Poznań University of Economics and Business Aleja Niepodległości 10, 61-875 Poznań, Poland



Published original works in various fields of Economics and Finance

RESEARCH PAPERS IN ECONOMICS AND FINANCE



ISSN 2543-6430

Vol. 4, No. 4 https://doi.org/10.18559/ref.2020.4 2020

RESEARCH PAPERS IN ECONOMICS AND FINANCE, ISSN 2543-6430

EDITOR-IN- CHIEF

Piotr LIS, dr hab., prof. UEP Department of Business Activity and Economic Policy, Institute of Economics, Poznan University of Economics and Business, Poland ref@ue.poznan.pl, phone +48 61 856 95 78

INTERNATIONAL EDITORIAL ADVISORY BOARD

Olena BULATOVA, Mariupol State University, Mariupol, Ukraine Wolfram ELSNER, Bremen University, Bremen, Germany Nadezda KIRILLOVA, Financial University under the Government of the Russian Federation, Moscow, Russia Aleksy KWILINSKI, The London Academy of Science and Business, London, England Mihai MUTASCU, ESCE International Business School, Paris, France Tetyana OREKHOVA, Donetsk National University, Vinnytsia, Ukraine Olga POPOVA, Donetsk National Technical University, Pokrovsk, Ukraine Louis-Philippe ROCHON, Laurentian University, Greater Sudbury, Canada Amir SAFARI, Insurance Research Centre, Tehran, Iran Nadiia SHMYGOL, Zaporizhzhya National University, Zaporizhia, Ukraine Aleksandr TSYGANOV, Financial University under the Government of the Russian Federation, Moscow, Russia Guillaume VALLET, University of Grenoble Alpes, Saint-Martin-d'Hères, France Ivan VERBANOV, D.A. Tsenov Academy of Economics, Svishtov, Bulgaria Galip YALMAN, Middle East Technical University, Ankara, Turkey

SELECTION EDITORS

Energy transformation: Joanna MAZURKIEWICZ, The Institute for Structural Research (IBS), Warsaw, Poland Risk and Insurance: Monika KACZAŁA, Poznań University of Economics and Business, Poznan, Poland Social policy: Aleksandra ZUBRZYCKA – CZARNECKA, University of Warsaw, Warsaw, Poland

EDITORIAL COMMITTEE

Edyta MAŁECKA-ZIEMBIŃSKA, Poznań University of Economics and Business, Poznan, Poland Piotr MANIKOWSKI, Poznań University of Economics and Business, Poznan, Poland Katarzyna SZARZEC, Poznań University of Economics and Business, Poznan, Poland Agnieszka ZIOMEK, Poznań University of Economics and Business, Poznan, Poland

EDITORIAL SECRETARY

Hanna KOŁODZIEJCZYK, Poznań University of Economics and Business, Poznan, Poland

Proofreader: Krzysztof STEC, Poland DTP Editor: Karolina DMOCHOWSKA-DUDEK, Poland

ISSN 2543-6430: Research Papers in Economics and Finance

EDITORIAL OFFICE: Department of Business Activity and Economic Policy, Poznań University of Economics and Business, al. Niepodległości 10 | 61-875 Poznań, Poland, Phone +48 61-856-95-56, Email: ref@ue.po-znan.pl, www.ref.ue.poznan.pl

PUBLISHER: Poznań University of Economics and Business, Aleja Niepodległości 10, 61-875 Poznań, Poland, phone +48 61 856 90 00, fax +48 61 866 89 24

COPYRIGHT NOTICE: Research Papers in Economics and Finance is an open access journal. The journal papers are available free of charge on the journal's website: ref.ue.poznan.pl All journal content appears on the Creative Commons License Attribution CC BY 4.0 "Approved for Free Cultural Works".

INDEXING AND DISTRIBUTION: Research Papers in Economics and Finance is indexed, abstracted and distributed in: BazEkon Citations, CEJSH: The Central European Journal of Social Sciences and Humanities, C.E.E.O.L.: Central and Eastern European Online Library GmbH, EBSCO Publishing Inc., PKP Index, The National Library Digital Repository.



