



COMMUNICATION AND DEVELOPMENT OF INTERDISCIPLINARY COMPETENCES IN THE DIGITAL AGE

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Pēdējos divos gados pasaule pakārtojiesies jauniem noteikumiem un dienaskārtībai, kur stratēģiska nozīme ir komunikācijai visās tās izpausmes formās. Ja mācēsīm pielāgoties pārmaiņām un būt tām soli priekšā, jaunā pasaule būs mūsu iespēja, nevis krīze.

Jana Bunkus,

Biznesa augstskolas *Turība* Uzņēmējdarbības vadības fakultātes prodekāne,
Komunikācijas virziena vadītāja

We live in an age of digital content and there is no room for doubt or discussion. Discussions exist about the ability to respond to the latest trends in communication, the speed of communication on the Internet and the communication habits of the target audience. Therefore this is in fact also the most interesting and professionally challenging time for each and every one who communicates, uses and creates digital content. That is why scientific and applied research is so important today, as only in-depth research can provide sufficient understanding and the opportunity to develop strategic communication.

The rapid evolution of the communications industry demands the acquisition of an increasingly new set of skills and collaboration with other professionals, because now more than ever, integrated marketing communications and industry integration are important. According to the World Economic Forum 2020 Report on Competences for Future Work, cross-sectoral skills will be what employers will require.

Over the last two years, the world has become subject to new rules and agendas, where communication in all its forms is of strategic importance. If we learn to adapt to changes and be a step ahead of it, the new world will prove to be an opportunity, not a crisis.

Jana Bunkus,

Turība University Business Administration Faculty Vice-Dean, the Head of Communication Field

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IMPLEMENTING REMOTE ONLINE PRACTICAL EXAMS IN THE 21ST CENTURY

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Abstract

This paper highlights the crucial concerns of remotely invigilated online practical exams (RIOPEs) and exhibits pathways to evade and rectify the problems for teachers or organizations that are looking forward to implementing RIOPEs. The purpose of this paper is to bring forth the limitations & liberty that is being faced by the educator, students & the organization whilst implementing RIOPE mode of examination and share the lessons learned during the execution process with other academic HEIs who intend to conduct RIOPEs. The study investigates the students' performance in context with RIOPE & the benefit it brings for the management & teachers. Undertaking a sample of 14 students who took RIOPE for CIBTAC certification on 27th Sep 2021, at International College of Cosmetology (ICC), based in Riga, Latvia, this paper draws analysis on a quantitative manner from the student side, and in qualitative manner from the management & teachers' side. With the results generated from the analysis of the data gathered, it can be concluded that RIOPE, when implemented effectively, can be beneficial in the evaluation of the twenty-first century learning. Further, the literature is also integrated to derive principles for the optimization of stakeholders' intended digital learning outcomes (IDLO). As the 21st century aims towards digital learning and with the current situation of Covid-19, educational institutions are in hunt for new ideas to keep the educational process on without interruption and with ease. This paper caters a crucial support towards the knowledge of ideal methods and practices whereby to perform a remote online practical examination. This paper can be utilized as the base towards the ongoing research & development for an effective "Remotely Invigilated Online Practical Exams" RIOPEs.

Keywords: Online exams, remotely invigilated, students, teachers, practical exams, study, digital, RIOPE, organization

Introduction

Since online education is advancing in its fame, a number of higher education institutions (HEIs) are rushing towards the advancements of online courses. Boitshwarelo (Boitshwarelo, 2017) stresses that in line with the continued digital educational growth and for the development of online courses in higher education, it is deemed necessary to monitor, formulate, and strengthen the best techniques of dissemination to make sure that such courses strive to cater the best of quality education and an effective student learning experience. This article highlights some crucial aspects that can possibly aid educators in the growth and development of a framework for effectively organizing remotely invigilated online practical exam (RIOPE's), in order to reduce stress level of the students for practical exams and at the same time provide support to the institution towards

linking & conducting new form of online practical exams to achieve the intended digital learning outcomes (IDLOs) of the organization. As per Crane (Crane.et.al, 2015, pp. 5-6), the rise of online education has put forth various challenges in front of the educational industry, one of such challenges is to how effectively assess the students' learning capabilities in the modern digital learning environment. Further Boitshwarelo (Boitshwarelo, 2017) suggests that, the most common tool to assess a student's performance and knowledge gained is through the medium of exams. From ages almost, every learning organization has been engaged in some sort of examinations to measure their students' capabilities and grade them accordingly as per their performance in theory, practical or other forms (Danielson, 2017, pp. 1-3). According to Danielson (Danielson, 2017, pp. 1-3) it is stated that in this 21st century more emphasis has been given towards digital learning practices, the proper and effective blend of technology & education has paved way, to many online digital tools in the educational sector. One of such tools is LMS (Learning Management Systems/software), which have made possible to exercise the practice of online examination (Danielson, 2017, pp. 1-3). However, this has developed certain academic as well as non-academic concerns, about how to formulate a perfect online examination framework or pattern that can not only aid in the facilitation of the online exam but also help track the learner/students' performance in real-time. In the past years various researchers have focused on reaction and experience rationale of students with "Online Theory Exams". Several authors (Olubiyi Adeniyi Adewale, 2011), (Al-Mashaqbeh & Hamad, 2010), (Lee William Daffin Jr., 2018), (Fask.et.al, 2015), (Gamage.et.al, 2020), (Cramp.et.al, 2019), (Khan.et.al, 2021) have focused on the theory nature of examinations online or remotely invigilated online exams but not for practical learning. Böhmer and colleagues (Böhmer, Feldmann, & Ibsen, 2018), emphasize the fact that, there is still a lot more that needs to be learned and shared since digital learning practices are growing rapidly and the online form of examination modes are gaining popularity with increasing technological advancements and to some extent global situations concerning the ongoing Covid-19 protocols.

As per Weiner & Hurtz, (Weiner & Hurtz, 2017) there is a void of research on differentiation among various forms of invigilating exams such as externally or internally invigilated online exams and the significance of such. Most of the research carried out about the online exams concerns their mode and arrangement where usually the exam is performed online via computer, however, all the other facets stay the same as that of the conventional hand-written paper-based format of the exam, usually held in person that is in classroom or campus and invigilated. Whereas Weiner & Hurtz, (Weiner & Hurtz, 2017) & Cramp & others, (Cramp.et.al, 2019) in their study have compared the remotely invigilated online exams with in person, where their study focuses on effects of exercising remotely invigilated online exams (RIOE) in contrast with the examinees, exam results and their experience with (RIOE). Their study covers exams that were held simultaneously, at different exam centers which provided the personal invigilator support at the exam centers or exercised the practice of remote online invigilation at exam centers where the primary tool to invigilate the exams where via video surveillance that was connected to internet for uninterrupted streaming. There are many formats that remotely invigilated online exams can adapt to, but there is still a huge space for further research on making Remotely Invigilated Online Practical Exam (RIOPE) a reality of the future. The RIOPE is entirely a new concept therefore not much of research has been done in this area until now.

This article contributes towards this research segment by presenting a practical case study of International College of Cosmetology in Riga, Latvia, that was brave enough to organize & execute

their first ever RIOPE. As the college is engaged in providing higher education in cosmetology this particular RIOPE was organized in coordination with the internationally recognized UK based certification body CIBTAC, which is the external invigilator here for the course CBC11-Level 2 Certification in Facial Services. The students who participated in this course upon successfully passing the course were awarded international certificate by CIBTAC in facial services. This paper further sets an example & guide for other vocational higher education institutions struggling on how to effectively facilitate practical, workshops etc. online. Further, it contributes towards the quality assurance criteria of an organization its pedagogical consistency how to achieve the intended digital learning outcomes for an educational organization.

Exam ambit

As per Cramp (Cramp.et.al, 2019), many sources highlight that, there is no one single definition for exams and it has a broader spectrum. Moreover, the same type of exam is referred differently by various groups, an example can be seen when and online exam can be called as digital exam, computer-based exam eventually meaning the same. The reason to formulate the exams as per their group, format, location and invigilation pattern is to highlight the extensivity and uniqueness of RIOPE from the other forms of online examination which although sound similar but are actually very different than RIOPE. As per Böhmer & colleagues (Böhmer, Feldmann, & Ibsen, 2018), there are two approaches for exam traditional and modern that is the 21st century. In the traditional pattern location and invigilation method is fixed that is the exam hall or class room (personally). The modern ambit has a lot of specter to add such as Online exams, which can be given from school, using school computers or bring your own device, that can be invigilated by in person invigilator or monitored remotely, or giving the exam from the ambit of modern & traditional exam modes are illustrated in Table 1.

Table 1

Classification of Exam Ambits (authors own work)

Exam Approaches	Technical support			Mode	Invigilation					Location			Format		
Traditional & Modern	In hall language translator	Continuous Camera Monitoring	Live Q/A & Feedback	Theory or Practical (T/P)	In Person	Remote Live	Remote Recorded	Not Invigilated	External & Internal	On Campus	Exam Centre	Remote	Paper-based	Online Computer Provided	Online BYOD
Traditional	x	x	x	T	√	x	x	x	x	√	√	x	√	x	x
Modern	x	x	x	T	√	√	√	√	√	√	√	√	x	√	√
RIOPE	√	√	√	T/P	√	√	√	x	√	√	√	x	x	√	√

The table 1, clearly highlights the fact that online exams have various attributes even if it falls under one category that is (*Online Exams*). It is clearly evident from the table 1, that RIOPE is a way ahead

that is aiding practical as well as theory modes of examination, enabling continuous camera monitoring, language translator support, with two invigilators in the exam hall/ class, that is one in person and the other invigilator remotely online.

Methodology

The practical case study approach used was based on the theory and practice of action learning (Holford & Griffin, 2004). As stated by Holford and colleagues, action learning is a process of communication in project management, that involves a sequence of experiential and reflective learning cycles, so that cooperation between group of people can aid to facilitate the way they learn and understand from the real-time experience, in this case students, teachers & management of ICC. According to Holford and colleagues, they stated that, Reg Revans (1979; 2011), who is also known as one of the founders of this approach, strongly emphasized the benefits of this approach. One of the benefits is the learners develop their skills by themselves as they are learning from a practical model in action and are able to solve problems in real-time. This explains well how the ICC digital learning team shaped and handled in response to being early adopters in the use of RIOPE pattern in fully online practical facial services examination. When & where problems were encountered in the respective implementations of RIOPE, coordinators requested each other's assistance and learned as well as shared experiences and problem-solving techniques in an interactive chain of small organization meetings and stakeholder's involvement.

Research involves 2 purposeful samples: in total 14 adult learners and 2 teachers – one from Latvia internal invigilator & the other from United Kingdom external/remote invigilator. Learners' profile: All the 14 students who appeared for the CIBTAC examination CBC11-Level 2 Certification in Facial Services, were full-time students of the ICC, Riga, Latvia, who have successfully graduated and received a diploma in Aesthetic Cosmetology. The external invigilator from the UK was the CIBTAC official remote invigilator assigned for ICC to conduct RIOPE on the 27th September 2021. The internal invigilator was ICCs full-time teacher.

Research methods: 1) data collection – learners' survey (closed and open questions), 2) learners' unstructured observation done by teachers. This type of observation considers various aspects such as students' performance under RIOPE format, students' effectiveness, hesitancy, time management skills, promptness in answering, organizational skills, and many more. The structured interview with ICC teacher & the CIBTAC external invigilator from UK. The interview consisted of various questions that were divided into 6 categories that is Working with colleagues in RIOPE format, Expectations/perceptions/attitudes from RIOPE, Organizational & technological benefits according to them of RIOPE, Technology, Limitations with RIOPE, suggestions or feedback. Mixed-methods data analysis strategies – data interpretation and comparison were applied. For qualitative data analysis content analysis was applied – the basic analytic method of interpretivism. For quantitative data – descriptive analysis and frequency calculations were carried out.

The technology paradigm was used as it works on the belief that a new technology (in this case RIOPE), will revolutionize the educational process by changing pedagogical approaches and methods and turning the learning experience into more effective and meaningful incorporating

digital tools. This has been a part of the educational technology paradigm since the 1920s (Funk, 2013). Further, Funk (Funk, 2013), states that technology paradigms stress for a fundamental reconsideration of traditional management intelligence about technologies and innovations. The framework created by Funk's helps in analyzing and forecasting the future of technology and its direction in contrast with the acceptance of the end users, in this case stakeholders of HEIs.

RIOPE setup: RIOPE, was carried as per the allotted time for each group set. The total time for the exam per group was 1 hour 50 minutes. Each student had their practical bed set up with their real model to perform before the timer started. ICC teacher monitored students work personally & the external invigilator monitored students with 3 sets of cameras connected by ZOOM meetings.

The Research question: Can the RIOPE model be used to successfully conduct practical exams & lessons?

Research period: September 2021 – Jan 2022.

Findings

Students' evaluation of RIOPE: 90% of the students answered they faced no difficulties and liked it. 10% complained of difficulty in hearing the external invigilator, reason connection + language barrier. Students were in 100% agreement that the teacher took a practice exam according to the CIBTAC criteria. This is another important aspect as RIOPE needs practice before actually conducting the exam as well as giving the exam. Overall, students liked the RIOPE form of examination. 11% students stated that the understanding of English language was difficult, also the conversation time that is invigilators' questions, the translating time and replies of the students are done under exam time limit, which itself is a challenge and thus valuable practical time of the student is limited. Therefore, 45% of the students were of the opinion that the time limit given for the exam is not enough and, must be increased. Students responded that they were taught all the procedures that is required for the CIBTAC examination, and thus did not find any techniques or methods asked by external invigilator as unknown to them.

The internal invigilators' evaluation: The internal invigilator stated RIOPE gives the possibility of uninterrupted education with students learning time management skills. Also, RIOPE gives a possibility to practice before the exam in the same environment. The internal invigilator also added that because of RIOPE the exams can be taken often, as it is easier to organize RIOPE. As per the internal invigilators' observation, it is learned that the students were a bit camera conscious, and when a mobile camera was focused to them and their client they seemed under an anxious pressure. Also, students, lost a lot of time running back and forth to one common place where all the massage lotions, make-up kits, brushes etc. were kept to be used, instead it would have been better if every student was provided with a kit next to their client bed. According to internal invigilators' observation, conduction RIOPE is easier if the protocols are followed. As per the internal invigilator RIOPE has its benefits when compared with traditional approach of examination i.e. (face to face), it gives the liberty to carry out various examination in situations like Pandemic, also it provides the possibility to record and view the process for further improvement of teaching practices and engages students with verbal communication and question & answers that helps them brainstorm their skills and think more with ease.

External invigilators' comments: RIOPE gives the opportunity to analyze grading on multiple levels, it paves way for the management to achieve their intended digital learning objective IDLO. RIOPE also curtails the chances of cheating and helps in maintaining quality standards. However, the external invigilator also highlighted the point that, when conducting the exam remotely, it is possible to miss out on some positive or negative points of student's performance or activities during the exam. The external invigilators' observation revealed that students were facing language barriers. Students could have been adjusted in the groups where other students were absent or did not appear for the exam, thus could have resulted in time management. Another limitation, sometimes with online monitoring the connection lags as multiple devices are connected to one digital platform and therefore the video quality deteriorates, thus making the external invigilator to go again to the same student when the connection gets better and re-check the results.

Discussion-Lessons learned

As the team at ICC advanced via each meditative learning sequence, a lot of lessons were learned during the implementation and execution of RIOPE successfully, which involved turning plans into actions.

The first lesson is time management, it is to be understood that RIOPE is not just any online exam, as shown in table 1, in the exam ambit, RIOPE aids both practical and theory modes of examination with live feedback & question and answer possibilities. The students need to practice beforehand to keep buffer time in case the external or internal invigilator interrupts in between and asks questions or points out mistakes. There is no extra time allotted for Q&A and students need to learn time management skills.

Another side is that without technological support RIOPE cannot be executed and therefore the time interval between each exam needs to be well balanced so that batteries can be recharged, files can be transferred, and electronic gadgets get enough time to cool down.

RIOPE demands extensive multi-tasking not only from the invigilators but also from the students, as invigilators are continuously monitoring they also need to check the ongoing recording quality, grade students on the spot and also engage them in Q&A, with sometimes, acting as a language translator and digital tools operator.

RIOPE is only practical and feasible for a larger group of exam takers, as it requires a lot of resources, manual as well as technical, it cannot be recommended for limited number of students or learners appearing for such an exam.

In RIOPE platform, the students are evaluated at 2 levels internally & externally. It highlights the course teachers' knowledge of the subject. Management receives feedback from the external invigilator and the recordings are available for cross verification.

RIOPE provides ease in monitoring, teachers can use the recordings to figure out knowledge overlaps of void in the course. Students learn new skills, such as time management and effective practical techniques to show their skills over the camera. The least developed are language skills.

The students, in order to appear the RIOPE form of examination needs practice in advance in the similar set-up. This not only helps students to practice their examination skills on RIOPE platform but also gives them a chance to learn from the mistakes and have a practice before their final exam, thus enabling less or minimum number of negative results.

