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The 4th International Scientific Conference on Positive Management and Leadership in Socially Responsible Organisations

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The 4th International Scientific Conference on Positive Management and Leadership in Socially Responsible Organisations was held on 12 September 2019 at the Faculty of Economic Sciences and Management (FESM), Nicolaus Copernicus University (NCU) in Toruń. The aim of the conference was to provide opportunities to share research findings and discuss the avenues of further research for the scholars conducting their work in various fields of management studies from the perspective of the positive management theory (cf. Stankiewicz (Ed.), 2010, 2013). The participants were invited to contribute to discussion on the following topics, which were well grounded in previous editions of the conference (cf. Lis, 2016, 2017, 2018a):

- “positive management including: interpersonal relationships, intra-organisational communications, trust, organisational citizenship behaviours;
- leadership including: contemporary concepts of leadership, roles played by top, middle and first line managers, challenges (both

- external and intra-organisational) faced by leaders in business organisations, the public sector, and non-profit organisations;
- corporate responsibility to employees and other stakeholders, organisations in business environment, society and the natural environment”.

The conference was officially opened by Prof. dr hab. Aldona Glińska-Neweś, the Vice-Dean of the FESM NCU responsible for international relations and Prof. dr hab. Robert Karaszewski, the Head of the Department of Business Excellence, FESM NCU and the editor-in-chief of *Journal of Corporate Responsibility and Leadership*.

The first paper session, chaired by Prof. dr hab. Aldona Glińska-Neweś was focused on the issues of sustainability. Dr hab. Joanna Hernik representing West Pomeranian University of Technology in Szczecin made attempts to answer the question “to what extent the Europe’s largest polluters try to be socially responsible (if they try at all)?”. She applied the comparative analysis of the statistics on major polluters in the European Union published by the European Environment Agency and the Dow Jones Sustainability World Index for the most responsible companies in Europe. The findings from her research reveal that: “(1) the most polluting industries are not present in the Dow Jones Index at all, (2) the environment is most polluted by power plants, waste water treatments, and metal processing plants, and (3) the most responsible in Europe are banks and companies offering diversified financial products, production goods, and materials”. Therefore, as Dr hab. Hernik concluded: “the discrepancy between actual polluters and social knowledge and expectations should be subject to further research”. Dr Andrzej Lis (Nicolaus Copernicus University) presented the findings of his bibliometric analysis of keywords co-occurrence in research on the theory and business practice of the concepts of sustainable enterprise and sustainable organisation. His study is the continuation of research focused on mapping the research field with the methods of systematic literature review and research profiling co-authored with Prof. UMK dr hab. Agata Sudolska (Sudolska and Lis, 2018a, 2018b) and the replication of their earlier study based on keywords analysis (Sudolska and Lis, 2017), this time conducted with the use of VOSviewer software. In his presentation Dr Lis “identified and discussed seven streams of research associated with the concept of a sustainable enterprise i.e. (1) sustainable development and sustainable enterprise idea, (2) sustainability,

(3) strategic management and functional areas management, (4) human and organisational context, (5) sustainable manufacturing, (6) industrial context and (7) environmental management. Moreover, emerging, 'hot' topics attracting a growing attention of the research community in recent years have been enumerated, which include such issues as: (1) the concept of the sustainable, smart and sensing enterprise, (2) sustainable enterprise resource planning and allocation, (3) building competitive advantage in a sustainable enterprise, (4) managing sales in a sustainable enterprise, (5) managing sustainable supply chains, and (6) developing sustainable enterprise excellence" (Lis, 2018b, pp. 60–61).

The second paper session, chaired by Dr hab. Joanna Hernik, concentrated on the studies dealing with organizational culture and employee behaviours. Prof. PW dr hab. Mięczyński Morawski from Warsaw University of Technology discussed the motivations and incentives of engaging key knowledge workers in the processes of sharing knowledge. Referring to the findings from his empirical research, Prof. Morawski formulated a set of recommendations aimed at enhancing positive employee behaviours of key knowledge workers driving their willingness to share knowledge. This catalogue includes such aspects as: "(1) authorization and personal responsibility for employees on some tasks, (2) providing individual appraisals and feedback of personal performance, (3) establishing flexible work schedules, (4) introducing teleworking for some tasks, (5) allocating more budget and time (and more attention, indeed) for research, functional development, collaboration and interaction with scientific societies, (5) implementing such solutions as job turnover, job enrichment and empowerment of workers, (6) explaining mission and vision of the organisation to workers and to involving them in decision making processes". Prof. dr hab. Aldona Glińska-Neweś disseminated the findings from the qualitative study of employee competence development in corporate volunteering. The multiple case study analysis of outcomes of engaging in corporate volunteering for the development of employee competences in companies operating in Poland was conducted by Prof. Glińska-Neweś in cooperation with a team of researchers representing Oulu Business School, the University of Oulu, Finland (Akram Hatami, Jan Hermes, Anne Keränen, Pauliina Ulkuniemi). They categorized the identified outcomes in the four-field matrix discriminating between low and high intensity of contact

between corporate volunteers and beneficiaries of their activities and different types of beneficiaries (society in general vs. local community).

Discussion in the third paper session, chaired by Dr Andrzej Lis, was driven by contemporary challenges for management. Maria Bajak and Justyna Filip from Cracow University of Economics discussed technological development of the Internet of Things from the perspective of corporate social responsibility. The authors applied the multi case study methodology and analysed the cases of Climate Street (the Netherlands), Sidly Wristbands (Poland), Cagliari Port 2020 (Italy), eCall and Railigent. Summarising the findings from their studies, Bajak and Filip stated: "Most often the systems implement a number of assumptions supporting several CSR areas at the same time. Complementarity of various activity areas for the benefit of society shows the comprehensive nature of solutions and their potential to change the way the business world works for the better. Designated directions are a signpost to further work on the search for new technological solutions in the spirit of corporate social responsibility". Anna Szymczak representing the University of Łódź studied determinants of success of female employees in the air transportation industry. The opinions of the women in the positions of CEOs of airports were used to identify these factors.

The fourth paper session, chaired by Dr Mateusz Tomanek (Nicolaus Copernicus University), gathered the studies on corporate social responsibility in various contexts. Krzysztof Waraksa and Wiktor Mikołajczyk (both the University of Wrocław) presented the findings of the critical discourse analysis of CSR communication in Apple and Amazon. They studied corporate social responsibility from the perspective of corporate communication and considered CSR as a communication strategy. They discovered and discussed the differences in CSR communication of the two companies under the study and confronted their CSR discourses with some problems in corporate responsibility reported in the literature. Anna Horzela (Silesian University of Technology) studied the concept of corporate social responsibility through the lens of Positive Organisational Scholarship theory. This approach has already been explored by the members of the positive management research community at Nicolaus Copernicus University (Glińska-Noweś and Stankiewicz, 2013; Haffer, 2013; Skrzypczyńska, 2013, 2014). Nevertheless, in her theoretical study Horzela embedded this discussion into the context of clusters,

which added some new perspectives. Karolina Kulińska from the University of Wrocław discussed the applicability of the corporate social responsibility concept in non-government organizations. She analysed the case of the Great Orchestra of Christmas Charity comparing and contrasting it with the NGO social responsibility model proposed by Vidal and Torres (2005). Her study included such aspects as: people within the organisation, stakeholders, mission and values, transparency, environmental management, communication, and social involvement.

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