RESEARCH PAPERS IN ECONOMICS AND FINANCE

ISSN 2543-6430

Vol. 4, No. 4, 2020

CONTENTS

Preface Piotr Lis	5
Norwegian Organizational Culture. A case study from a Norwegian organization Hanna Mielniczuk	7
The influence of effective human resource management on the success of SMEs in Gaziantep and its environment in 2018 Selim Corekcioglu, Deniz Horuz, Muhammed Paksoy	15
The use of the risk management procedure in Hi-Tech project management Israel Michael Nachzac	27
Analysis of music festival customers in Poland in 2018-2019 Agata Truszczyńska	39
Innovative development of countries in the context of global economic imbalance Mariia Shkurat, Alisa Temerbek	49



© 2020 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).





RESEARCH PAPERS IN ECONOMICS AND FINANCE

JOURNAL HOMEPAGE: www.ref.ue.poznan.pl

Creative Commons Attribution-NonCommercial 4.0 International Public License https://doi.org/10.18559/ref.2020.3.0

PREFACE

Dear Readers,

We are pleased to present the latest issue of the Research Papers in Economics and Finance published by the Poznan University of Economics and Business. We have selected a few scientific papers that we consider important for the academic discussion, inspiring and providing substantial added value.

This issue opens with a great paper written by **Hanna Mielniczuk** from Brickendon Consulting Poland, entitled Norwegian Organizational Culture. A case study from a *Norwegian organization*. The author has identified the organisational culture profile of the selected Norwegian organisation culture and checked the compliance of the cultural profile of the organisation under study with the determinants of Norwegian organisational culture. The preferred type of culture in organisation showed the dominance of the clan culture. Employees of the organisation identified with their internal system of values, which increased the effectiveness of their work and social relations. It is worth emphasising that the author's research is based on several important variables: knowledge of the Norwegian language, experiencing Norwegian culture through living in Norway and numerous interpersonal contacts of the author of the paper.

The second paper entitled *The influence of effective human resource management on the success of SMEs in Gaziantep and its environment in 2018* has been written by Selim Corekcioglu, Deniz Horuz, Muhammed Paksoy from the Szent Istvan University in Hungary and Gaziantep University in Turkey. The authors examined Small and Medium Enterprises (SME) in Gaziantep. The survey was conducted on 136 companies, 89 of which stated that there are no organised human resources units and management systems in their enterprises. According to the authors, SMEs which perform human resources management effectively have been economically successful in terms of competitiveness, employee counts, employee performance, market growth and economic development.

The third paper written by **Israel Michael Nachzac** from Israel is entitled **The use of the risk management procedure in Hi-Tech project management**. Following the author's survey based on 21 completed questionnaires received from project managers who managed about 550 projects, there is a gap between the acting managers' understanding of how to manage the actual project risk during a life cycle of the hi-tech and understanding the importance of management in controlling the variety of risks. The author concluded that the implemented project risk management does not meet the PMs' expectations and risk management is still at infancy. According to the author, the managers should pay more attention to inherent risks and those emerging in their projects through their management organisation as part of the overall traditional management, as well as emphasise the awareness of using the risk management procedure by all levels of management.

The fourth paper entitled *Analysis of music festival customers in Poland in 2018-2019* has been written by **Agata Truszczyńska** from the Academy of Music Managers in Warsaw, Poland. In the study, the author uses Chan Kim and Renée Mauborgne's concept of customer and non-customer analysis in the music festival industry in Poland. The conclusions of the paper are based on a questionnaire survey conducted by the author. Three layers of non-customers have been distinguished. The main issue for non-customers is a very poor catering offer in terms of food for vegans and vegetarians. A number of people feel fear and danger when they are in a crowd. Some non-customers like spending their free time at home instead of spending time at music festivals.

The fifth paper entitled **Innovative development of countries in the context of global economic imbalances** has been written by **M. Shkurat and A. Temerbek** from Vasyl' Stus Donetsk National University in Ukraine. According to the authors, the level of innovative development of the countries and technological equipment of industries create opportunities to improve the living standards of people and determine the level of economic development of countries. The authors explain that these processes deepen technological and economic gaps between the regions of the world. Furthermore, developed countries have more opportunities for active development of the innovative component in the national economy, but their indicators in innovation and high-tech industries have declined in contrast to developing countries.

Yours faithfully,

dr hab. Piotr Lis, prof. UEP – Editor in Chief



© 2020 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).