Conclusion

1. RIOPE, is a platform that is designed considering various practical situations, one such is the on-going global pandemic which considerably impacted the facilitation of practical lessons and examinations.
2. The flexibility and extensivity RIOPE offers, can further be implemented for conducting practical lectures in HEIs. RIOPE furthermore, needs in-depth technical support, it is a new platform that can open ways to conduct practical lectures online in European HEIs
3. RIOPE also gives various possibilities of improvements in the course materials, pedagogical approach, and learning aids. RIOPE, method can not only be limited to examination purpose but can be effectively incorporated for practical lessons, being taught remotely bringing in new dimension to continuous education and supporting the hybrid form or learning that can also aid practical learning in a digital way.

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VALSTS EKONOMISKO RĀDĪTĀJU IETEKME UZ TAUTAS ATTĪSTĪBAS RĀDĪTĀJIEM LATVIJĀ

IMPACT OF NATIONAL ECONOMIC INDICATORS ON HUMAN DEVELOPMENT INDICATORS IN LATVIA

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Abstract

The aim of the paper is to investigate if economic growth provides human development in Latvia. The study is devoted to analysing indicators that are set in the Sustainable Development Strategy of Latvia until 2030 finding the correlation between indicators of economic growth and indicators of human development. The methods of the research are literature review and regression analysis. Our study reveals that economic growth provides human development in Latvia. Total real GDP has direct positive correlation with GDP per capita (0.99), despite the fact that the number of inhabitants are declining in Latvia. Both types of GDP have positive correlation with the Human Development Index.

Keywords: sustainable development, competitiveness, Latvia

Atslēgas vārdi: ilgtspējīga attīstība, konkurētspēja, Latvija

Ievads

Valsts ekonomiskā attīstības snieguma novērtēšana ir būtiska vairāku iemeslu dēļ. Pirmkārt, tā ļauj novērtēt valsts labklājības līmeni un salīdzināt to ar citām valstīm. Otrkārt, sniedz noderīgu informāciju, kas ļauj paaugstināt pieņemto lēmumu kvalitāti valsts iestādēs, uzņēmumos un mājsaimniecībās. Mūsdienās galvenais valsts labklājību raksturojošais rādītājs ir iekšzemes kopprodukts (Mankiw, 2021). Pastāv vairāki ar iekšzemes kopproduktu (IKP) saistīti rādītāji, izplatītākie no kuriem ir kopējais reālais IKP, IKP gada izaugsmes temps un IKP uz vienu iedzīvotāju. Šie rādītāji ir ietverti arī Latvijas ilgtspējīgas attīstības stratēģijā līdz 2030. gadam kā vieni no rādītājiem, ar kuriem novērtēt Latvijas attīstības progresu. Bet IKP kā rādītājs tiek kritizēts par to, ka tas nepietiekami visaptveroši raksturo nacionālās ekonomikas attīstību, jo tā attīstība vien nelielina par uzlabojumiem izglītības sistēmā, veselības sistēmā un dzīves kvalitātē. Tāpēc valstis un starptautiskās organizācijas izmanto dažādus citus rādītājus un indeksus, lai pilnīgāk novērtētu valsts ekonomisko attīstību.

Ņemot vērā augstāk minēto tēmas aktualitāti un izvirzīto problēmu, šī pētījuma jautājums ir: vai valsts ekonomisko rādītāju uzlabojumi pozitīvi ietekmē tautas attīstības rādītājus Latvijā? Līdz ar

to pētījuma mērķis ir noskaidrot, vai valsts izaugsme nodrošina tautas attīstību Latvijā. Pētījumā izmantotās metodes ir literatūras analīze un regresijas analīze. Šīs metodes ir vispārpieņemtas un plaši izmantotas, lai noskaidrotu savstarpēju saikni starp attīstības rādītājiem. Pētījumā tiek analizēti dati periodā no 2015. līdz 2020. gadam. Pētījuma galvenais ierobežojums ir saistīts ar datu pieejamību, jo ne visiem analizētajiem rādītājiem ir pieejami dati visā pētītajā periodā.

1. Nacionālās attīstības mērīšana

Attīstības mērīšana ir aktuāls jautājums visā pasaulē. Ar to nodarbojas gan starptautiskās organizācijas (piem., Apvienoto Nāciju Organizācija, Pasaules Banka, Eiropas Savienība), gan valsts iestādes (piem., nacionālie statistikas biroji), gan zinātnieki un analītiķi. Galvenais ekonomiskās attīstības mērs ir IKP, bet kopš 20. gadsimta vidus pastāv centieni ekonomisko attīstību mērīt ar papildu rādītājiem vai indeksiem, kuri sastāv no dažiem vai daudziem rādītājiem (UNDP, 2020; Mankiw & Taylor, 2020; Šenfelde, 2014). Galvenā IKP problēma ir tā, ka tas ir materiālistisks rādītājs, kurš ņem vērā saražoto gala preču un pakalpojumu vērtību naudas izteiksmē, visus ienākumus un visus izdevumus ekonomikā, bet neņem vērā cilvēku dzīvības un vides kvalitāti. Piemēram, ANO Attīstības programma (UNDP) jau 30 gadus valstu labklājību mēra ar Tautas attīstības indeksu, kas tika izveidots, lai izaicinātu valstu centienus izmantot tikai ekonomisko izaugsmi (parasti IKP) par valsts progresu mēru (UNDP, 2020). Šis rādītājs novērš tādu IKP trūkumus kā nevienlīdzība un dzimumu nelīdztiesība, iekļaujot rādītājus, kas raksturo dzīves ilgumu, izglītību, ienākumus.

2. IKP saistība ar tautas attīstības rādītājiem Latvijā

Latvijā attīstība tiek mērīta ar indikatoriem, kas noteikti Latvijas ilgtspējīgas attīstības stratēģijā līdz 2030. gadam. Nosacīti šos indikatorus dala divās grupās:

- 1) valsts ekonomiskās attīstības indikatori (IKP uz vienu iedzīvotāju un Globālās konkurētspējas indekss);
- 2) tautas attīstības indikatori (iedzīvotāju skaits, Tautas attīstības indekss).

Šajā pētījumā tiek izmantoti rādītāji, kas noteikti Latvijas ilgtspējīgas attīstības stratēģijā līdz 2030. gadam kā stratēģiskie indikatori, izņemot ekoloģiskās pēdas nospiedumu un IKP uz vienu iedzīvotāju reģionālās atšķirības – reģionālā IKP uz vienu iedzīvotāju dispersija (%), jo par šiem rādītājiem nav pieejami ikgadējie valstu dati (Latvijas ilgtspējīgas attīstības stratēģija līdz 2030. gadam, 2010). Dati par iedzīvotāju skaitu Latvijā, IKP uz vienu iedzīvotāju (EUR pēc pirktspējas paritātes) iegūti no Latvijas Republikas Centrālās statistikas pārvaldes (Centrālā statistikas pārvalde, 2022). Dati par Džini indeksu Latvijā iegūti no Pasaules Bankas interneta lapas (Pasaules Banka, 2022.). Tautas attīstības indekss (vieta pasaulē) iegūta Apvienoto Nāciju Organizācijas Attīstības programmas (UNDP) interneta lapā, bet Globālās konkurētspējas indekss (vieta pasaulē) iegūta no Pasaules ekonomikas foruma interneta lapas (attiecīgi UNDP, 2022; World Economic Forum, 2022).

Pētījums balstās uz savstarpējo korelatīvo sakarību analīzi. Indikatori pieejami dažādos laika periodos, un korelācija tiek rēķināta tikai periodiem, kuros abiem mainīgajiem ir pieejami dati. 1. tabulā apkopoti laika periodi, kuros bija iespējams nodrošināt rādītāju savstarpējo korelāciju aprēķinu.

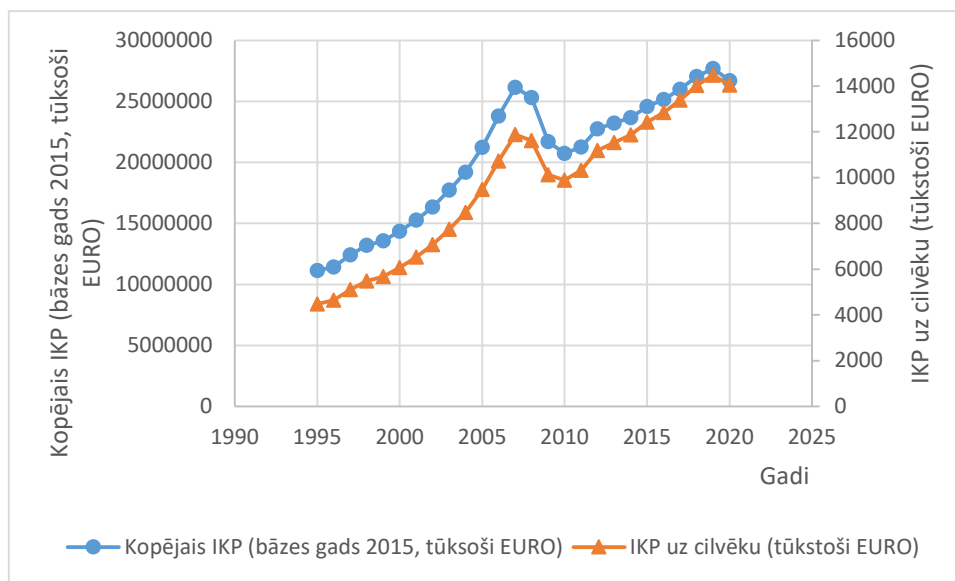
1. tabula

Datu pieejamības laika periodi savstarpējo korelāciju aprēķinam

Rādītājs	Iedzīvotāju skaits gada sākumā	Gini koeficients, %, <i>World Bank</i>	Kopējais IKP bāzes gads 2015, tūkst. eiro	IKP uz cilvēku, tūkst. eiro	Tautas attīstības indekss	Globālās konkurēt-spējas indekss	Globālās konkurēt-spējas indekss
Iedzīvotāju skaits gada sākumā	2005–2021						
Gini koeficients, %, <i>World Bank</i>	2005–2018	2005–2018					
Kopējais IKP bāzes gads 2015, tūkst. eiro	2005–2020	2005–2018	2005–2020				
IKP uz cilvēku, tūkst. eiro	2005–2020	2005–2018	2005–2020	2005–2020			
Tautas attīstības indekss (dati no UNDP)	2005–2019	2010–2018	2010–2019	2010–2019	2010–2019		
Globālās konkurēt-spējas indekss (vieta starptautiskajā rangā)	2005–2019	2005–2018	2005–2019	2005–2019	2010–2019	2005–2019	
Globālās konkurēt-spējas indekss (punktu vērtējumā)	2005–2017	2005–2017	2005–2017	2005–2017	2010–2019	2005–2017	2005–2019

Avots: autoru veidota tabula

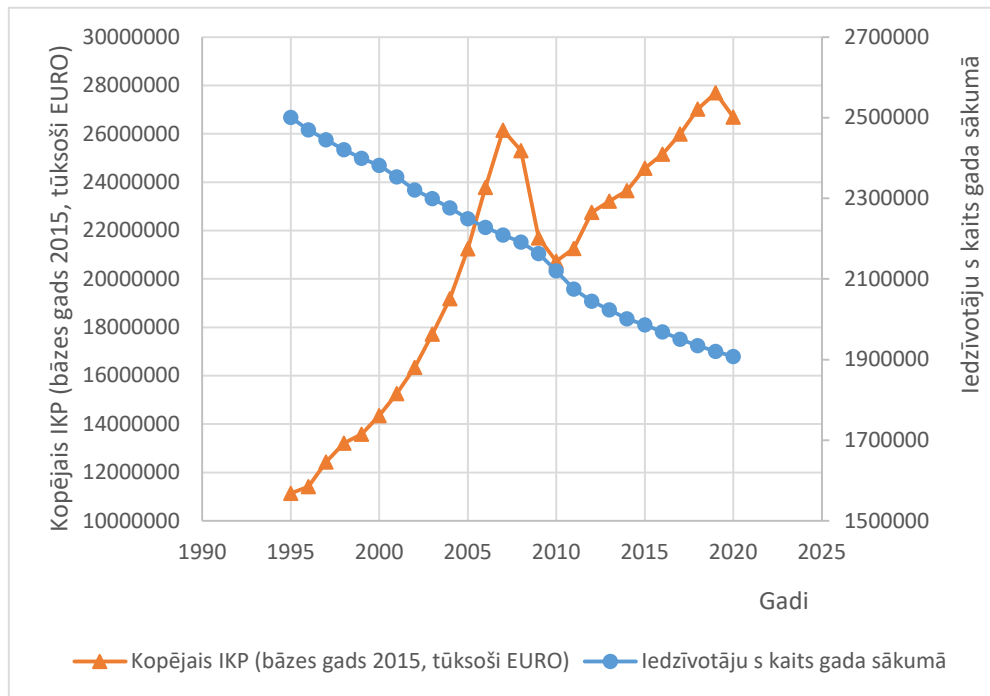
Pētījumā tiek ietverti divu veidu IKP: kopējais IKP (bāzes gads 2015) un IKP uz cilvēku. Abi IKP grafiski attēloti 1. attēlā. Redzams, ka no formālā viedokļa līknes praktiski kopē viena otru. Korelācija starp abiem lielumiem 0.99, tāpēc tālākajā savstarpējo sakarību analīzē abi ir praktiski līdzvērtīgi.



1. attēls. IKP un IKP uz vienu iedzīvotāju Latvijā

(Avots: autoru veidots attēls)

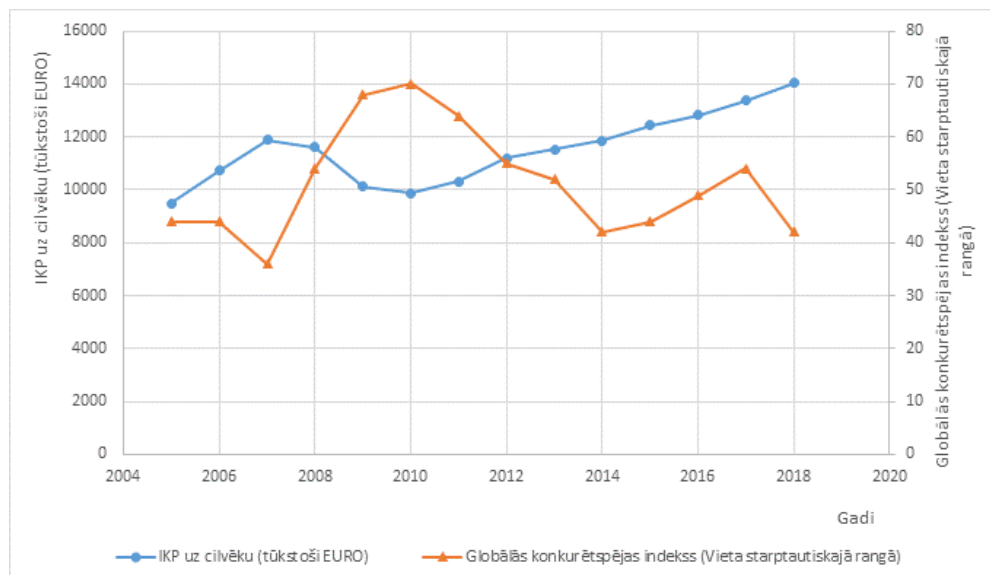
Apskatām tagad saistību starp IKP un iedzīvotāju skaita izmaiņām (skat. 2. attēlu). Iedzīvotāju skaitam ir raksturīga praktiski lineāra samazināšanās. Vienīgi pēdējos gados parādās neliela tendence uz samazināšanās tempa palēnināšanos. Turpretī IKP ir raksturīga praktiski lineāra palielināšanās (ja neņem vērā relatīvi īslaicīgo ekscesu līknes vidusdaļā). To arī parāda korelācijas koeficienta vērtība -0.91. Izriet acīmredzams secinājums: ekonomika attīstās pietiekami veiksmīgi, jo tiek kompensēta darbaspēka noplūde.



