings highlight the capability of ZKP to enhance privacy, security, and verification processes across various fields, including blockchain technology, identity authentication, secure data sharing, and digital voting systems. The paper provides a balanced perspective on ZKP's benefits and challenges, including computational complexity and scalability issues. By suggesting practical use cases, this work aims to contribute to a deeper understanding of how ZKP technology can support innovation across various industries while addressing critical privacy and security needs.

**Key words:** *zero knowledge proof, ZKP, blockchain, data privacy*

**AGASLAN ERKAN, TURE HASAN**

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## **THE RELATIONSHIP BETWEEN ENERGY CONSUMPTION, CO2 EMISSIONS, ECONOMIC GROWTH, AND MACROECONOMIC OPENNESS**

This study examines the relationship between energy consumption, CO2 emissions, economic growth and macroeconomic openness in European Union (EU) countries. Using annual data from EU Member States, it aims to understand how energy consumption affects CO2 emissions in the context of economic growth and trade openness. Given global priorities on sustainability and climate change, analysing these factors within the EU is particularly relevant. The EU has been at the forefront of implementing policies to reduce greenhouse gas emissions, promote renewable energy and support sustainable economic growth. This research will therefore provide insights into the effectiveness of these policies and examine how trade and investment flows interact with environmental and economic variables. The results will contribute to the environmental economics literature and provide policy recommendations for balancing economic growth, environmental sustainability and trade openness in the EU.

**Key words:** *energy consumption, CO2 emissions, economic growth, sustainability, panel data*

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## **A NEW CO-OPERATIVE ACTIVITY MODEL ON THE DEVELOPMENT OF NEW DESIGN PRODUCTS IN CREATIVE HUBS**

Creative hubs represent novel business models in creative industries aimed at developing new products. Today, design is recognized as a strategic tool for addressing social, cultural, economic, and environmental issues through creativity and design thinking, which enhance organizational efficiency and creativity. This approach fosters a customer-focused perspective and enables the creation of innovative solutions tailored to customer needs. Aim of the paper- to analyse a new co-operative activity model on the development of new design products in creative hubs. This paper explores the crucial role of collaboration in creative hubs, analysing collaboration activities as co-operation best practices, and providing insights into how they bring together developers, project managers and implementers to breakthrough design innovations in new product development, following the 3Cs of the co-operation model in creative hubs. Research problem: what constitutes the framework for novel co-operative activities aimed at fostering the development of new design products in creative hubs?

**Key words:** *creative hubs, co-operation, creative Industries, design products*

**YORDANOVA DIYANA**

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## **ENCOURAGE OF SUSTAINABLE BUSINESS - APPROACHES FOR INCREASING OF THE SCALE AND IMPACT OVER THE NATURAL TOURISM IN SHUMEN MUNICIPALITY**

Humanity has proven that man and his concerns are above the daily tasks of the natural cycle. People need concrete, oil and steel instead of walking on the grass, birdsong and natural medicine. As the technological world advances, people increasingly need tranquility and living in sync with nature. There, near Shumen, in the village of Marash, nature created a thermal spring with healthy indicators for balneotherapy of joint diseases, inhalations and drinking balneotherapy. The purpose of the presentation is to build a concept for sustainable and coherent with the natural environment tourism. There will be presented some ideas for building a thermal complex with more natural materials, local food and service. Making a connection with the beautiful environment in the natural park "Shumen plateau", local producers of lavandula, vegetables, fruits and meat. How to turn the view from a usual landscape to a recognizable place for health and sustainability.

**Key words:** *sustainable business, nature tourism, circular economy, new opportunity, mineral water*



## **PREREQUISITES FOR THE FORMATION OF THE THEORY OF FINANCIAL SATURATION: THE RETURN OF MARGINALISM**

The prerequisites for the formation of the theory of financial saturation are revealed through marginalism economic theory (19th century). The development of economic theory came to an abrupt halt as the marginalism revolution got under way, splitting up into separate theories. This is associated with the uneven development of individual disciplines and the complicated application of mathematics to economic theory. The aim of the presentation is to reveal the theory of financial saturation development: the marginalism approach and application to saturation interest conversions, the construction of a new market equilibrium model. Analysis explores the potential for transforming saturation percentages into functional forms representing supply, demand, and utility. Transformation allows for the reinterpretation of the classical law of value, offering a pathway to constructing an innovative model of economic equilibrium. New model offers insights into the causes of bubbles and inflation, business cycle regulation, and actualization of mixed economic system.

