

Dear Readers,

In this issue of *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie / Cracow Review of Economics and Management* we present six articles in English and two in Polish. The issue opens with an article by Konrad Kolegowicz and Wojciech Szymła, who look at investment decisions and their impact on job creation in the energy sector. The basis for their conclusions was an analysis of the correlation between a company's investment outlays and its number of employees, taking into account the pace at which these numbers change and the delay effect. The authors' research led them to conclude that there are significant differences in how the values develop over time as well as in their mutual relations divided into the size classes of enterprises. The correlation analysis they conducted showed a low degree of interdependence in small and medium-sized enterprises and a high degree in large ones.

In the second article, Grzegorz Wojtkowiak, Beata Skowron-Mielnik and Marcin Gołembski identify research challenges surrounding the behaviour of employees engaging in enforced remote work. Using their study of the literature, surveys and the opinions of managers, the authors lay out a definition of enforced remote work and indicate research problems and practical challenges in this area. They found differences in how these problems were identified by two groups, respondents participating in surveys and managers taking part in workshops conducted to address these issues. In addition to identifying the main problems in enforced remote and hybrid work, the authors examine conditions characterising this form of work in the context of its overall effectiveness.

The COVID-19 pandemic is the backdrop for the considerations elaborated in the next three articles. In the first, Magdalena Knapińska presents the results of research on factors determining the level and dynamics of unemployment in Poland in the years 2018–2021. The following factors were taken into account in the analysis: economic situation, demand on the labour market, migrations and social moods. The results of the research led the author to conclude that there is a relationship between the incidence of COVID-19, the economic restrictions it brought about and the development of the factors determining unemployment. The considerations presented in the article enrich the knowledge base on the COVID-19 pandemic and its economic impact, particularly on unemployment.

Jolanta Stec-Rusiecka and Agata Warmińska discuss the impact of the COVID-19 pandemic on the use of socially responsible activities in human resource management at small and medium-sized enterprises. Their empirical research shows that corporate social responsibility was used to manage employees in small and medium-sized enterprises during the COVID-19 pandemic. The paper also examines how managers sought to create appropriate working conditions and remuneration, and to support employees in training and professional development.

In their article, Marta Juchnowicz and Hanna Kinowska present the results of research on factors affecting the well-being of employees during the COVID-19 pandemic. Based on online surveys done at the beginning of 2021, the authors identified the main ways employees perceive these factors. Further analysis allowed them to identify the two most important factors determining the well-being of employees – job security and interesting work. The employees surveyed were divided into those who saw both of these factors as important and those who focused on one or the other of them.

Leadership has been the subject of consideration in numerous scientific publications for many years. In their article, Justyna Bugaj and Alla Sulyma attempt to organise various ways of understanding the meaning of leadership. The analysis is based on a review of the subject literature written since 2010, including 55 publications indexed in the Scopus database. The analysis confirms that leadership is a subject of great complexity, and that the approach to it differs by authors from different countries. The authors propose their own approach to leadership, which combines elements of situational and service leadership and is considered in a broader organisational context. They also conclude that there remains a need to consider the perspective of gender as well as geographical and cultural differences.

For his article, Sławomir Kamosiński conducted interviews with micro, small and medium-sized enterprise owners as the basis of his empirical research. He uses this to analyse the attitudes of entrepreneurs to their company's mission and values as an element of internal company architecture. The author found that the mission and values constituting the company's heritage are taken over in the succession process. He uncovers a range of attitudes among entrepreneurs to their companies' missions and values, with some rejecting them as redundant, others embracing them as important and therefore keeping them, and still others adjusting them to respond to the influence of external factors.

The issue concludes with an article by Anna Wziętek-Staśko and Olena Krawczyk-Antoniuk, who look at the influence of employee age on the perception of a pro-effective organisational climate and its constituent elements. Based on an analysis of the literature and their own empirical research, the authors confirm that age plays a role in moderating the perception of these components, which are correlated with

selected measures of organisational effectiveness. The research results add to our knowledge base on how organisational climate impacts organisational performance by showing how people of different ages perceive this impact.

In concluding this review of the second issue of the *Cracow Review of Economics and Management*, I would note that the articles presented take up current and often insufficiently researched problems in the science of management and quality, particularly the management of work and human resources in the context of ongoing changes and challenges related to the COVID-19 pandemic. I hope that the issues these articles raise, the views they present and the assessments they formulate encourage reflection and inspire readers to undertake further research in this field.

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