2. attēls. Kopējais IKP un iedzīvotāju skaits Latvijā

(Avots: autoru veidots attēls)

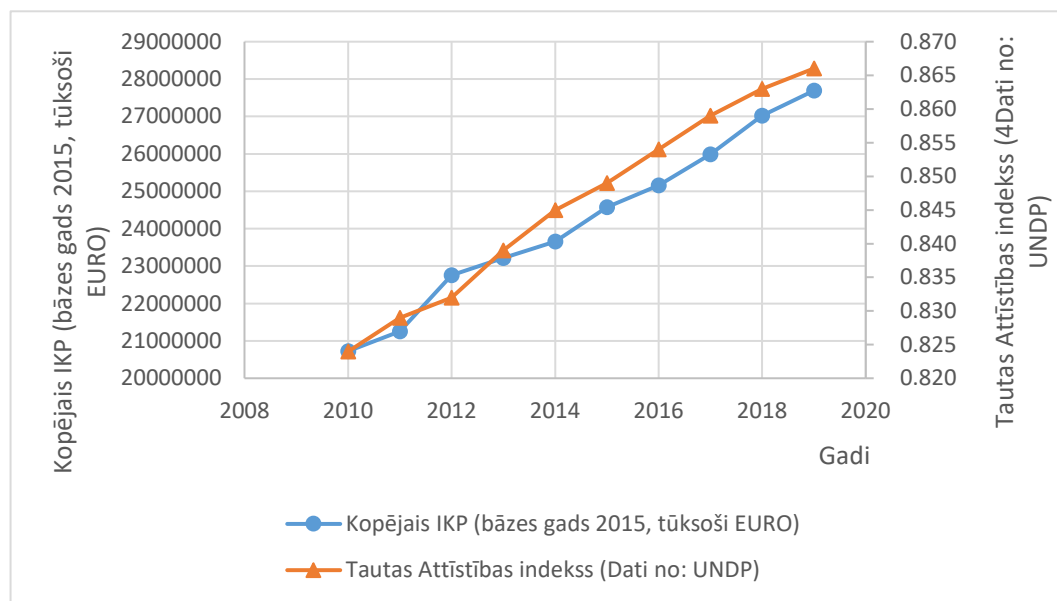
Nākamajā solī izvēlamies IKP uz cilvēku, pētām tā saistību ar Globālās konkurētspējas indeksu (versiju, kad tiek mērīta vieta starptautiskajā rangā) un attēlojam grafiski savstarpējo saistību 3. attēlā. Redzams, ka abi indikatori svārstās pretfāzē. Tas arī loģiski un saprotami, jo, palielinoties IKP, paaugstinās vieta globālajā konkurencē. To parāda arī korelācijas koeficients -0.48.



3. attēls. IKP uz iedzīvotāju un Globālās konkurētspējas indekss

(Avots: autoru veidots attēls)

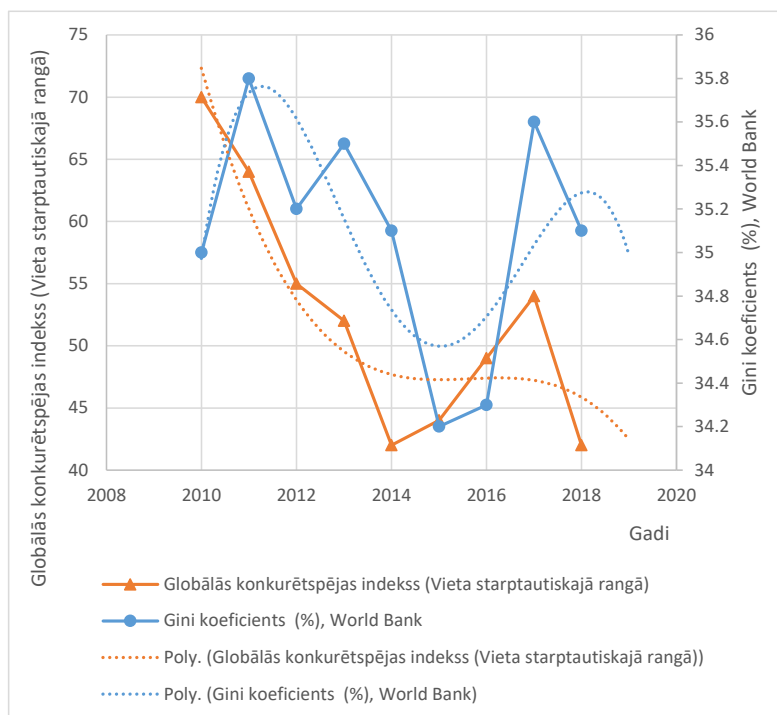
Tagad novērtējam, kāda ir saistība starp IKP un Tautas attīstības indeksu (skat. 4. attēlu). Redzams, ka ir praktiska sakritība (korelācija 0.99). Tas liecina, ka IKP viennozīmīgi nosaka Tautas attīstības indeksu.



4. attēls. Kopējais IKP un Tautas attīstības indekss

(Avots: autoru veidots attēls)

Globālās attīstības indeksa un Gini indeksa uzvedības tendences ir līdzīgas (skat. 5. attēlu). Tas liecina par zināmā mērā pareizu tautas labklājības attīstības politiku. Korelācija starp šiem indeksiem ir 0.42.



5. attēls. Globālās konkurētspējas indekss un Gini koeficients

(Avots: autoru veidots attēls)

Secinājumi un priekšlikumi

Latvijas iedzīvotāju skaits konsekventi samazinās, pie tam kopējais IKP un IKP uz vienu iedzīvotāju lineāri pieaug. Starp IKP un iedzīvotāju skaita samazinājumu ir spēcīga negatīva korelācija (-0,91), kas norāda, ka, neskatoties uz to, ka iedzīvotāju skaits samazinās, ekonomikas apjoms pieaug.

Globālās konkurētspējas indekss norāda valstu rangu konkurētspējas jomā. Saskaņā ar šo indeksu vairākas valstis atrodas tuvu viena otrai, tāpēc nelielu izmaiņu dēļ to vieta rangā katru gadu bieži vien būtiski mainās un ietekmē citus formālos indeksus. Īpašu vietu ieņem Gini koeficients, kuram ir korelatīva saistība (korelācija 0.42) ar Globālās konkurētspējas indeksu, kas norāda uz to daļēji formālo saikni – daļa no tos ietekmējošajiem faktoriem pārklājas.

Vēl viens apskatītais rādītājs ir Tautas attīstības indekss, kam ir cieša korelācija ar abiem pētītajiem IKP un iedzīvotāju skaitu. Tas nozīmē: jo labāk attīstās ekonomika, jo šis indekss ir augstāks, kas pašlaik arī notiek Latvijā.

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DIGITAL TRANSFORMATION IN CHINESE SMES IN THE POST-COVID-19 ERA

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Abstract

The digital transformation of enterprises is a huge trend in the last decades, especially in the last several years. In the context of a digitalized economy system, digital transformation has become a necessity for the survival and growth of enterprises. This trend becomes particularly significant, under circumstance of global pandemic of Covid-19. In the post-Covid-19 era, digital transformation will continue to play a significant role in business and organizational operations. SMEs are an important part in the Chinese economy, however, lacking capital, resources and knowledge compared to their non-SME competitors, SMEs are facing huge impacts with both active and passive digital transformation processes, even though they see potential gains and opportunities with digital transformation. To analyse the impacts and find potential opportunities of digital transformation in SMEs, semi-structured interviews have been conducted (n=36) with Chinese manufacturing and service SMEs. A catalogue consisting 68 digital transformation related items has been generated. With these items, evaluation of digital transformation impacts in SMEs are analysed. Future potentials and challenges for SMEs are also discussed.

Keywords: digital transformation, China, SMEs, Industry 4.0, Covid-19, manufacturing and service

Introduction

Globalization, rapidly changed business mode, continuously iterated technological progresses in recent decades have pushed modern businesses to upgrade. This requires businesses to efficiently integrate ([Kraus et al., 2021](#)). And efficient integration can only be achieved through digital processes and collaborative tools ([White, 2012](#)). The digital transformation can lead to increased efficiency, improved product quality, and many other benefits ([Doh & Kim, 2014](#); [Kusiak, 2018](#)). Digital transformation is not only a technological innovation, but also a revolution in cognition, value, strategy, and leadership. During the Covid-19 pandemic, both the internal organizational operation form, e.g., internal communication, production regularities, and the external connections with customers, partners, suppliers are changed hugely in companies. Thus, the digital transformation is an important factor, deciding whether an enterprise is successful or not, in the post-Covid-19 era.

Small and medium enterprises (SMEs) play a significant role in economic growth and employment worldwide, also in China. Digital transformation, on the one hand, introduces positive opportunities, e.g., generally higher efficiency for internal management and higher average revenues (e.g.,

Singapore SMEs who embrace digital transformation expect to see average revenue gains of 26% ([Singapore News Center, 2018](#)). On the other hand, brings several aspects of challenges for SMEs ([Shettima & Sharma, 2018](#)), which are normally lack of corresponding resources, capitals, etc., compared to larger companies ([Brunswicker & Vanhaverbeke, 2015](#)). Lack of knowledge on new technologies, insufficient funds and poor infrastructure, inefficient regulatory framework, lack of competent management with Information and Communication Technology (ICT) skills and governance challenges are the five main challenges of SMEs in digital transformation. After implementing proper digitalization solutions, however, SMEs benefit in several fields: higher revenue generation, increased customer base, improved operational efficiencies and enriched customer engagement, etc ([Shettima & Sharma, 2018](#)). Digital transformation has both direct and indirect effects on SMEs performance, in particular, on financial and operational performance. And marketing, communication, networking and resource planning are the areas that ICT impacts the most in SMEs ([Tarutė & Gatautis, 2014](#)).

Differences of industries, growth phases, organizational structures, scales of business, should also have influences on the impact of digital transformation for SMEs. Among different sectors in SMEs, the digitalization solution is conducted differently as well, e.g., between service innovation and information service ([Barrett et al., 2015](#)).

To analyse the impacts and find the potential opportunities of digital transformation in Chinese SMEs, 36 SMEs from cities of Binzhou (tier 4 city in China) and Hangzhou (digital hub of China) in manufacturing and service sectors are interviewed. A catalogue consisting of 68 items are selected, optimized and finalized using quantitative analysis methodology. This refined system is then used to evaluate the impacts of digital transformation and provide with corresponding opportunity analysis for the SMEs.

In the following, Section 1 conducts a literature overview of background of digital transformation and its history. The next Section 2 addresses the research methodology used. The research result with a catalogue of 68 items are generated and impact evaluation analyses and opportunity seeking analyses are then conducted in Section 3. Finally, the authors summarize and comment on the results, including the limitations and propose further research possibilities.

1. Literature Review

This section delivers an overview of the current literature of digital transformation. In the subsection “Digital Transformation”, the historical development of digital transformation is illustrated and the technology driven situation is explained. Next, impacts and opportunities in SMEs are addressed. At the end of this section, the identified gaps are listed.

Digital Transformation

Digital transformation is considered a significantly important part for both business strategy and business process optimization within modern enterprises, which involves all departments within a company, especially strategy and IT departments ([Bharadwaj et al., 2013](#); [Matt et al., 2015](#)). In 2008, Martin ([Martin, 2008](#)) defined digital transformation as the use of information and communication technology, not when trivial automation is performed, but in the case where fundamentally new

capabilities are created in business, public government, and in the lives of people and society. According to Fitzgerald et al. (2014), however, digital transformation is the use of new digital technologies such as social media, mobile technology, analytics, or embedded devices to enable major business improvements including enhanced customer experiences, streamlined operations, or new business models. Hinings et al. (2018) concluded that digital transformation is the combined effects of several digital innovations bringing about novel actors (and actor constellations), structures, practices, values, and beliefs that change, threaten, replace, or complement existing rules of the game within organizations, ecosystems, industries, or fields.

More and more attentions are received by digital transformation during last several decades, as computing science rapidly develops, especially within the recent decade. Jensen (1981) is considered to firstly highlights the subtopic of technology and data management in digitized systems. Especially since 2018, topic of digital transformation extracts more attentions and the growth of scientific production has been exponential and this trend will continue in the next years (Kraus et al., 2021). Investigation of digital transformation in enterprises is continuously being a hot topic. The effective digital transformation within enterprises is necessary to generate business performance (Gerth & Peppard, 2016). Not only does it optimize the business process, digital technologies could facilitate the development of new business models which break the previous business borders and generate revenues in other dimensions (Li, 2020). Jiang and Katsamakos (2010) provided with an example, that the e-book technology takes part of the book distribution market from the online or brick-and-mortar shops by enabling offering a new way of supplying books. Therefore, it is essentially important for enterprises to get themselves digitally transformed so as to stay competitive in the market.

It's seen that digital transformation is strongly related to digital technologies. Digital technologies can be considered as a key driver as well as an instrument for achieving a competitive advantage through digital transformation (Kraus et al., 2021). In recent years, the emerging technologies represented by artificial intelligence (AI), 5G, Internet of Things (IoT), cloud computing, big data, 3D printing, augmented reality (AR), virtual reality (VR) and blockchain, etc. (Moreira et al., 2018) are forming a new ecosystem for global economy. Blockchain, for example, protects the financial security with distributed storage and tracking system, which helps enterprises solving problems and improving efficiencies (Shi & Ma, 2019). The metaverse, for example, which is technically based on blockchain technology, becomes quite popular in 2021, which provides enterprises more possibilities. Additionally, the cutting-edge technologies are updated extremely frequently in recent years, which motivates enterprises to invest more capitals and efforts. In 2015, along with the German version of intelligent manufacturing program Industry 4.0, China launched its Made in China 2025 plan, which aims to upgrade its manufacture industry with new digital technologies (Wang et al., 2020).

Analysis of Digital Transformation Adoption in SMEs' Environment

According to the Chinese updated definition for SMEs in 2017. The criteria for tiny, SMEs differ among business sectors. In industrial sector, numbers of employees below 20, between 21 and 299, and between 300 and 999 are ranges for tiny, SMEs respectively. Simultaneously, their annual business revenue should be below 3 million, between 3 and 20 million, and between 20 and 400 million Chinese Yuan (CNY) accordingly. In most service and other sectors, these numbers for tiny,

SMEs are: below 10 employees and less than 1 million CNY (tiny), between 10 and 100 employees and between 1 and 20 million CNY (small), between 100 and 300 employees and between 20 and 300 million CNY (medium), respectively ([Chinese National Bureau of Statistics, 2017](#)). The SMEs mentioned in this research refers to the tiny, SMEs in the Chinese circumstance. Liu ([2007](#)) mentions that there were more than 40 million SMEs which accounted for more than 99.6% of the total number of enterprises in China. SMEs contribute as much as 59% of GDP and represent more than 65% of the imports and exports of the country. The tax revenue paid by SMEs in the same year also accounted for more than 48% of the overall tax collected by the government. Disregarding the importance of SMEs in the economy, the majority of researches and developments are focused on larger companies, even though SMEs face more digital transformation challenges such as less resource, and technology-awareness limitations.

SMEs see quite some positive financial benefits in a more digitalized way:

- 1) SMEs connect themselves with their customers in a more engaging way with the data produced by digitalization;
- 2) introduction of higher customer satisfaction via digitalization of products and services;
- 3) digital transformation creates efficiencies and improves internal business workflows and empowers employees increasing their skill set ([singtel.com, 2019](#)).

Using Chi-Square to analyze around 500 SMEs samples to get impacts of digital transformation on SMEs, research gave three recommendations for SMEs: 1, improvement on the strategies made in the process of ICT inclusion in business operations, 2, access improvement to information so as to boost networking opportunities, 3, the cost of digital consultation and professional advice to SMEs should be minimal or even free of cost ([Shettima & Sharma, 2018](#)). The relative importance and relative feasibility measures for the seven clusters (competence development, understanding and use, attitude and behavior, relational capital, services and deliverables, digital strategy, evaluation and support) indicate significant statistical differences in ratings among the subgroup profiles, found by another research ([Pelletier & Cloutier, 2019](#)). Digital transformation for SMEs has two orientations: internally-oriented and externally-oriented digital approaches ([Paolo et al., 2017](#)). Internally orientation includes items that enhance working satisfaction of employees, relations among colleagues, administration efficiency, etc. Interaction, communication, collaboration, within the firm, are central points of interests which are under digitalization scope ([Oney et al., 2018](#)). While external orientation is productivity oriented: the items that affect production, product development, marketing, customer relationship management (CRM), supply chain optimization, cost reduction, and innovation, etc. ([Hess et al., 2016](#)). SMEs have to build intelligent platform to manage costs, human resources, project developments ([Yang, 2020](#)). Company scale, business sector, growth phase, organizational structure, commercial environment, market culture are several factors that could affect SMEs' digital transformation capabilities and decision-making determinations. After analysis of 284 SMEs, N. Paolo found that environment influences the development of digital capabilities of SMEs depending on their size. Within munificent environments, ICT-based capabilities are more diffused among larger SMEs, whereas under environmental complexity, this pattern is inverted, with larger SMEs exhibiting a more limited deployment of IT in support of both their internally and externally-oriented processes. Under environmental dynamism, medium-sized firms tend to develop more internally-oriented ICT capabilities, but fail in reporting superior capabilities for managing external relationships ([Paolo et al., 2017](#)). Moreover, influences to digital transformation for SMEs of factors like market size,

cultural background, political system differentiation, acceptance degree, etc, were researched. For example, the previous research work compared and listed actions and results for digital transformation in China and Europe ([Zhang, 2010](#)). Results of a research show that developing and emerging countries are not gaining more from investments in ICT than developed economies ([Niebel, 2018](#)). The I4.0 or 4th industrial revolution has impacted SMEs tremendously in the last years. Digital transformation was driven, depending on countries, mostly either by government or tech-giant companies. However, most start-up companies and small sized businesses do not have the capabilities, of developing their own digital eco-system.