**Key words:** *marginalism, financial saturation, market equilibrium model, bifurcation*

## **KREZINS IMANTS**

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## **BUSINESS INCUBATORS: CHALLENGES WITH ADMISSION CRITERIA**

This paper examines the challenges business incubators (BIs) face in setting admission criteria and measuring success. BIs focusing on entrepreneurial education use broad criteria to attract diverse entrepreneurs, while those targeting new venture creation apply strict criteria to select high-potential startups. These differing approaches affect program design and complicate success evaluation. Furthermore, admission criteria influence selection by categorizing applicants into those who will succeed without BI support, those who need the BI to succeed, and those who won't succeed even with support. By favoring the first group, BIs increase the chances of success but neglect those who would benefit most. The varied approaches in BI philosophy, combined with incubatee selection, create internal goal misalignments that might negatively influence the success of BIs and create challenges in measuring their effectiveness.

**Key words:** *admission criteria, business incubators, entrepreneurial education, new venture creation, success measurement*



## **THE SOCIAL IMPACT OF THE CULTURAL AND CREATIVE INDUSTRIES AND THE CHALLENGES OF ITS MEASUREMENT**

It is widely recognised that CCIs are vital engines of economic growth, but CCIs are unique beyond their economic impact, they also have significant social impacts – from health and well-being to social inclusion and the promotion of social capital. However, the lack of research and methodological tools to assess the social impact of CCIs still leaves the sector undervalued.

The aim of the presentation is to discuss the challenges related to measuring the social impact of CCIs. The qualitative research with CCIs experts allowed to identify the key problem areas of CCI social impact measurement, such as:

- uncertainty/different interpretation of the concept of social impact (and impact in general);
- diversity of CCIs sub-sectors and the possibilities of reflecting their social impact specifics;
- relevance of monetised vs content-based measurement of social impact;
- empirical measurement issues: long-term measurement period, difficulty in isolating the impact of the CCI, etc.

**Key words:** *cultural and creative industries (CCIs), social impact, measurement*

## **THE PROCESS OF EMPOWERING THE ARTIST INTO THE ART MARKET**

The accessibility and purchase of artwork these days open up more opportunities for artists to exhibit, sell their work on a larger scale and gain recognition. However, simultaneously, there is high competition between all participants in the art market. The creator, not knowing how to start, faces challenges and obstacles to become a well-known art representative. In this case, artists can be helped by art galleries, which give creators the opportunity to show their creations and provide other support. In that instance, the gallery plays a role in empowering the artist to participate in the art market. Thus, the purpose of this study is to explore the process of empowering an artist to participate in the art market. It is important to understand how this process works and helps artist career, so the presentation includes the results of research on artists and galleries, model, the empowerment process and emerging problems.

**Key words:** *empowering process, gallery, artist, empowerment, art market*

## DOES TEAM VIABILITY ENHANCE CAREER SATISFACTION AND DECREASE QUIET QUITTING IN KNOWLEDGE WORKERS TEAMS?

One of the most pressing challenges for organizations today is employee retention, as high turnover negatively impacts team performance, dynamics, and increases organizational costs. Low engagement often signals "quiet quitting," where employees limit themselves to assigned duties and avoid extra tasks (Formica & Sfodera, 2022), and later quit the organization. High team viability—members' satisfaction, cohesion, and capability for the future—can reduce quiet-quitting behaviors. Team viability also can increase career satisfaction, which represents personal fulfillment and perceived career success, thus reducing quiet-quitting behaviors. The purpose of the presentation is to present quantitative study results on the relationships among team viability, career satisfaction, and quiet quitting in knowledge workers teams. Using data from various team members representing different sectors, and analyzing how age, gender, team size, and tenure influence these dynamic, offering insights for managing quiet-quitting risks.

**Key words:** *team viability, career satisfaction, quiet quitting, knowledge workers teams*

## THE INFLUENCE OF DIGITAL ADVERTISING ON FINANCIAL SERVICE PURCHASE INTENTIONS: THE ROLE OF CONSUMER EMOTIONS AND TRUST

The influence of digital advertising on financial service purchase intentions, mediated by consumer emotions and trust, is crucial in today's digital landscape. Intense online competition requires financial service providers to understand digital advertising, emotions and trust impact on consumer intentions. The purpose of this study is to introduce this conceptual model, illustrating how digital advertising, viewed through message and source characteristics, impacts purchase intentions via consumer emotions and trust. Drawing on the RAIA model, the study conceptualizes the consumer intention journey in the digital space, acknowledging the evolving information adoption landscape. The model differentiates between fear and greed as instantaneous emotional responses to advertising, rather than inherent consumer traits. Furthermore, it distinguishes mistrust as a separate construct from low trust, highlighting its significant impact on purchase intentions. The findings offer practical implications for marketers, researchers, and financial institutions seeking to develop effective digital advertising strategies grounded in the RAIA framework.

