

*Dear Readers,*

The fourth issue of *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie / Cracow Review of Economics and Management* brings readers a range of articles on marketing, quality management, and human resource management. It begins with Grzegorz Maciejewski's analysis of Polish consumer behaviour during the COVID-19 pandemic and with the backdrop of the war in Ukraine. Based on a literature review and two survey studies, he concludes that during the pandemic consumers more often handled day-to-day matters remotely, showed greater concern for their health and daily hygiene, and more frequently used payment cards to conduct transactions. When it came to spending limitations, consumers indicated they had cut back on going to cultural institutions and restaurants. The author found that the share of consumers demonstrating these behaviours decreased over time, while concern about the threats of the war in Ukraine increased.

In the second article, Robert Jadach and Mirosława Pluta-Olearnik discuss globality and locality in brand perception in international markets. Using bibliometric analysis, they found that research and related publications focus on five main issues: signaling brand value, interactions between the perception of brand globality and locality, how the global perception of brand impacts purchasing intentions, how the local perception of brand impacts purchasing intentions, and the influence of consumer ethnocentrism on their preferences for global or local brands. The authors found that these issues have garnered growing interest among researchers. They also identified journals where the largest number of articles are published on the topic, and noted that brand globality has commanded more interest than brand locality.

In the next article, Wioletta Krawiec, Anna Sibińska, and Wojciech Grzegorzczuk examine the concepts behind the creation of shared value. They explore the main dimensions and relationships between them, and the various approaches to defining them. Then, based on qualitative research using the Delphi method, they showed that the main dimensions of creating shared value are in line with observations in the literature: social value, economic value, and environmental value are all created, while innovation value is not. The authors also confirm the existence of direct relationships with other groups involved in value creation, such as shareholders and stakeholders, as well as concepts including Corporate Sustainability (CS), Triple Bottom Line (TBL) and Environmental, Social and Governance (ESG).

The use of IT tools in enterprises implementing Agile project management practices is the subject of consideration in an article penned by Małgorzata Zakrzewska, Szymon Jarosz, Małgorzata Kosała, and Mariusz Sołtysik. Based on a literature review and empirical research, the authors set out to determine the extent to which Agile project management is used, the areas in which it is implemented, the results it brings, and determining factors. They found that Agile practices are applied mainly for creating innovative services and products. Scrum and Kanban were the most frequently used frameworks, while DevOps, TDD, and SAFe were less widespread. The group also emphasise that the increasing use of information technology in enterprises requires employees and managers to develop digital competencies.

In their article on sunscreens, Monika Engler-Jastrzębska and Aleksandra Wilczyńska examine consumer knowledge and decision-making in the choice of organic sun protection products. Employing survey research, the authors found that the group of consumers they studied had limited knowledge about ecological sun protection products. Overall, they had difficulty identifying this category of products and the use of UV filters. The authors conclude that, for the good of consumers and the environment alike, more should be done to educate the public about organic sun protection products.

The last three articles cover various issues in human resource management. In the first, Joanna Tabor-Błażewicz analyses the growing role of employee well-being in the workplace and presents HR department practices aimed at improving it. Based on a literature review and interviews with managers and HR specialists, the author identifies the constituent elements of social well-being and identifies practices used to strengthen it. She examines the key role HR departments play in building awareness of the importance of well-being among employees and managers, and the steps that have been taken in this area. She also highlights the need for line managers and management to be involved, coupled with openness to grassroots initiatives on the part of employees.

In their article, Beata Buchelt and Ewa Beck-Krala address the issue of physicians' remuneration. They examine the literature on "performance-based pay", or compensation for the quantity of medical procedures performed or hours worked. The authors highlight that such a narrow understanding of performance-based pay fails to take into account other components such as compensation for qualifications or specialisation, and thus does not contribute to the quality of medical services. They advocate for the adoption of compensation systems based on "total rewards", which should be structured to stimulate pro-efficiency behaviours among physicians, including the development of specialised and non-specialised competencies and the completion of a defined number of medical procedures.

In the last article, Janusz Strużyna sets out to identify challenges in human resource management based on his analysis of the content in Polish-language job

offers from consulting firms. These firms play a significant role in transferring knowledge into practice, serving as a link between theory and human resource management practices. Using qualitative analysis, he identifies the main categories and dimensions of the new normal in human resource management, then puts forwards suggestions for how to bridge the gap between scientific research and the expectations consultants have in practice. The author concludes that the new normal is characterised by the perpetuation of human resource management features, natural language, diverse perspectives, and an emphasis on operational efficiency.

I encourage you to explore the ideas, concepts, and research results presented in these articles, which expand and enrich our knowledge of management and quality sciences.

*Prof. dr hab. Aleksy Pocztowski*  
*Editor-in-chief*