The main risks for SMEs to get themselves digitally transformed are the comparably limited resource and low Return on Investment (ROI) rate: the main barrier for SMEs to digital adoption can be the existence of cheaper alternatives to internal information processing, their limited resources for external information processing, and the limited learning-related scale in digital adoption projects ([Paolo et al., 2017](#)). Most of the SMEs are involved in the global digital wave, with great uncertainty and challenges. With updated technologies and lack of a proper long-term approach, SMEs invest too much effort of finding a balance between investment and output. Andriole ([2017](#)) provides a different perspective on organizations' technology transitions by claiming that not every company, business process, or business model implicitly needs digital transformation. For instance, in case of transforming an existing business model to a more novel and innovative one is not necessarily as profitable as the traditional business model. Moreover, companies with successful track do not often accept changes, and employees are resistant to digital change, which leads to difficulties in implementing digital transformation in the enterprises ([Kraus et al., 2021](#)).

However, facing on one hand the existing challenges, and on the other hand, the frequently iterated newer digital technologies, SMEs need a proper approach for digital transformation instead of staying away from digital progress. Parviainen et al. ([2017](#)) provide an approach by suggesting four necessary steps to benefit from digital transformation. Firstly, recent trends have to be analysed by a company to decide which position to take toward the change impact of digital transformation. Second, the current state in regard to the desired positioning and digital impact is reviewed. In the third step, the authors propose defining concrete actions to close the gap between the current state and desired position of the organization. The fourth step seeks to implement and validate the actions with technical support. With the new possibilities brought by the newer technologies, digital solution or approach for enterprises must be updated and adapted to the newest implementations of technology with plenty of budget. For small enterprises, consequently, it is uncomfortable and financially ineffective to adapt.

Issues for supporting Chinese SMEs to digitalize

When companies, especially SMEs, assess their digital transformation options, they prefer to refer to external search ([Lorenz et al., 2020](#)). Therefore, it is necessary to provide SMEs with a constructive overview that help them to evaluate their current digital matrix and provide with a systematic suggestion for them to proceed.

Previous literatures and researches have listed several of the digital transformation dimensions, and case studies have been conducted to pursue digital integrations into SMEs ([Amaral & Pecas, 2021](#)). However, a systematic structure, analysing impact of digital transformation to SMEs and

guiding them to get effectively digitalised with lower cost and less resource investment is absent. Trials were made to list the concrete digital items to map to business operation fields. Among them, Mittal et al. (2020) provided with a technology-centric solutions that enable manufacturing SMEs to use variety of technologies to get digitalized, while Schoenfu et al. (2021) proposes a problem-centric view with a catalogue of digital solution areas for prioritising the digital needs of SMEs. The technology-centric approach, which lists the necessary technologies in market and finds how these technologies could help the SMEs to get digital transformed, ignores the alignment with company needs and makes decision making managers confused lacking of professional background knowledge while the pure problem-centric one, which focus on the problems within SMEs that need to be digitalized, could limit the creative thinking of SMEs and miss the opportunities that newer technologies could bring to SMEs. Moreover, they did not consider the specific situation in the post-Covid-19 era that are digital transformation related.

Research Methodology

To answer the research question how to find a structured way with detailed and broken-down items to analyze the impact of digital transformation and find its potential opportunities in Chinese SMEs, this research aims to provide a refined evaluation system, which is a catalog containing items that are digital transformation related for Chinese SMEs. Based on the shortages of either problem-centric view or technology-centric view mentioned in [Section 1.3](#), these items are reviewed and listed from both views. With these items, the SMEs are then interviewed to find the impacts and opportunities of digital transformation based on each item and thus provides them the results as reference for their next digital transformation guidance. The qualitative and quantitative mixed methodology is used.

With a mixed problem-centric and technology-centric view, the research seeks a balance between eliminating the SMEs' lack of background professional knowledge regarding technologies and alignment with SMEs' current needs from internal perspective. There are several attributes including size range of the SME and business sector are also considered, which are essential for evaluation ([Kraus et al., 2021](#); [Morgan-Thomas, 2016](#)). Cities of Hangzhou and Binzhou are picked and semi-structured interviews are used for data collection. The combination of a tier1 city which is also the digital hub in China and a tier4 city could provide with SMEs' samples which generate objective results.

Developing the library starts from academic research and experience-based exploration, while the initial list of items is generated. The second step is to pick up 12 SMEs from the 36-SME pool to conduct semi-structured interview so that these items are selected, enriched and confirmed. [Figure1](#) shows exactly how this works. An iterative process research approach is followed ([Platts, 1993](#)). The 12 picked SMEs within each iteration includes 6 SMEs from industry sectors and 6 from service sectors, and within each 6 SMEs, there are 3 with less than 100 employees and 3 more than 100 employees, respectively. After one iteration, another 12 SMEs are added in until there is no newer item added into the list.

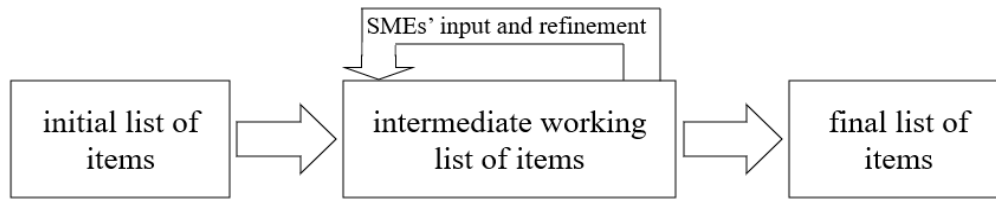


Figure 1. The approach stages to obtain the list of items

With the generated list of items, the 36 selected SMEs are then interviewed to analyze the importance recognition of each item and their self-evaluation results, to provide an object evaluation reference for the manufacturing and service sector SMEs in the future. Moreover, the interviewed 36 SMEs have are sorted into 4 sub-groups, 18 with over 100 employees and 18 with under 100 employees, within each 18 SMEs, there are 9 SMEs from service sector and the other half from industrial manufacturing sector. In this way, the difference of sectors as well as employment sizes are also been analyzed as change factors. Qualitative content analysis in this case is used.

Result and Discussion

The list of items is finalized after 2 iterations, i.e., interaction with 24 SMEs, and shown in the following tables. After several rounds of collections, refinement and removal of the duplicated ones, there are totally 68 items and multiple digital technologies in the final list.

According to the operational sectors of the generated items in enterprises, they are classified into 4 groups:

- 1) management and operation;
- 2) marketing, sales and customer management;
- 3) research, design, development and production of service/product;
- 4) purchase, logistics and supplier management.

The lists for groups 1 to 4 are shown in [Table 1](#), [Table 2](#), [Table 3](#) and [Table 4](#), respectively.

Table 1

List of management and operation items

No.	Item (Problem)	Listed Digital Technologies
1	remote working cooperation	AR, Software as a Service (SaaS)
2	remote real-time communication and documentation	digital communication (e.g., slack)
3	team meeting and recording (remote and on-site)	digital communication (e.g., Zoom)
4	management, approval and documentation of employees' holidays, sick leave, working time	specified SWs (e.g., Sage), face recognition check-in system
5	work progress management & KPI visualization	management information system (MIS)
6	recruitment need analysis and job listing	SaaS for automatic analysis, public platforms (e.g., LinkedIn)
7	employees' onboarding/offboarding processes	HR tool for process documentation, optimization and guidance
8	internal communication optimization and efficiency improvement	big data, analysis SW

9	company property management (depreciation, loss, damage, storage, sale, efficiency of use)	SaaS for management
10	external visitors' management	electrical entry documentation system
11	real-time monitoring in operating site of enterprise	digital monitoring system and analysis software
12	working environment monitoring (hygiene, temperature, humidity, etc.) and automatic adjustment	IoT (sensors and devices) and backend server, digital actuators, 5G
13	documentation and file management	cloud storage
14	emergency, safety and natural disaster response	thermal imaging equipment, IOT, 5G, early warning monitoring system
15	data & cyber security	encryption technology and cyber monitoring system
16	skill trainings of employees	big data and analysis of need for training, SaaS for training management
17	automated visualization of human resource effectiveness & turnover rate	MIS
18	internal reporting activities	SaaS for reporting
19	promotion activities	office automation system (OA) for human resource
20	suggestion management (product, colleagues and company)	SaaS for reporting
21	organization of various internal team building activities	VR, enterprise resource planning tool (ERP)
22	salary distribution and insurance management for members	human resources software
23	business travel related: approval, hotel and transportation reservation, expense reimbursement, insurance	SaaS for travelling planning to find balance between comfort and effectiveness for members
24	ICT&IT device operation and maintenance	ERP systems, intelligent monitoring system
25	regular security check of office and production materials, water and electricity	digital monitoring system and analysis software, cloud storage of data, IoT, 5G etc.
26	regular health check of members	cloud storage of health data of members, automatic data analysis and reporting system
27	Cooperation and communication between departments	ERP, project management tools
28	financial security	financial SW tools, digital keys
29	financial payment approval	financial management tools, OA
30	Income statistics and accounting	financial SW tools, analysis tools for automatic and real-time reporting
31	budget planning, approval and control	automated budgeting software assists big data analysis
32	investment and business development risk and opportunity analysis, strategy formulation	data analysis tools, investment simulation visualization tool
33	overtime-working requirement and arrangement management	OA

This above table shows the 33 items belong to management and operation sector of enterprises, which contribute almost half of the items on the whole list. This also indicates that most SMEs are still in the early age of digitalization ([Pech & Vrochta, 2020](#)). Items cover mainly human resource management, internal process optimization, etc.. In the post Covid-19 era, remote communication and cooperation is becoming more and more important, its effectiveness is a key factor for the productivities of the enterprises.

Table 2

List of marketing, sales and customer management items

No.	Item (Problem)	Listed Digital Technologies
34	New Media Operation (Mobile Internet)	platforms like tiktok, wechat, weibo
35	new sales channels	live broadcast, web3.0(blockchain), AI, metaverse, AR, VR for virtual shopping hall
36	tracking, discovery and trial of new sales channels in future	automatic pushing service of new technologies and analysis
37	Traditional channel advertising, exhibition	big data analysis for potential growth
38	feedback to users	big data
39	intended customer guidance	CRM tools, big data for personality analysis and consuming habit tracking
40	market development with previous consumers and new service/product marketing for them	big data, analysis tools, information pushing tools
41	data management Analysis of customers	customer relationship management
42	data privacy protection of customers	blockchain and encryption technologies
43	Payment	digital currency, wechat Pay, Alipay
44	customer maintenance, communication, processing and analysis of feedback	customer relationship management

[Table 2](#) lists the marketing, sales and customer management items which are directly profit-producing items, which are typically a very important part in enterprises, especially in SMEs. Multiple new technologies are implementing within the scope of these items.

Table 3

List of research, design, development and production of service/product items

No.	Item (Problem)	Listed Digital Technologies
45	requirement management (market demand, as well as business customer's requirements)	requirement management tool (e.g., DOORS), data analysis tool
46	customer's complaints, suggestions and feedback	AI for collection, sorting and distribution
47	project management and efficiency improvement	PLM (Product Lifecycle Management) program Agile development tool
48	product design and management	Computer Aided Design (CAD), etc.
49	quality management	robots, quality control tools
50	comparing and optimizing with competing products (collecting data, etc.) Familiar with new cutting-edge technologies/trends regarding the product/service	data analysis tools, simulation tools
51	prototype for product or services	3D printers, CAD
52	patent and Brand Protection	automatic AI searching tool on the internet
53	product and service testing, validation	Robots, big data for analysis, simulation tool
54	product and service change demand analysis	PLM (Product Lifecycle Management)
55	customized product/service production	IoT, production automation system, service designing documentation tool
56	production automation	Robot Processing Automation (RPA), production automation system, human-computer interaction, Total Quality Management (TQM), Just in Time (JIT) manufacturing Lean Manufacturing (LM)

57	Equipment status monitoring (temperature, vibration, etc.) Automatic bottleneck identification	automatic monitoring system, visualization system
58	Pollutant Emission Monitoring & Carbon Emission Monitoring	IoT, visualization system, automatic analysis tool
59	Automatic calculation of material cost by batch (raw material, water and electricity consumption, mechanical consumption)	tracking system with visualization, data analysis tool
60	remote control and monitoring of production process	remote monitoring and visualization tool, data analysis tool
61	Automatic monitoring of incoming and outgoing materials and goods in the production base	remote monitoring and visualization tool, data analysis tool
62	Raw material monitoring system (monitoring, early warning, alarm)	IoT, 5G, cloud data storage and tracking
63	digital simulation of production process	simulation tool

Table 4

List of purchase, logistics and supplier management items

No.	Item (Problem)	Listed Digital Technologies
64	Traceability, evidence and data on supplier	cloud data storage and analysis tool
65	Inventory management and early warning	IoT, cloud data storage and tracking
66	Supplier/3-party contractor comparison and selection and post-maintenance	data analysis tool, CRM
67	Digital monitoring, ordering, warehousing and verification of supply chain	ERP
68	digital tracking of logistics	IoT, 5G, visualization system

The corresponding technologies are the most suitable and advanced solutions for the current age, however, as newer technologies and implementations coming up, there could be better solutions to support the digital transformations for SMEs.

Alignment of business goals and digital solution areas is an important success factor for digital transformation in SMEs (Li et al., 2016). During each interview, each SME will give an estimated mark for the importance of each item and another mark for whether their current status is well digital transformed or not. The impacts of digital transformation in scope of each item are then discussed with the SMEs. To evaluate the importance of each item to their company, they are required to consider the digital transformation benefits within this item for their profit growth protentional, working efficiency, employee satisfaction, increase in market position. The potential opportunities are then also been discussed.

In the management and operation category, SMEs listed the most items, but compared to marketing & sales, and product/service development & production, SMEs give less priorities to the items in this category. SMEs have limited resource and focus mostly on the items that could generate profit for companies other than the ones that optimize internal operations. The Covid-19 has great impact on how they internally cooperate. How to catch up with digital transformation in the remote working items is quite unclear for some SMEs, although they all see a better remote working digitalized structure could support their operations hugely. Traditional administration items

attract less attentions from SMEs to implement much digital ways of management. Here there should be quite a lot opportunities, for SMEs to upgrade digitally to improve their operation and management efficiency. Compared to manufacturing SMEs, the service sector SMEs shows optimized result, that they implemented more digital ways so that to achieve more efficiency.

Marketing, sales and customer management are the most important part from profit point of view, which is also essential for SMEs to survive in highly competitive market. In recent years, more and more marketing/sales channels are developed in the ecosystem, the reason was that new channels attract much more liquidity of potential customers as development from web2.0 (traditional internet to mobile internet) to web3.0 (blockchain and metaverse). Once the SMEs could not catch up with the newest technologies or ways of promoting, it is easy to fall behind. This makes not too much differences between bigger SMEs and smaller SMEs, and between manufacturing SMEs and service SMEs, either. SMEs have limited resources and capital to invest, low-cost implementations, heavily based on open-source software and low-cost components is recommended ([Toapanta et al., 2020](#)).

The product/service design, development, production and supplier & logistic management for manufacturing SMEs are relatively more complex than service SMEs. The digital transformation has a greater impact. The upgraded digital solutions help SMEs a lot for automation, higher efficiency and higher yield. In smaller SMEs, role definition is not as clear as in bigger SMEs, they emphasize more on digital technologies to improve their work flow and increase their competitiveness in market.

Digital transformation is a continuous approach for enterprises, it is highly recommended for SMEs to build a digital transformation strategy department which could shape the future competitiveness. It is also found that smaller SMEs are relatively more flexible and open to digital transformation changes compared the bigger SMEs. [Liu et al.](#) (2011) defined organizational transformation as a complex, revolutionary, and continuous process that demands fundamental changes in the organizational structures and systems leading to reassessments of organizational norms and values. It is relatively more complex for bigger SMEs to transform within the digital scope.

Conclusions

The authors conducted a literature view to analyze the current research on digital transformations in SMEs. A total number of 68 items, which are sorted in: 1, management and operation, 2, marketing, sales and customer management, 3, research, design, development and production of service/product and 4, purchase, logistics and supplier management are listed. These items are also viewed and given corresponding technologies which are suitable for helping Chinese SMEs to be digital transformed. With these finalized items, the second round of semi-conducted interviews were conducted. Result shows that SMEs evaluate themselves relatively lower in group 1 items and they under evaluate the importance of the internal process items. For SMEs, they focus and have more interest of improving their digital solutions and approaches in marketing and sales sector items. Result shows slight difference between manufacturing and service sector SMEs and sizes with less than 100 employees and more. Future Chinese SMEs could use this catalog of items and results in this research for self-evaluation, importance reference and improve their weaknesses.

Limitations & Future Work

The sampling SMEs are from only two cities, this could generate deviations in the result. Further sampling is recommended for future research work. Even through manufacturing and service SMEs contributes the most in the Chinese economy, the items' list could still benefit to extend from only these two branches of industries to the rest economic sectors. The items are evaluated and thus could be used and referred for further modelling of a digital solution for Chinese SMEs.