**Key words:** *digital advertising, financial services, greed, fear, trust*

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## **THE IMPACT OF DIGITAL INNOVATIVE SERVICES ON CONSUMER BEHAVIOR IN THE CONVERGENCE OF RETAIL**

In recent years, global changes have transformed business models and consumer behavior. Convergence, which refers to the merging of the physical and virtual worlds, has encouraged retailers to adapt to new business models and place greater emphasis on the implementation of digital technologies. However, retailers are more likely to implement not the technologies themselves, which can be complex, but rather the digital innovative services that arise from these technologies. This raises questions about what digital innovative services retailers are adopting and how they affect consumer behavior. First, a systematic literature review was conducted using the PRISMA method, classifying digital technologies and identifying the digital innovative services that retailers introduced during the pandemic. A qualitative study is then planned to systematize the digital innovative services implemented in retail convergence, and the results will be used to conduct a quantitative study to understand how digital innovative services influence consumer behavior.

**Key words:** *digital technologies, digital innovative services, retail, convergence*

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## **IMPROVISATION AS INNOVATION IN CREATIVE INDUSTRIES PROJECT MANAGEMENT**

The main topic is the link between improvisation and innovation in creative industries projects. The presentation highlights that improvisation, as the ability to react spontaneously and creatively to situations, is an important driver of innovation. The report stresses that innovation is crucial for the success of an organization. New ideas and solutions help to increase efficiency, improve performance and remain competitive. Projects are the perfect environment for new ideas to be born and implemented. Improvisation, as the ability to react spontaneously and generate new ideas, is closely linked to innovation. This presentation aims to show the link between improvisation and innovation. The report stresses that successful projects require creativity, flexibility and adaptability to changing conditions. To foster innovation, organizations need to create an enabling environment that values creativity and encourages the generation of new ideas. The study is based on a comparative method of scientific analysis and synthesis.

**Key words:** *improvisation, innovation, creative industries, project management*

## **IMPACT OF DIGITAL TECHNOLOGIES ON THE LABOUR MARKET**

Innovations such as blockchain, artificial intelligence, and the Internet of Things are having an increasing impact on different sectors of the economy. These changes are creating new jobs while at the same time changing the nature of work, demanding new skills, and reducing the demand for traditional jobs. The aim of the research is to identify the impact of digital technologies on the labour market. The results show that the implications of digital technologies for the labour market and employment of workers are analysed from different perspectives. The rapid development of digital technologies promotes innovation, leading to faster job creation in the labour market. On the other hand, technological processes lead to a reduction in the number of jobs, which will increase unemployment. There are also those who believe that society will not notice major changes in the labour market because technological progress will create as many jobs as it will eliminate.

**Key words:** *digital technologies, labour market, employment, trends*

## **EMPLOYEES CYBERSECURITY CHALLENGES: PHISHING THREATS AND PREVENTION**

Cyber incidents caused by human factors have recently become a highly relevant topic, as the number of cyberattacks, particularly phishing, continues to grow. Employees, as the first line of defense, play a crucial role in safeguarding the company's digital assets by identifying and preventing cyber incidents. Successful cyberattacks can lead to significant financial losses, reputational damage, and business disruptions. The purpose of this presentation is to showcase the results of a study conducted in Lithuania, which examines employees' use of preventive e-measures and their vulnerabilities to cyber threats, including the latest phishing cases. The study reveals that significant portion of individuals possess only a moderate understanding of cyber threats and exhibit vulnerabilities in their online security practices, limited awareness of AI threats and gaps in trainings. Based on these findings, the report provides recommendations for tailored education programs, emphasizing the importance of fostering a cybersecurity culture within organizations.

**Key words:** *cybersecurity, phishing, threats*

## SABONYTĖ RUGILĖ

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### ART AND CULTURE PATRONAGE IN LITHUANIA: HOW IT AFFECTS CULTURE, BUSINESS, AND SOCIETY

The presentation examines the importance of art and cultural patronage in Lithuania, exploring its impact on culture, business, and society. It emphasizes how cultural support initiatives play a vital role in shaping Lithuania's cultural landscape and strengthening connections between the arts, the economy, and community development. Key points include the distinct motivations of cultural patrons—driven by civic duty and cultural enrichment rather than commercial gain—and the benefits for various stakeholders. For businesses, patronage enhances brand image and cultural capital; for society, it promotes accessibility and civic identity; and for the arts, it fosters innovation and heritage preservation. The presentation includes recommendations to increase financial support through strategic alignment with social values, educational initiatives, and the promotion of international projects.