New thinking of impacts of newer and subversive technologies could have on SMEs is highly recommended. Because of the limitation of resource and capitals for SMEs, as well as the quick upgraded new technologies that are implemented within enterprises, it could make sense, if an effective, adaptive, and long-term digital solution model/mechanism could be developed to help SMEs to improve their competitiveness in market with limited budget.

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THE ROLE OF FILM POLICY FOR THE DEVELOPMENT OF FILM PRODUCTION IN THE BALTIC FILM INDUSTRIES

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Abstract

Film policy and how it is being implemented highly affects national film industries throughout Europe. One of the most important instruments how to manage and develop film policy is related to financial support administration. Institutions that were and are responsible for implementing national film policy in Lithuania, Latvia and Estonia were established during different periods of time. The National Film Centre of Latvia was the first one to start operating in 1991 and later the Estonian Film Institute and the Lithuanian Film Centre were established in 1997 and 2012. Even though financial support had direct impact on national film production and the number of feature films produced, the development of it was also dependent on updates of financial support administration process, the way film commissions, boards and councils were organized and how the aims and objectives of film centres were identified in their statutes.

Keywords: film policy, development, film production, film industry, Baltic film industries, film centres

Introduction

Film production and film policy is highly interrelated in different countries, but especially in Europe. It is paramount to emphasize that film industry is the target of national cultural policies, because many governments spend large sums to maintain a presence in the film industry (Crane, 2014) and involvement in their domestic film industries is motivated by the states' obligation to preserve and encourage art, and the growth of public control over economic matters (Guback, 1969). On the other hand European film industries and their distribution markets are dominated by Hollywood film industry, which is also widely discussed topic among various authors – Thomas Schatz (2009, 2012), Janet Wasko (2005), Alejandro Pardo (2007, 2012). For instance, the role of Motion Picture Association of America in assisting Hollywood film industry was highlighted by M. Pendakur (2012) and the ways how Hollywood film industry maintains the dominance is related not only to content quality, but also to market concentration in theatrical distribution where European films represent only 3.6 percent of the North American market (Pardo; Sanchez-Tabernero, 2012). Douglas Kellner stressed the importance of political economy and that “production, distribution, and reception of culture take place within a specific economic and political system that are constituted by relations between the state, the economy, social institutions and practices, culture, and organizations such as media” (2009). Furthermore, the system of production and the relations between the economy and state sector are important in determining what sort of cultural artifacts are produced and how they are consumed (Kellner, 2009). State's intentions toward media industries are related to growth, competition and distribution of its

products (Richeri, 2014), therefore, the role of the state in regulating financial support and its administration through public institutions is crucial. The aim of the article is to analyze film policy and its importance for the development of film production in the Baltic film industries. The article also argues that financial support for national film production and the number of national films produced in Baltic States were influenced by the updates of financial support administration processes and the way how film commissions, boards and councils were organized within institutions responsible for the administration of financial support.

1. Theoretical framework

European film production financing and models were analyzed by Angus Finney (1996, 2002), where he indicated 5 financial support mechanisms that are applied in European film industries mostly in Spain, France, United Kingdom, Italy and Germany. Later Anne Jäckel (2003) investigated European film support models, film production; however, Lithuanian, Latvian and Estonian film industries and their financial support for national film production were not studied. Alejandro Pardo (2007, 2012) developed research on the Hollywood and European film industries where he compared them and also highlighted market concentration problem in film exhibition. Zane Balčus (2011) analyzed Latvian film industry from 1991 to 2010, but fragmentally and only referring to institutional changes, but not giving any attention to statistical data and administration of financial support, which had impact for the growth of national film production in Latvia. Tomas Mitkus wrote an article named Lithuanian Film Industries in Twenty-First Century: State Supported Art or Business? (2011), which was based more on film industry and audience attendance ratio without paying attention to the impact of film policy. Eva Nāripea and Andreas Trossek concluded monograph called *Via transversa: lost cinema of the former Eastern bloc* (2008), but it is based only on the artistic, but not film policy or economic analysis. Therefore, there are no research conducted about film policy and its development in the Baltic States.

2. The role of film policy for the development of film production

Film policy in Europe is highly related to the active support of government and other elements of state for national film production. Mostly governments have set up agencies, commissions, boards, corporations and other instruments through which a wide range of supportive and protective measures are implemented (Moran, 1996). In European film industries there are different film financial support models: starting with granting of prizes, loans and credits for film producers, and finishing with the most common assistance to production – subsidies. Consequently, in the film industry, production has been the segment upon which financial assistance has been most concentrated (Guback, 1969).

While taking into consideration East European film industries, they were the first ones to suffer massive cuts and withdrawal of secure funding early in the 1990s (Iordanova, 1999). New system of financing for film production where public funding bodies grant subsidies on project basis had to be established and developed. In newly emerging film industries such as in Latvia, Lithuania and Estonia public institutions that administrate financial support for film production were established during different period of time. Latvia was the first one to establish National Film Centre of Latvia

in 1991¹. Estonian Film Institute was established in 1997² and Lithuanian Film Center started to operate in 2012. Before establishment of Film Centres in Estonia and Lithuania ministries of Culture were involved in allocating financial support for film production³.

While comparing feature film production in Lithuania from 1993 till 2012⁴ – 46 feature films were produced, while during 2013–2016 – 51 (Figure 2). In Latvia the number of feature films produced from 1993 ranged from 0 to 7 and it did stabilize only from 2003 even though Latvia already had an institution that was responsible for financial support administration for national film production. In Estonia the number of feature films produced started to rise from 2005 and not less than 4 feature films were produced per year later on.

In total from 1993 till 2016 – 97 feature films were produced in Lithuania, 86 in Latvia and 111 in Estonia. Even though Estonia is the smallest in population among Baltic States, but produced the most feature films and at the same time provided exclusively larger financial support for its national film production than Latvia and Lithuania (Figure 1).

It is possible to notice that the number of national films produced in Lithuania, Latvia and Estonia grew in accordance with allocated financial support (Figure 1 and Figure 2). Even though the growth of allocated financial support for national film production might be influenced by the general economic situation in the state, but more importantly the growth of economies could be associated with the satisfaction of immaterial wants, including cultural products; therefore, the expansion of the commercial cultural sector needs to meet the resulting demand (Garnham, 2014). Furthermore, as countries get richer they want and can afford to support more indigenous national or regional production (Garnham, 2014).

According to economic development theory, “economic growth is not simply an expansion of economic activity driven by capital accumulation and new technology, but involves change in the institutions that coordinate the economy, along with structural change in the composition of economic activities” (Potts, 2011). Therefore, important structural and procedure changes were necessary for public institutions in Latvia, Lithuania and Estonia that were responsible for the administration of financial support for national film production. In order to meet the growing demands of cultural goods and films in particular National Film Centre of Latvia, Estonian Film Institute and Lithuanian Film Centre had to make certain changes that shaped allocation and administration of more financial support. These changes were present not only in provisions of national film centres, how their main mission was identified, but also in structure especially in the composition of commissions and boards which were evaluating film projects and which of them will receive funding.

¹ From 1991 till 2005 Latvian National Cinematographic Centre and from 2005 National Film Centre of Latvia (Balčus, 2010).

² From 1997 Estonian Film Foundation and from 2013 Estonian Film Institute.

³ It is also important to emphasize that not only film centres and ministries of Culture were allocating financial support in Baltic States, but also Cultural Funds. For instance, Cultural Capital Foundation in Latvia started to operate in 1998, Riga Film Fund was established in 2010, Cultural Endowment in Estonia restored in 1995, Press, radio and television support fund was created in Lithuania in 1996 and in 2014 Lithuanian Council for Culture started to operate.

⁴ 2012 selected since Lithuanian Film Centre was established and started to operate.

3. Research methods

In order to analyze the administration of financial support for national film production processes in Lithuania, Latvia and Estonia content analysis of documents was selected (Bryman, 2004). Among selected documents were the Statutes of Estonian Film Institute, Estonian Film Foundation, National Latvian Cinematographic Centre, National Film Centre of Latvia and Lithuanian Film Centre. Descriptive statistics method was implemented in order to analyze secondary data sources about financial support for national film production and numbers of national films produced in the Baltic film industries (Figure 1 and Figure 2). Also information from interviews with former directors of Estonian Film Foundation (Riina Sildos), National Film Centre of Latvia (Ilze Gailite-Holmberg) and Lithuanian Film Centre (Rolandas Kvietkauskas) were taken in order to supplement content analysis.

4. Results

Financial support for national film production is directly administrated by film centres in Baltic States, but there are specific regulations that public institutions need to follow. For instance, according to their statutes there are two main directions of their activity in forming and implementing film policy: administration of allocation of financial support for film production and film production, distribution and exhibition process regulation through legislation. Therefore, the aims of film support for film production of film centres in Latvia, Lithuania and Estonia were compared. It is important to note that in 1991 National Film Centre of Latvia did not have the aim of its activity and only tasks were identified.

Table 1

Provisions of financial support administration for national film production of Lithuanian Film Centre, National Film Centre of Latvia and Estonian Film Institute

Categories	Lithuanian Film Centre	National Film Centre of Latvia	Estonian Film Institute
Provisions that were identified in the beginning	1. To promote national film production and co-production in Lithuania (2012)	1. To summarize and justify commissions of experts validated information about necessary annual government orders and financing of cinematography from the budget 2. To ensure the preparation of normative and methodological documents and information that is related to film (1991)	1. To support films and their production, development and dissemination that are produced in Estonian language and oriented towards Estonian culture (1997)

Provisions of financial support administration for national film production that were valid in 2016	1. To administrate financial support for film and audiovisual sector in accordance with the procedure established by the Minister; 2. To consult about film pre-production, development and production; 3. To distribute state's financial support for film pre-production and production, dissemination, distribution and exhibition, film heritage, film education and other film projects.	1. To distribute state's financial support for film industry – film production and projects that are related to film industry; 2. To promote the development of Latvian films, their production, distribution and exhibition; 3. To administrate the rights of use of films that were supported; 4. To promote Latvian film industry's cooperation with the members of European Union and other states.	1. To establish and implement transparent and efficient mechanism for film support in cooperation with ministry of Culture and Cultural Endowment; 2. To distribute financial support for film development, production and marketing (including international co-production) based on corresponding regulations; 3. To develop international film cooperation including co-production and film export; 4. To consult filmmakers on copyright issues
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Source: compiled by the author based on the Estonian Film Institute, Estonian Film Foundation, National Latvian Cinematographic Centre, National Film Centre of Latvia and Lithuanian Film Centre statutes

While comparing the provisions of financial support administration for national film production that were valid in the beginning of financial support administration in the Baltic States to the later period especially after 2008, it is paramount to note that financial support for national film production was not detailed⁵. Thus, it had impact for public institution budget in Latvia and Estonia since they received substantially lower amount of financial support to distribute. For instance, in Latvia during the period of 1993–1996 financial support for national film production did not exceed more than 490 000 euro per year (Table 2). After updating the regulations and aims of the film centres allocation of finances for national film production started to rise (Figure 1).

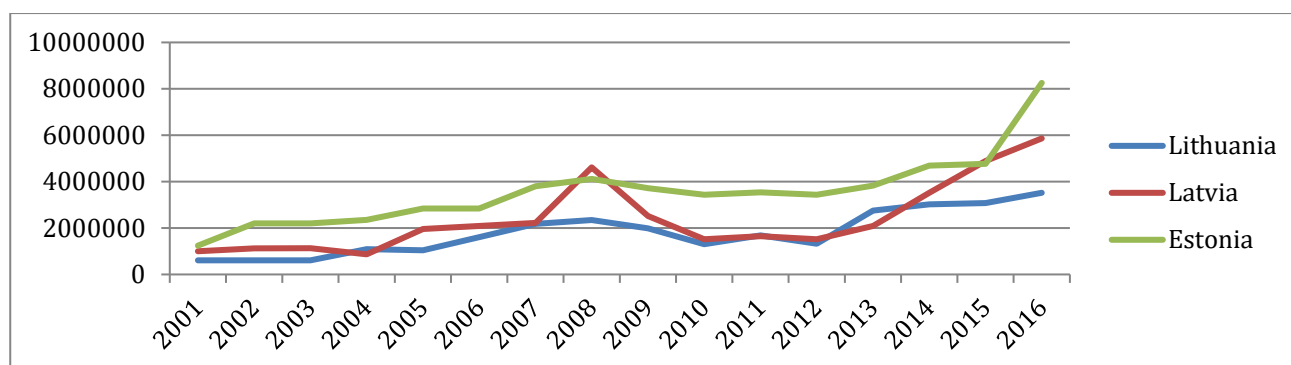


Figure 1. Financial support for national film production in Latvia, Lithuania and Estonia during 2001–2016 from national film centres (in Euro)

Latvia was the first in Baltic States to introduce National Cinematography Centre in 1991, which had council and expert commissions (NKC Statute, 1991). Experts had the right to decide which film

⁵ National Film Centre of Latvia updated its statute in 2009, Lithuanian Film Centre adopted its statute in 2012 and Estonian Film Institute – in 2013

projects (applications) will receive financial support. From 1992 film production in Latvia was funded only from state's budget and till 1996 "all types of film in Latvia were tried to be supported by the budget allocated for short documentary film production" (Latvijas Kino glabšanas programma parejas periodam, 1997). For instance, only 1,7 percent of state financial support for culture was distributed for film in 1996 (1997). It meant that national film production did not receive enough financial support and mostly feature films form the basis of the national film industry (1997).

In 1997 National Film Centre of Latvia implemented new film production department, which aimed to renew national film production that would meet the demand of society since national films influence the state of all cinematography, therefore, the production of artistic films became prioritized (Latvijas Kino glabšanas programma parejas periodam, 1997). Also film centre started to foster participation in international organizations and programs such as MEDIA II and Eurimages. In 1998 the expert commission function was introduced and regulated by specific instruction (Latvijas Nacionalais Kinematografijas centrs Instrukcija Nr. 1-98, 1998). It was indicated that expert commission functions were: the evaluation of film project applications and conclusion preparation for the board of Latvian National Cinematographic centre (1998).

When Bruno Aščuks became a new director of Latvian National Cinematographic Centre in 1999, he started to question expert commission eligibility, responsibilities consulting film authors on budget and legal issues (Filmu nozares valsts parvaldes koncepcija un attistibas projekts, 1999). However up till 2008 there were no film project evaluation rules and regulations and the members of expert commission were representatives that were not related to film industry, they were mostly from ministries (interview with Ilze Gailite-Holmberg). According to Ilze Gailite-Holmberg, evaluation of the film applications were performed very subjectively on the like or dislike practice without checking out the quality of the script, business and film distribution strategy (Interview with Ilze Gailite-Holmberg).

In 2008 new provisions of allocation for national film production were approved. According to new provisions, film centre had to form expert commissions for feature film, documentaries, animation and other film industry projects (Procedures for the Granting of Financing from the State Budget for Film Industry Projects, 2008). Moreover, at least one member from the film centre had to be in the expert commissions. The structural and procedural change in the way the expert commissions were formed was proposed by former National film centre of Latvia director Ilze Gailite-Holmberg since before the members of expert commissions were changing every three years and newly appointed members were not familiar with ongoing film projects and their financing. According to I. Gailite-Holmberg, decision making in allocating financial support started be more supervised (Inteview with I. Gailite-Holmberg).

Table 2

Financial support for Latvian film production in 1993–1998 and 2002 (in Euro)

Year	Financial support
1993	311 312
1994	502 414
1995	489 914
1996	489 914
1997	1 106 593
1998	1 323 529
2002	2 009 112

Financial support for Estonian national film production after establishment of Estonian Film Foundation was rising every year.

Table 3

Financial support for Estonian film production in 1994–1999 (in Euro)

Year	Financial support
1994	364 505
1995	605 260
1996	1 479 484
1997	1 541 592
1998	1 486 224
1999	1 539 798

Estonian Film Foundation had an advisory body of financing for film production that consisted of 5 experts. This commission had to revise, analyze and evaluate film projects and applications. The authority of this commission was valid for two years and their decisions for financial support allocation were approved by the council. In the year of 2000 the statute of Estonian Film Foundation was renewed.

According to the Estonian Film Foundation statute of 2000, the institution was managed by board and council. The board consisted of 2 members – general director, who was responsible for financial-economic activity of institution and chief expert, who was responsible for film project application review and management of expertise (Eesti Filmi Sihtasutus Statute, 2000). The functions of the board expanded into the organization of film project application review, management of expertise and also it had the right to make decisions related with allocation of financial support. Moreover, the term of office of the board members has been revised up to 3 years.

With reference to Riina Sildos, who was the director of Estonian Film Foundation back then and initiated such procedural and managerial changes of financial support model, this system helped to eliminate subjective decision making since the beginning of Estonian Film Foundation, members of expert commissions were involved in film production which they were supporting financially (Interview with R. Siildos).

In 2006 the aim of the statute was revised where „2.1. The aim of Estonian Film Foundaiton is to encourage and support Estonian film culture and delevopment of film production“ (*Eesti Filmi*

Sihtasutus Statute, 2006). This revision was connected to the growth of financial support for national film production since already in 2007 the allocation of financing started to increase and decreased only during financial crisis in 2009–2013.

In 2013 Estonian Film Foundation changed its name into Estonian Film Institute. The preservation and development of Estonian national film culture became the main goal of Estonian Film Institute (Statutes of the Estonian Film Institute, 2013). Board and executive board became main managers. Only one member was part of executive board – the director of Estonian Film Institute who was responsible for economic activity and the organization of the evaluation of submitted project applications for film funding⁶, expert analysis of the use of support (2013). Institute's director was appointed for five year period.

Up till 2012 film policy in Lithuania was formulated and implemented by the ministry of Culture. Already in 2008 the concept of film centre was being prepared where it was stated that "The analysis of Lithuanian film sector shows that the state must have an institution which administers and coordinates film sector, a body for the development of film industry, which would provide quality administration of funds for film projects" (*Dėl nacionalinio kino centro koncepcijos patvirtinimo*, 2008).

Former director of Lithuanian Film Centre emphasized that film centre was established because of growing needs in film production and the idea of implementation was born already in 2002 when film law was adopted (Interview with Rolandas Kvietkauskas). There were positive and negative reasons that fostered the establishment of Lithuanian Film Centre. Positive reasons were: integration of Lithuanian cinema into European cinema infrastructure, growing state budget appropriations for film production and distribution, development of co-production. The negative reasons were: limited human resources, which could not ensure systematic development of film policy and financial support for film production and the result was visible and noticeable in the numbers of national film production which was behind Estonia, Latvia and other European states. Furthermore, the percentage of Lithuanian films shown in Lithuania was very low (*Dėl nacionalinio kino centro koncepcijos patvirtinimo*, 2008).

Before Lithuanian Film Centre was established, film council assisted ministry of Culture. Main functions of film council were related to the analysis of the development and distribution of Lithuanian films, review and evaluation of film programs and film production projects that apply for state support (Ibid). Council consisted of 9 members who had their authority of 2 year period.⁷ (*Dėl kino tarybos nuostatų ir jos sudėties patvirtinimo*, 2002). In 2013 film council became an advisory body for Lithuanian Film Centre. The number of members was reduced to 7 and the consistency changed as well where only artists, professional film art appraisers, filmmakers and one representative of the film centre were involved (*Kino tarybos nuostatai*, 2013)⁸.

⁶ Film project applications for script, development and production support shall be evaluated by the head of the production unit of the institute or by an expert in the field who shall involve at least two external experts (Conditions of and procedure for allocation of support, 2016, p. 7).

⁷ 3 members from Lithuanian Filmmakers Union, one member each from association of producers, distributors and exhibitors and Lithuanian Radio and Television Association, Lithuanian Radio and Television and ministry of Culture.

⁸ Latvian Film Council is an advisory board to the ministry of Culture, which takes care of the development of national cinema through administrative means: cooperates with the ministry of Culture in developing the film industry strategy, budget and investment policy, takes care of the preparation of legal acts, analyzes the activities of institutions of audiovisual sector and makes proposals for the improvement of their activities (National Film Centre of Latvia).

On the other hand, financial film support in the Baltic States was depended on special cultural support funds. For instance, Estonia reinstated Cultural Endowment in 1994 and established Estonian Film Foundation in 1997. Then film production was financed by three institutions together with ministry of Culture. Latvia established Culture Capital Foundation in 1998, which was allocating 1/10 of support for film production, in 1999 – 1/3 in comparison with Latvian National Cinematographic Centre, and in 2004 even more than Latvian National Cinematographic Centre. However, ministry of Culture is not present in giving financial support for film. Ministry of Culture and Department of Physical Education and Sports Fund were allocating financial support for national film production in Lithuania from 2001 till 2012⁹, but when Lithuanian Film Centre was established the year later it had become the only institution, which is allocating financial support for national film production in Lithuania.

Thus, while comparing the Baltic States, only Lithuanian Film Centre is using system where film council analyze and evaluate applications of film projects. National Film Centre of Latvia use film council only as assisting body for the development of film policy and strategy while the formation of expert commission is based on the nature of film projects. This commission also evaluates film project applications. Expert commissions in Estonia were abolished already in 2000 and later film project applications were analyzed by Estonian Film Institute's director who is assisted by the head of production department of institute who can also use at least two external experts. If in Estonia film project applications were evaluated by 1 to 3 experts, in Lithuania – by 7, in Latvia this number is not detailed.

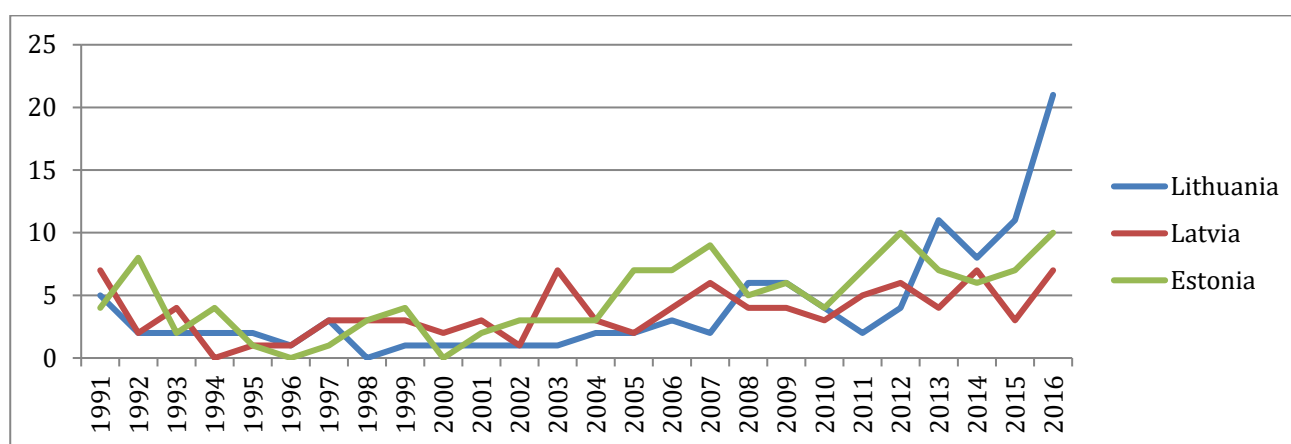


Figure 2. Feature film production in Lithuania, Latvia and Estonia in 1991–2016

Discussion and conclusions

Financial support for national film production is of critical importance while implementing film policy in European film industries. The position of national cinema in local and international film distribution market depends on financial support as well and it also shows the viability of the film industry. Therefore, development of Lithuanian, Latvian and Estonian national film production was

⁹ Since restoration of independence in Lithuania, funding for film production has been provided by the Lithuanian Ministry of Culture, and the Physical Culture and Sports Support Fund who has been operating since 1996

directly influenced by the establishment of National Film Centre of Latvia, Estonian Film Institute and Lithuanian Film Centre that were responsible for financial support administration. Hence one of the most important functions of these institutions is administration of financial support for national film production and it has been acknowledged in statute of National Film Centre of Latvia as a main objective.

While evaluating the regulation documents (statutes) of these institutions it is paramount to highlight that improvement of their structure in a way how film commissions, boards and councils were organized and film funding administration processes had impact for the growth of financial support for its national film production. On the one hand, the objectives declared at the beginning of these institutions were not sufficiently detailed since these institutions supposedly were established by following the examples of other countries and there were not settled practice in financial support administration. On the other hand this was connected to improving administrative procedures of film financing and introducing a more transparent and clear system. Accordingly, the growth of financial support for national film production in Lithuania, Latvia and Estonia facilitated higher numbers of national films produced¹⁰. In Lithuania at least 4 national films have been produced since 2012, at least 6 in Estonia since 2011 and at least 3 national feature films per year were produced in Latvia since 2006.

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¹⁰ It is also important to note that the development of the Baltic film industries is also facilitated by the attraction of foreign film production companies through corporate tax benefits. Between 2010 and 2016, 38 projects were launched in Latvia, of which 20 were implemented (<http://filmriga.lv/en/co-financing/results/>). From 2014 to 2016, 49 films were filmed in Lithuania, to which income tax benefits were applied (<http://www.lkc.lt/lengvata-filmu-gamybai/>). In Estonia, two films benefited from this corporate tax credit in 2016, and the Tartu city and Viru Regional Foundations apply such leniency (<http://www.filmneweurope.com/countries/estonia-profile>). The effectiveness of these financial instruments can be assessed positively, as the Baltic States are gradually increasing the amount of corporate tax relief available (<http://www.filmneweurope.com/countries/latvia-profile>, <http://www.filmneweurope.com/countries/estonia-profile>, <http://www.filmneweurope.com/countries/lithuania-profile>).

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DIGITAL SERVICES DEVELOPMENT TRENDS UNDER THE INFLUENCE OF COVID-19

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Abstract

The modern world community does not stand in one place, it is constantly undergoing changes and this has become especially noticeable over the past three years under the influence of Covid-19. Many jobs that were commonplace in the past are non-existent on resumes today. Some disappeared thanks to advances in technology, and now we can observe the active development of jobs of the future, which are directly related to the digital industry. Currently, the company's main means of communication with consumers are digital devices and innovative solutions. In the context of a global pandemic, one of the results of which was the widespread transition of business communications to the online environment, not a single business could continue to function without moving to the digital world. In order to follow this trend, many companies turn to digital agencies to develop a promotion strategy. The purpose of this article is to consider the trends in the development of the agency market of digital services, considering negative environmental factors. We sought to set industry trends for brand promotion through digital communications by content type. One of the research methods was to analyse the dynamics of demand for digital services in recent years, as well as to assess the general trends in digital communication based on modern Internet platforms and services, which allowed us to identify relevant business development strategy tools.

Keywords: Digital service, Digital development trends, Covid-19, Jobs of the future, Advancing technology, Market of digital services, Digital communication

Introduction

The unprecedented crisis caused by the Covid-19 pandemic has demonstrated the vital role of digital technologies in our time. Since this period, we have witnessed a new round of technology development. The world is witnessing an accelerated digitalization of many activities and services, including education systems, telework and video conferencing in and out of the workplace, access to healthcare systems, and essential and non-essential goods and services.

One of the visible results of the Covid-19 pandemic that broke out in early 2019 was a sharp acceleration in the development of a large group of ICT services and online services. The widespread lockdown and self-isolation of the population contributed to the explosive growth of online services, remote education, remote employment, the development of technological substitution processes for all types of labor, as well as the emergence of new promising professions.

China has become the first country that has gone through the process of creating favorable conditions for continuing to work in the new pandemic reality. Not without reason in Chinese the word “crisis” consists of two hieroglyphs, the meaning of the first "危" (wei) is danger, and "机" (ji) is an opportunity. That is, China has become an example of how a crisis can push people to the rapid development of technology. Against this background, the thesis has become widespread that the epidemiological crisis has created favorable conditions for an unprecedented phenomenon in history, designated as a revolutionary transformation, when in fact, in real time, one can observe the breakdown of the existing structure of the world economy and even a change in the socio-economic formation. This process is carried out through the forced transfer of humanity into a new digital society or even the world order.

The purpose of this article is to determine how justified is the assumption that the crisis caused by the Covid-19 pandemic has become one of the stages in the transition of humanity to a new digital reality, and whether the “forcing online” provoked by global quarantine and forced social disunity can really radically accelerate digital transformation and lead to a total transformation of the world economic and financial systems. This topic causes great discussion and the answer to the question posed is quite ambiguous.

Our hypothesis is that the digital development trends we observe, high technologies and the expanding digital services market give us the opportunity to say that the forced measures to reduce personal contacts between people due to the pandemic still indicate a sharp impetus to the development of digital communication, which in turn, it contributes to the accelerated development of new trends in the field of IT, education, medicine and business development.

The novelty of this study lies in the review of new trends in digital services that have emerged since the start of the Covid-19 pandemic, as well as in the review of new promising areas of professional growth in this area.

The objectives of this study are:

- 1) to designate digital services that have been especially in demand since the start of the pandemic in 2019;
- 2) to follow the path of development of digital communication in the conditions of lockdown;
- 3) to establish which jobs of the future will be most in demand in the coming years;
- 4) to analyze the development path of the digital services market, identify among them those that could provide significant assistance in the development of small businesses;
- 5) to draw certain conclusions about what functions and advanced technologies companies and small businesses should focus on in the future.

Theoretical framework and methodology

Our literature review gathered the opinions of various researchers on the theory of digital economy and digitalization of business. The term “digital economy” first appeared in 1995, when the Internet became an important source of "free" content (Jorgenson, 2001). The basis of the digital economy is the so-called digital area – IT/ICT, which produces basic digital goods and services. That is, the increased use of ICT in all sectors of the economy, this is a digital economy (Bell, 2001). The development of the digital economy contributes to the fact that digital information technologies, such as the Internet or other means of communication, change global economic and social relations.

This, in turn, leads to the fact that international economic relations become freer, and within one country the likelihood of successful business becomes easier. In this context, it is appropriate to mention the statement of T. Friedman, the essence of which is that new technologies have the ability to unite the world, forming their own strong relationships through the latest means of communication. (Friedman, 2007).

After the spread and strengthening of the term digital economy in the business sphere, the terms digitalization, business digital trends and digital marketing are increasingly appearing. In various studies devoted to the study of advanced technologies and digitalization of production, we come across the terms digitalization and digital transformation as well. These terms are considered from different points of view. The Gartner Glossary gives us the following definition of digitalization – it is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business (Gartner Glossary, 2022). There is also an opinion that digitalization refers to “the sociotechnical process of using digitized products or systems to develop new organizational procedures, business models or commercial proposals” (Saarikko, Westergren, & Blomquist, 2020). From the definition of this concept, we can say that digitalization means the partial or complete transformation of the elements of activity and business models of the company's value chain into digital platforms through the introduction of new digital technologies, such as advanced cloud computing technologies, mobile and visual communications, robotics, new smart computers, artificial intelligence (AI), blockchain, 3D printing and the Internet of Things (IoT) (Soto-Acosta, 2020). Such a transformation can occur within integrated digital platforms as innovative modern ways of doing business. And in this context, the Covid-19 pandemic has accelerated the adoption of advanced technologies.

Effective business management includes an analysis of the current market situation, including the digital economy. There is an adaptation to a rapidly changing market environment, the implementation of modern and innovative technologies and trends, an increase in the effectiveness of marketing communications by strengthening consumer loyalty, and searching for new promising markets (Melekhova, 2020). The choice of effective communication channels for a brand is one of the key aspects of its promotion and fixation in the minds of consumers. The priority tasks in the field of marketing communications are: the search for new market segments, a new target audience, a deep understanding of the interests of consumers in a rapidly changing environment, matching their interests, lifestyle, expectations and preferences.

Today, there are many ways and tools with which you can talk about your product or service. Thanks to scientific and technological progress, the digital economy is rapidly developing and spreading (Alekseev, 2016). Starting from 2019, when the whole world faced new challenges of the Covid-19 pandemic, new opportunities for the development of digital marketing began to actively appear, as consumers always prefer those brands that master digital channels faster (Chaffey & Chadwick, 2016). And in the conditions of lockdown, these functions generally become indispensable. With the development of the Internet and new technologies, we can safely say that digital marketing tools and channels are the most popular and effective (Verhoef et al., 2021).

This business structure, based on electronic interaction, is becoming a new vector for the development of the global economy in the 21st century. It acquires the status of a digital economic activity based on digital technologies. Communications, which, after all, is what we understand by digital technologies and means of communication, is not just a sector of the economy. Communication is the economy itself (Kelly, 1998).

We started our research with a search for books, articles and monographs on the phenomena of digitalization of production, new business trends, digital marketing, physical marketing, phygital marketing or related areas. We used Google Scholar, EBSCO, SCOPUS and SCIENCEDIRECT databases to conduct this search. We used the resulting primary list of collected sources to compile additional references through bibliographic analysis and identify relevant materials. Eligible materials to include in our review included academic articles, books, and industry publications from a variety of disciplines, including business, management, IT, advanced technology, small business, and crisis management. An interesting stage in the process of literary review seems to us to be the analysis of the phygital marketing phenomenon. This seems to us to be an important part of the process, since this phenomenon is relatively recent, so it is not yet subject to systematic study and therefore lacks a coherent literature base, which means that our conclusions were mostly interdisciplinary. Much of the collected research in this area was in the disciplines of business, marketing, buyer psychology, behavioural psychology, and economics.

The fundamental concepts presented in the works of experts of digital economy theory and publications of modern researchers on topics related to new digital services trends and digitalization of business processes are used as a methodological basis for the study. Our research is carried out using theory analysis, mathematical data processing analysis and logical-constructive analysis with the priority of the systems approach, as well as using methods of statistical analysis, expert assessments and forecasting methods.

In the process of writing this article, methods such as the study of scientific and professional publications and monographs, methods of comparison, forecasting and system analysis were used. As data sources for developing a forecast, the author used scientific publications of modern researchers such as Dannenberg P., Fuchs M., Riedler T., Wiedemann C., Rejeb A., Rejeb K., Keogh J.G., Goddard E. and others. We also used up-to-date statistical data, research results from Nielsen marketing agency, the world's learning company Pearson, global innovation foundation Nesta and consulting companies McKinsey, PricewaterhouseCoopers and others, as well as factual information about new digital services trends and consumer behaviour for 2020 and 2021 years.