**Key words:** *art, culture, patronage*

## SIMONAITĖ INETA

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### CITIZEN SCIENCE FOR SUSTAINABLE RESILIENCE AND GREEN INNOVATION

Sustainability is one of the most important topics to societies worldwide, „Mitigating and adapting to the impacts of the climate change is one of humanity's biggest challenges in the coming decades“ (Kumar et al., 2023). Citizen science might attract a diverse range of individuals to participate in projects with a common goal. Bringing citizens, scientists and policymakers together there is a chance to achieve great changes. The presentation aims to inform and encourage people to engage in climate resilience, sustainable development, and green innovation citizen science projects' initiatives. During the presentation we will talk about the examples of communities that collect data on resources like water and air quality, temperature shifts, biodiversity. Also, we will examine what motivates citizens to engage in such projects.

**Key words:** *citizen science, sustainability, environment, citizen engagement*

## **OPTIMIZATION THROUGH ADVANCED PROCESS MANAGEMENT IN LOGISTICS**

In the context of increasing complexity in global supply chains, effective process management has become a crucial determinant of operational efficiency in large-scale logistics companies. This study aims to assess the impact of an advanced process management system, introduced in 2022 within one of the largest logistics enterprises, with the objective of optimizing internal communication and streamlining operations. Utilizing a rigorous analytical framework, the research demonstrates significant improvements in information flow, transparency, and organizational clarity. The system has shown notable efficacy in key areas, including the implementation of quality and environmental policies, the optimization of core operational processes, and the enhancement of management documentation. The findings suggest that advanced process management contributes substantially to the achievement of higher operational efficiency and process optimization. Furthermore, this study offers practical recommendations that may guide similar organizations in improving their logistical performance through systematic process management innovations.

**Key words:** *process management, operational efficiency, process management system (PMS)*

## **EXPLORING BIOMASS AS A CARBON SINK IN THE BALTIC STATES WITH SOCIO-ECONOMIC IMPACTS AND FOREST RESTORATION INSIGHTS**

This paper discusses the role of biomass as a carbon sink for the three Baltic States: Lithuania, Latvia, and Estonia. Its ecological effect, socioeconomic impacts, and interaction with forest restoration processes are assessed. This paper aims to assess the contribution of biomass to carbon sequestration, socio-economic development, and ecological sustainability of the region. Through quantitative data, case studies, and comparative analysis, this research underlines the necessary contribution that biomass will make toward regional and EU carbon neutrality objectives. It looks into the carbon sequestration and renewable energy that agriculture residues, forest biomass, and innovative processes, such as industrial land reclamation, have contributed to. The policy frameworks that also review opportunities for improvement in sustainability and economic outcomes include the EU Renewable Energy Directive and national strategies. Recommendations underline policy harmonization, encouragement of public-private partnerships, and spreading technological innovations as ways to ensure protection of ecological and economic long-term interests. The findings give actionable insights to policymakers, researchers, and industry players for optimum utilization of biomass in addressing climate change.

**Key words:** *biomass, carbon sequestration, forest restoration, Baltic states, renewable energy*

## **EXPLORING HOW GREEN HUMAN RESOURCE MANAGEMENT PRACTICES INFLUENCE EMPLOYEE GREEN BEHAVIOR**

The growing global emphasis on environmental sustainability has positioned green human resource management (GHRM) practices as essential for fostering employee green behavior within organizations. This study explores the impact of GHRM practices on employee green behavior, examining how strategic HR practices, including green recruitment, training, performance appraisal, and reward systems, can shape employee behavior at work. Empirical researches reveal that organizations that actively implement GHRM practices witness a significant increase in employees' green commitment, eco-conscious actions, and sustainable decision-making. This presentation provides valuable insights for academics exploring the impact of GHRM and for practitioners seeking practical strategies to implement GHRM practices within organizations.

**Key words:** *human resource management, green human resource management practices, employee green behavior, sustainability*

## **SYNERGY BETWEEN NATIONAL FUNDING SYSTEM AND UNIVERSITY BUDGETING: A LITERATURE REVIEW ON HIGHER EDUCATION EFFECTIVENESS**

This presentation examines the synergy between national funding systems and university budgeting and how this impacts on the effectiveness of higher education. In a rapidly evolving global economy, universities play a critical role in driving innovation and development, yet they are often caught between public sector expectations and private sector efficiency models. The aim of this presentation is to analyse the complex relationship between funding sources and university budgeting models, and how this synergy impacts the overall effectiveness of education systems. Key topics include the influence of state funding on university performance metrics, the challenges of balancing national macro-level priorities with micro-level efficiency requirements, and the potential for a theoretical model that aligns institutional and national objectives. By examining current literature, this presentation aims to provide insights into optimising the allocation of resources in higher education to support strategic goals and drive sector-wide improvements.

**Key words:** *national funding systems, university budgeting, higher education effectiveness, university efficiency*



## ORGANISERS

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