Digital marketing as one of the components of the digitalization of small businesses

As we noted earlier, the pandemic and, as a consequence, restrictions on the work of companies, contributed to the rapid transition of companies to the digitalization of production. The task of any company is to retain customers and attract new ones using various marketing tools, which now occupies one of the most important positions among the trends in the development of digital services. Today in a society of mass consumption, advertising is forced to change its role (Boström, 2020). To retain and attract customers, it is very important for companies to decide what tools they will work with, what strategy to follow.

Digital marketing communications are the online interaction of a company with customers through the use of digital communication channels. Digital marketing is an integrated approach to the promotion and sale of goods and services, which includes the integration of a huge number of different technologies. We presented the most popular tools that are usually included in the complex of digital marketing promotion in our Table 1, which was compiled on the basis of McKinsey's research.

Table 1

Tools included in Digital marketing 2022

Marketing Tool	Description	Advantages
Content-marketing	A set of marketing techniques aimed at gaining trust and attracting potential customers, based on the creation and dissemination of information useful to the consumer.	Almost all large companies maintain their own blogs, where they share useful and relevant information, showing expertise in their chosen niche. This increases user confidence and increases brand awareness. Blog readers are potential customers.
Automatic chatbots	Automatic chatbots process requests and provide instant answers at any time of the day.	Clients often do not like to wait long for answers to questions. Previously, chatbots and quick customer advice in messengers were seen as an additional advantage, but today it is a common and even a prerequisite for sales. It takes a few seconds for the robot to perform these actions, and users do not have to spend time contacting specialists and a bunch of bureaucratic procedures.
Micro Influencer marketing	Purchasing advertising in small thematic communities or from an individual who specializes in the topic you need	Until 2020, the trends were classic influencer, when firms tried to get advertising from popular bloggers with a million-strong audience. However, despite the huge coverage of advertising records, the results were not always positive, since there was no exact hit on the target audience. In 2022, conventional influencer marketing has been replaced by micro influencer marketing, when advertising is bought from bloggers with a small audience of 10,000–100,000 subscribers. Channels of a narrow theme are selected, corresponding to the promoted product. As a result, the conversion is higher with lower reach and financial costs.
SMM (social media marketing)	Social media marketing is the use of social media as channels for promoting companies or brands and solving other business problems.	Users trust information in social networks, as they do not perceive it as direct advertising. Large coverage of the target audience and independence from the region – it is much easier to attract an audience from other cities and countries than with other types of promotion. Feedback and fast response. Unlike SEO, you can quickly get a response to a blog post, video, or other social media post. The high speed of collecting and exchanging information helps to quickly adjust the SMM strategy, respond to the wishes and comments of users and offer the most interesting content to your audience.
SEO (search engine optimization)	A set of actions that bring the site to the top of organic issuance search engines.	People intuitively do not trust advertising, so organic search engine results have special privileges and the greatest trust. SEO has existed since the mid-90s and is actively used in our time, being one of the most popular types of promotion on the Internet. SEO activities are difficult to pause, even if you stop promoting in search engines, you will still continue to receive visitors from them.
Interactive content	Among the types of interactive content are quizzes, tests and online surveys, slide shows, constructors and others.	Such content gets the attention of the user, has a high level of interaction with the client, increases brand loyalty and contributes to the growth of conversions.

Adaptation for voice search	The ability to find the necessary information using voice search, in cases where the user does not have the ability to hand-write a request.	According to this study, the use of this tool has increased by 15% by 2021 due to its convenience during the lockdown and pandemic. Sales of smart speakers are also on the rise. According to forecasts, by 2023 more than 8 million such devices will be sold, and search algorithms are fully adapted to voice queries.
Omnichannel	The trend implies an increase in the number of points of contact with users.	Today it is not enough to have only one channel to attract customers, you need to develop and support several directions at once. At the same time, it is important to combine information from all channels into a single system. Omnichannel is a good basis for building your own sales funnels. Information about customers from different channels can be combined using CRM systems.
Video Marketing	Commercials to attract a new audience, increase audience loyalty, strengthen the brand.	Video marketing is an effective tool for turning people from sceptical about your business to neutral or positive. Video content also improves the SEO performance of the site.
UGC – User Content	This is the content that the audience of a company or brand creates. Since the end of 2021, such a promotion has been gaining momentum and will remain relevant for a long time.	The main advantage is that it is a free and friendly way to promote your business. User-generated content works better than regular content, as people tend to share information with friends and acquaintances on social networks. Such posts have high reach and often a lot of comments.

Source: created by the author based on McKinsey 2020 research, "Modern marketing: What it is, what it isn't, and how to do it".

As we can see from this table, a large number of new trends in digital services have appeared in recent years. It is also an obvious fact that the growth of new media and tools in the digital space is undoubtedly having an impact on the increase in advertising costs around the world. According to the Statista Research Department for 2021, ad spend has grown steadily since 2019 and will continue to rise in the coming years. It has been estimated that global digital advertising spend was \$378.16 billion in 2020, up, not down, from 2019's \$335.6 billion spent on ads, despite the economic impact Covid-19 pandemic. The projected growth can be seen in Figure 1.

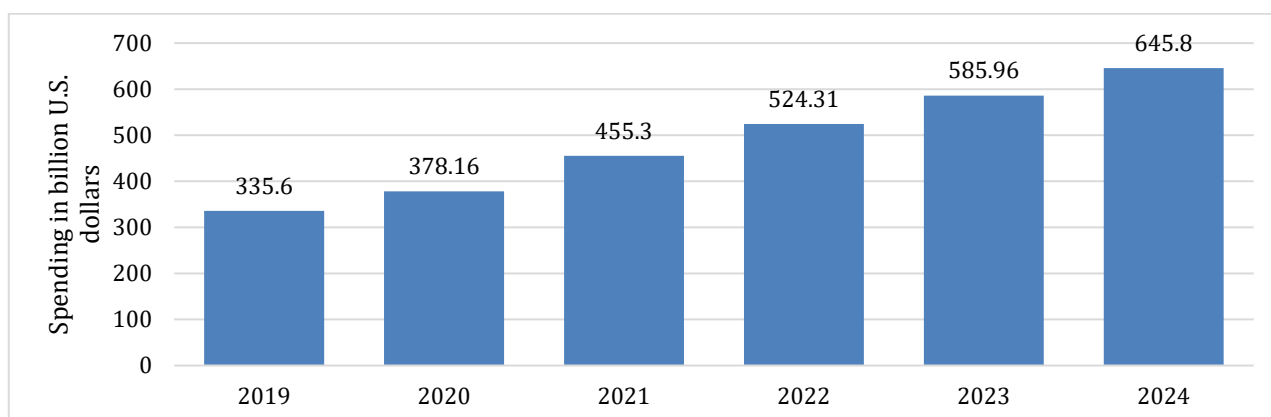


Figure 1. Digital advertising spending worldwide from 2019 to 2024 (in billion U.S. dollars)

Source: Statista Research Department, 2021

Phyigital Marketing as the next stage of development of digital service trends

The concept of Phyigital Marketing is relatively new, reflecting the novelty of emerging digital technologies that expand and enrich their capabilities (Cabigiosu, 2020). This type of marketing involves creating a consumer journey that seamlessly integrates physical and digital experiences, creating experiences that are only possible through the development of new visual digital technologies (Kiewell et al., 2021). Among them, we can note contactless payment systems, interactive fitting rooms in online stores, touch screens and augmented reality (Nofal et al., 2017). Experts say that the use of such digital trends is widely used in various industries, such as business, education, tourism, banking, restaurants and many other areas.

The further development of omnichannel will inevitably be phyigital marketing, which will be implemented both as technological solutions and as creating comfort and providing entertainment at points of sale thanks to VR/AR, that is, Virtual Reality and/or Augmented Reality. This will be especially true for young people who, even before the Covid-19 pandemic, came to shops and shopping centers not only to shop, but also to gain new experiences and have a good time (Peeters & Späne, 2019). As digital technologies and ways to increase the convenience and attractiveness of the shopping process for customers through a variety of entertainment spread, the need and complexity of combining these methods will increase. In this case, the role of building in these processes the necessary points of contact with the brand at all stages of the interaction between the buyer and the seller increases dramatically. Such modeling becomes an inevitable condition for the rational choice and effective application of new technologies. The combination of virtual and physical reality, the use of innovative technologies and creative strategies for interacting with consumers personalize the marketing experience and promote customer engagement and retention (Melekhova, 2020). The emergence and development of such a phenomenon as phyigital marketing lays the foundation for the spread of the so-called professions of the future. All of them will undoubtedly have to be directly or indirectly connected with the world of virtual reality and high technologies.

Being a topic of course related to the development of trends in digitalization services, we would like to share some of our research specifically in the field of the employment market in the future. Our world is arranged in such a way that demand always creates supply. The general theory of supply and demand, as the cornerstone of the neoclassicism created by Alfred Marshall, is convincing in its own way (Marshall, 2013). This is also the case with the labor market. The emergence of new digital services trends in the world over the past few years has contributed to the emergence and development of the professions of the future. The labor market is one of the first to respond to changes in technology and business processes, flexibly formatting its requirements for specialists. However, it is worth noting that professional higher education is a more fundamental structure and it responds to technological changes in the world much more slowly. There is often a shortage of specialists in demanded professions on the market. But the conditions of the modern world allow professionals from related fields to quickly retrain, replenish knowledge and fill the vacancies that have appeared. For young people, the labor market can provide a wide range of professions, thanks to this they have the opportunity to choose the right area in which to get an education, and subsequently get a prestigious profession.

According to a study by the World Economic Forum in 2020 (*World Economic Forum*, 2020), at the end of 2019 there was a risk to labor market stability due in large part to automation, technology and globalization. In the first half of 2020, there was an unexpected disruption in labor markets that immediately affected the livelihoods of individuals. The Covid-19 pandemic has exacerbated existing inequalities in labor markets, while at the same time hastening the future of work and accelerating the spread of so-called jobs of the future.

As we know, due to the spread of the Covid-19 virus, governments have passed laws to completely or partially close business operations, which caused a sharp shock to the economy, society and labor markets. Many businesses have closed their physical offices and faced restrictions in doing face-to-face business. According to World Economic Forum research statistics, from mid-March to mid-April, almost 55% of countries (about 100 countries) closed jobs, affecting all but essential businesses. This has led to the fact that many people have switched to working remotely and, with good luck, have kept remote work even further. Scientists note that high-speed mobile Internet, artificial intelligence, big data analytics and cloud technologies are designed to become the initiators of the introduction of new technologies in companies between 2020 and 2025. Many will also look to machine learning, augmented reality and virtual reality for significant business investment. Stationary robots are likely to be the most widespread by 2022, but there are different use cases and preferences across industries.

The study notes that data entry operators, accountants, auditors, administrators, secretaries, assemblers and factory workers, customer service and other employees whose workflows are easy to automate will lose their jobs most quickly. Experts expect that by 2025 half of the work will be done by computers or robotic lines. And on the contrary, growing careers include data analysts, software and application developers, e-commerce and social media professionals. However, it is also expected to see growth in job roles based on characteristic “human” qualities such as customer service, sales and marketing, training and development, people and culture, organizational development, and innovation managers.

Conclusion

The crisis caused by the Covid-19 pandemic has accelerated digital transformation trends around the world, as evidenced by the development and expansion of digital infrastructure in all areas. The transition to the digital provision of services by various firms and organizations, for example, in the fields of education, healthcare, trade, entrepreneurship, as well as the wider introduction of digital technologies into production. While the pandemic has had a negative impact on many businesses, it has also opened up new business opportunities.

The world is constantly changing and evolving. Phenomena such as the crises caused by the pandemic are changing the way the world works. The changes that we now have the opportunity to observe in the business environment, digitalization, small business and many other areas, of course, were started even before 2019. The Fourth Industrial Revolution began to change the work landscape in all industries around the world. However, the Covid-19 pandemic has accelerated these processes and changed the way some industries develop. According to research by the World Economic Forum, 75 million jobs are expected to be displaced in the future due to the introduction of new technologies and structural changes in the labor market.

It is certainly impossible to predict the future course of the job market right now, but there are certain opportunities that can help protect future careers. An undoubted important condition for development in the business environment will be following the new trends in digitalization services. Skills acquired in technology and finance will continue to be in demand, but will also require skills that cannot be automated in the foreseeable future. These include communication skills, emotional intelligence for communication and conflict resolution, critical thinking, problem solving, and basic social skills such as friendliness, an open mind, and the ability to engage in constructive dialogue.

Summing up our work, it is important to note that the functioning of the digital services business is associated with solving many problems of our time. Among them are the consequences of the economic crisis caused by the global pandemic, and the growth of competition, the emergence of new digital channels that need to be studied, as well as the difficulties in mastering and processing a large amount of digital data (Ivanchenko et al., 2019). The importance of digitalization and digital marketing cannot be underestimated now. The high importance of digital trends for business is determined by the fact that any information can be available to consumers at any time and in any place. Digital communications simplify communication between people in any life situations.

In this work, we have completed all the research objects set, we have identified digital services that have become especially in demand since the beginning of the pandemic in 2019, we examined the concepts of digitalization and digital marketing, we examined the study of the World Economic Forum regarding the professions of the future, we also analyzed the ways of developing the digital market services, drew some conclusions about what features and advanced technologies companies and small businesses should focus on in the future. We believe that this study will become the basis for further research in the field of digital marketing and digital trends of entrepreneurship and small business in the near future.

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PROTECTION OF CONSUMERS' RIGHTS WHEN BANKS CLOSE ACCOUNTS UNILATERALLY

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Abstract

When unilaterally closing a customer's account as part of a policy of so-called "de-risking", the customer's interests are not only ignored by the bank but their human rights, including respect for their private life and presumption of innocence, are also severely violated. De facto, de-risking stigmatises discarded consumers as being involved in criminal activity without a court conviction. The protection of the interests of such consumers is impeded by the formal application of legal rules and contractual terms, which ultimately contradicts public interests, including combating money laundering and preventing the financing of terrorism. To overcome this conflict, the research proposes a doctrinal approach according to which the bank's right to withdraw from a customer contract unilaterally should be limited by the systemic and teleological interpretation of regulating rules in combination with the general civil principle of good faith, which, by analogy with the original source of the problem, is called the "Good-Faith-Based Approach". This paper is its summary and presents general research conclusions.

Keywords: Good Faith, De-Risking, Bank Account Closure, Consumers Rights, Unilateral Termination of Contract, Human Rights, Sanctions

Introduction

The Russian military invasion of Ukraine with its horrendous crimes against humanity and the sanction response to it from the civilized world exacerbated many problems of modern civil circulation. There was a reasonable need to look at them differently and clarify scientific and practical ways to solve them. The subject of my research was no exception since the unilateral termination of contractual relations is both at the forefront of the sanction state regulation and in the arsenal of tools of private businesses to demonstrate their political and ethical positions. At the same time, the essential features of payment relations and the backbone role of payment service providers in the current economic conditions undoubtedly require a unique approach to this matter.

On the one hand, the applicable legal rules, *per se*, do not require closing bank accounts of the sanction subjects and the complete termination of contractual relations with them. Imposed restrictions may include denying access by the subject of sanctions to financial resources (instruments) and prohibiting the provision of specified financial services. However, the central core of financial and civil legal restrictions within sanction regulation is freezing funds¹¹, which

¹¹ See, for example, Art. 5(1) of the Law on International Sanctions and National Sanctions of the Republic of Latvia.

cannot be executed without an existing bank account. Moreover, the sanction restrictions do not prevent crediting the frozen account with funds that, of course, should also be frozen¹².

Nevertheless, within so-called "zero-tolerance practice", banks¹³ prefer to cease their partnership with customers to whom sanctions apply or if there is any doubt about this matter¹⁴ (although they have no such legal obligations). Therefore, we see that in this situation, banks terminate business relationships with clients to avoid rather than manage risks. That is, they close accounts within the same de-risking policy that is a generalised reason to unilaterally withdraw from payment service contracts for all cases subjected in my research.

As I have written in previous articles¹⁵, the letter of the law allows banks, like any other private businesses, to choose their customers. However, such formal application of the legal rules and contractual provisions leads to an impasse of both the interests of the rejected consumers and their human rights¹⁶.

Statistical data from the Financial and Capital Market Commission of Latvia [FKTK]¹⁷ clearly shows this problem has a systemic character¹⁸. Over the past six years, customer complaints about banks unilaterally terminating cooperation with them or refusing such cooperation have consistently accounted for most claims against Latvian financial institutions. But what is even more significant is that out of all 1406 complaints submitted during this run, the FKTK did not satisfy any of them¹⁹. Indeed, the absence of at least one random violation of customer rights by even one Latvian bank in such a long time and with such a large number of customer claims plainly contradicts even the probability theory. This can only indicate the complete failure of the legal regulation system *per se*, which is unable *a priori* to protect the rights of payment services consumers in this matter.

To solve this grave problem and overcome this legal collision, I have proposed a doctrinal approach according to which a bank's right to unilaterally withdraw from a payment service contract against the consumer's will and the actual exercise of this subjective right should be limited by tools of good faith including the systemic and teleological interpretation of legal and contractual regulations under this general civil principle. By analogy with the original source of the problem²⁰, I have called this conception a Good-Faith-Based Approach.

¹² Art. 7(1) of Council Regulation (EU) No 269/2014 of 17 March 2014 concerning restrictive measures in respect of actions undermining or threatening the territorial integrity, sovereignty and independence of Ukraine.

¹³ In this paper, banks encompass any payment institutions as defined in Art.1(1) and Art.4(11) of Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, transposed to Latvian national law through Art. 1(2) of the Law on Payment Services and Electronic Money of the Republic of Latvia.

¹⁴ See, for example, the press release of Citadele Bank, 2022.

¹⁵ Jelisejevs, 2021a, 2021b, 2021c

¹⁶ For more details see Jelisejevs, 2022, at 163–180

¹⁷ According to Art. 2 (1) of the Law on the Financial and Capital Market Commission, "The Commission is a lawful, autonomous public institution, which, according to the objectives and tasks of its operation, governs and supervises the financial and capital market and the activities of its participants."

¹⁸ Compilation of complaints regarding the activities of financial and capital market participants that were received by FKTK, 2016, 2017, 2018, 2019, 2020, 2021.

¹⁹ There were 161 complaints to FKTK in 2016, 189 in 2017, 290 in 2018, 213 in 2019, 277 in 2020 and 276 in 2021, with none finding any law violations for all these years (ibid.)

²⁰ Overall, overzealous account closure is motivated by a risk-based approach introduced by the Financial Action Task Force [FATF] and included in the financial sector regulations of almost all states, including the EU and Latvia. In short, it implies anti-money laundering [AML] measures and combating terrorism financing [CTF] risks to mitigate these risks.

Studied conflict is common in all payment relationships, but payment service users with consumer status (that is, individuals who use payment accounts and banking services for purposes not related to their economic or professional activities²¹) must be protected in a special way. That is why my proposed approach is focused above all on consumer protection, though some of its elements could be used with respect to other payment service users including entrepreneurs, business entities and even other payment institutions²².

My research was based on qualitative methods of scientific analysis where a hypothetico-deductive model was employed as a principal toolkit to elaborate the doctrine. At the same time, comparative legal and system structure analysis methods assisted my argument in favour of the above approach.

Discrete aspects of my research are presented in several papers, some of which have already been published. Others are still waiting in the wings. At the same time, the recent challenges mentioned have forced me to summarise and present the main points of my doctrinal approach promptly and severally in order to provide the scientific community and law enforcement actors with an efficient toolkit for solving the issues that have arisen.

The task of interpreting legal rules is divided between case law and legal doctrine. When case law is faced with a problem of interpretation to solve a particular case, proposals for solving this problem are considered from the point of view of legal doctrine²³. That is why I dare to hope this outline could pave the way for an academic discussion to leave aside political insinuations and create a basis for developing this public-interest topic within science and legal practice.

Good faith v. unilateral account closure

From the viewpoint of legal regulations, researched issues involve the unilateral termination of a payment account contract by the bank against the will of the payment service user (Art. 55(3) of EU Directive No. 2015/2366 transposed to Latvian national law through Art. 67(3) of its Law on Payment Services and Electronic Money). This context also allows discussion of the termination of business relations by the subject of the Latvian Law on the Prevention of Money Laundering and Terrorism and Proliferation Financing with its customer following Art. 28(2) of this Law (Art. 14(4) of EU Directive No. 2015/849²⁴).

Of course, the bank's obligations to dissolve business relations under anti-money-laundering requirements should be distinguished from its discretionary and optional right to terminate a payment service contract for de-risking. However, both these legal grounds ultimately mean the same legal construction of unilateral withdrawal from a contract under Art. 1589 of Latvian Civil

²¹ According to Art. 2(1) of Directive 2011/83/EU of the European Parliament and of the Council of 25 October 2011, consumer means any natural person acting in contractual relations "for purposes outside his trade, business, craft, or profession"

²² Obviously, other categories of customer can have other legal grounds for implementing my approach to protect their rights when banks close their payment accounts. For example, if some large or systemic bank terminates a correspondent account of a smaller payment service provider, we may raise the issue of fair competition violations and abuse of the dominant position to construe such a bank's behaviour in view of provisions of the Latvian Law on competition and, in a broader sense, use Art. 102 of the Treaty on the Functioning of the European Union

²³ Iļjanova (Rezevska), 2007, at 62

²⁴ Directive (EU) 2015/849 of the European Parliament and of the Council of 20 May 2015 on the prevention of the use of the financial system for the purposes of money laundering or terrorist financing

Law. Thus, there are no reasons to consider any of these cases outside the framework of civil law regulation, where the good-faith principle is one of the main cornerstones. In its legal essence, any closure of a payment account by a bank against the consumer's will should be recognised as a unilateral transaction²⁵ in which the subject matter is to terminate contractual legal relations²⁶. Therefore, this legal action must be performed in a "permissible manner" and following the general provisions on principles and methods contained in the introductory part of the Civil Law²⁷ (Art. 1403 of Latvian Civil Law).

Latvian Civil Law starts with the general concept of good faith avowed in its Art. 1 as "Rights shall be exercised and duties performed in good faith." Generally, such a fundamental obligation is a standard rule for many countries' civil legislation²⁸. In particular, the Civil Code of Lithuania similarly exacts the subjects of civil relationships to act according to the good-faith principle (Art. 1.5(1))²⁹. It refers to the good-faith rule a total of 103 times regarding various aspects of civil regulation. Estonian civil law provides requirements to act in good faith (Art. 138 of the General Part of the Civil Code Act) that includes not only a general obligation to observe the principle of good faith (Art. 6(1) of the Law of Obligations Act) but also a possibility not to apply legal rules, usages and contractual provisions if they would be contrary to good faith (Art. 6(2) of the Law of Obligations Act)³⁰.

While in English law good faith has no general application as a legal principle³¹, it has assumed extensive scope and great importance in defining the final outcomes of court judgments. Common law's academic debates separate definitions of good faith between two poles: procedural and substantive³². Procedural good faith focuses on improprieties and defects during the negotiations and the conclusion of the contract. Accordingly, it would include, *inter alia*, every kind of technique to prevent unfair and dishonest behaviour. Substantive good faith is independent from any procedural consideration and instead aims to impose an abstract standard of contractual justice drawn "from somewhere else"³³. "The foundations of a general rule of good faith can be discerned in the common law dust"³⁴ but the time the UK spent under EU jurisdiction significantly strengthened the legal significance of this principle. Even despite Brexit, it remains relevant, especially in light of consumer rights protection.

At the same time, no features of legal regulation for the prevention of money laundering and terrorism financing may justify abandoning this approach since the relevant rules of special legislation also requires the bank to act in good faith when terminating business relations with a client (for example, Art. 40(3) of the Latvian Law on the Prevention of Money Laundering and Terrorism and Proliferation Financing).

²⁵ Kalniņš, 2005, at 139

²⁶ Balodis, 2007, at 162

²⁷ See, for example, Balodis, 2007, at 25, and Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 18 December 2018 in case No. C73346818, para. 6.5(2)

²⁸ Varul, 2006, at 331

²⁹ Astromskis, 2017, at 486–492

³⁰ Poola, 2017, at 116

³¹ Beale and Chitty, 1999, para. 1-039

³² Nebbia, 2007, at 147

³³ Ibid.

³⁴ Clarke, 1993, at 318–319

The essence of good faith is that everyone may exercise his or her subjective rights considering the reasonable interests of others³⁵. When widely applied, this principle requires the participants of civil relations to reckon, first of all, with each other and allow for interests of the counterparty³⁶. However, given the place and functions of payment service providers in modern civil circulation, we should also include the public interest in this equation.

In fact, the state obliges payment institutions to be analysts in the fight against financial crime and participate in money laundering prevention³⁷. Therefore, any enjoyment of the bank's subjective rights must respect the interests of society to be protected from using the financial system for criminal purposes.

Returning to the above sanction restrictions, for example, we can see that if a bank preventively closes a payment account, then it will not be able to freeze future funds owned by a sanctioned subject. At the same time, herein, the public interest is to find and block as much sanctioned money as possible. That is why, when a bank terminates such an account, it de facto evades its obligations to identify funds and transactions subject to sanction restrictions. It is evident that such behaviour cannot comply with the public interest.

The good-faith principle helps prevent cases where persons exercise their subjective rights or perform their duties in an unjustified manner or for unjustified purposes, acting according to the letter of the law or a legal transaction³⁸ but contrary to their true goals³⁹. However, it does not give the court the authority to create new rules or adapt and adjust each legal situation based only on general considerations of fairness⁴⁰. Instead, the good-faith tenet seems to be a tool to assist in interpreting legal rules and contractual provisions⁴¹.

Following this approach, I have framed general measures of good faith⁴² to use the systemic and teleological interpretation of legal rules and contractual provisions for the researched issue in the following manner:

- 1) freedom of contract should be respected, and there are valid reasons for intervention in private autonomy;
- 2) the interests of both the bank and the consumer should be assessed in order to measure whose interests have priority and should be protected in this situation according to the purpose of the law and the circumstances of the particular case;

³⁵ See, for example, Balodis, 2002, at 280 (later, Balodis, 2007, at 141; Brox and Walker, 2010, at 640; Bar, 2011, at 288; Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 4 October 2006 in case No. SKC-540, at 4; Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 12 March 2020 in case No. C68278418, para. 3(1); Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 18 December 2018 in case No. C73346818, para. 6.5(2) and others

³⁶ See, for example, Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 17 December 2019 in case No. C04169414, para. 7.1(2)

³⁷ Kūtris, 2020, at 16

³⁸ Judgment of Department for Administrative Cases of the Supreme Court Senate of the Republic of Latvia of 12 January 2005 in case No. SKA-22, at 4

³⁹ Krons, 1937, at 271 and 291

⁴⁰ Ibid., at 299; as well as Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 16 December 2020 in case No. C30501917, para. 6.3(2); Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 12 March 2020 in case No. C68278418, para. 6.3(3)

⁴¹ Balodis, 2002, at 282; Melkšis, 2000, at 42; Poola, 2017, at 116; Judgment of Department for Civil Cases of the Supreme Court Senate of the Republic of Latvia of 17 December 2019 in case No. C04169414, para. 7.4(5)

⁴² Jelisejevs, 2021a, 2021b, 2022

- 3) there is an objective incompatibility of results of applying a specific legal norm or transaction with the sense, meaning and goals of regulating the relevant legal relationship or the general idea of law, including from the viewpoint of justice and public interest;
- 4) the bank uses its subjective rights in a form formally consistent with the letter of the law or the text of legal transaction but contradicts their true goals and meaning, as well as does not take into account the interests of the consumer.

Benchmarks for the Good-Faith-Based Approach

Although each case requires an individual attitude, the objective nature of the good-faith principle and the general trends of EU legal regulation still make it possible to develop a uniform approach and to formulate universal conclusions on this issue as follows:

1. Freedom of contract and private autonomy

When a bank closes a consumer's account unilaterally, the court has a valid reason to intervene in the private autonomy and doing so is legally acceptable to restore justice and contractual equality. Therefore, a framework contract interpretation and correction favouring the payment service consumer based on a good faith approach respects freedom of contract.

The fact is that the modern civil circulation realities and the regulating rules *de facto* significantly limit the freedom of a payment service consumer to enter or not to enter into contractual relations with a bank. Besides, such a consumer has no real opportunity to influence the contractual terms. Finally, with respect to such kinds of contracts *per se*, the non-discussion presumption has been established by law.

This all leads to a contractual imbalance against the consumer that can only be corrected by court proceedings – that is, by positive actions of a judge as someone unconnected with the parties to the contract. A tool and yardstick for such influence over contractual relations is good faith declared by the legislator as a general guideline to eliminate injustice and to restore legal equality in favour of the consumer.

So, when examining unilateral closure of the consumer's payment account by the bank, a court has not only the option, but also the duty to intervene in such legal relationships by interpreting or even correcting both contractual conditions and the actual use of the bank's subjective rights under the good faith requirements.

2. Assessment of interests and their balance

The doctrinal assessment shows that within de-risking, the conflicting interests of consumers *vis-à-vis* banks have priority in their legal protection. This precedence should survive until it is proven that the particular consumer acted unlawfully or was otherwise implicated in money laundering and/or terrorist financing.

As long as the consumer's contractual relationship with the bank continues, this limitation of basic rights may be justifiable to prevent money laundering. But while severing these relations, only strict adherence to the good faith principle can guarantee that bank's subjective right to withdraw from the agreement unilaterally is not used formally and unreasonably. Otherwise, the bank's abstract

application of the terms of an undiscussed contract and the effect of the formal exercise of the bank's subjective rights could become entirely unfair for the discarded consumer.

In view of the circumstances of each dispute, including the objective consequences of closing an account, for the life of every specific consumer, the contractual terms and the bank's actions must be assessed for compliance with the good faith requirements, which in turn should be recognised as not only permissible, but also obligatory. When terminating contractual relations within de-risking, only close adherence to the good faith principle can guarantee that the bank's rights are not used formally and unreasonably, that is, against the regulating sense, meaning, and goals or contrary to the general idea of law.

That is why following the good faith principle, courts should have the authority to prevent the bank from exercising its subjective right to withdraw from the contract unilaterally if the conflicting interests of the consumer take priority under the circumstances of the particular case.

When assessing the parties' interests, it is crucial to understand whether there have been significant and unpredictable changes in the ratio of the parties' obligations, which have worsened the contractual position of the bank in comparison with its counterparty. Next, one should determine whether the bank has taken all necessary measures to adapt the terms of cooperation with this consumer to preserve their contractual relationship, considering the objectively arising changes. Finally, it is necessary to determine whether the consumer has fulfilled his or her obligations to the bank reasonably to protect the bank from possible damage in connection with the unpredictable changes that have arisen.

3. Legal and contractual framework

Along with formally following the text of the relevant legal rules and contractual conditions, to determine whether under specific circumstances the law and the contract allow the bank to withdraw from the contract without its client's consent, the good faith approach must clarify (a) whether the bank has sufficient, reasonable, justified, and legitimate grounds to terminate the payment service contract unilaterally, and it has informed its client; (b) whether any transformations in the counter execution of the consumer's obligations can correct the emergent imbalance of counterparties' interests without a clean break of the contractual relationships; (c) whether it is possible to preserve the effect of the payment service contract by establishing related (additional) bank obligations to which the bank could agree following a reasonable assessment of the case circumstances if it wanted to keep this contract in force.

An example of an adjustment in the amount and composition of the consumer's counter execution would be an increase in banking service charges to cover the bank's expenses and enable it to provide payment services profitably in changing circumstances. In turn, the related (additional) obligations necessary to keep the contract in force may, in particular, require banks to provide consumers with the necessary information to fulfil contractual obligations that consumers themselves cannot obtain. For instance, in the spirit of good faith, the bank should inform the client in advance about categories of transactions that could be undesirable for the bank due to money laundering risk management, as well as disclosing to the client all negative data it has collected about him or her from public, and therefore non-confidential, sources.

4. Implementation of subjective rights

Implementing the bank's subjective right to terminate a payment service contract unilaterally also requires strict adherence to the good faith principle. This assertion remains true even when the above interpretation of legal rules and contractual terms allows the bank to withdraw from business relations without the consent of its client.

On the other hand, contract dissolving initiated by one party but not agreed by another, by its legal nature, is *per se* recognised as a unilateral dispositive transaction in which the subject matter is to terminate contractual legal relations. In this context, good faith should be an objective criterion to interpret such a legal transaction, both from ascertaining the real will of its participants at the time of its conclusion and from determining whether this transaction is valid and legally effective.

Based on the meaning and purpose of legal regulation, the unilateral termination of a payment service contract by a bank is an impermissible action and, respectively, void if this deal may be adjudicated as (1) an abuse of the right (*aemulatio vicini*) that occurs when the bank does not have sufficient, reasonable, and objectively justified grounds to refuse service to a consumer, or the bank's behaviour is formal and unfair, or the bank acts contrary to the idea and purpose of its subjective rights; (b) contradictory conduct (*venire contra factum proprium*) when unilateral severance of the contractual relationship conflicts with the bank's previous behaviour, including previously given legally non-binding but sufficiently concrete promises to the client, or if the bank, while encouraging or provoking the client's manner and actions, later declares them as grounds to withdraw from contractual relations with this client; (c) loss of right when the bank forfeits the right to terminate a payment service contract unilaterally due to extended disuse of this subjective right.

Undoubtedly, closure of bank accounts that *de facto* is not connected with business relations with particular clients but is only the result of a general change in the bank's policy or its superficial approach to fulfilling obligations to the state regulator (for example, to provide formal statistics in exchange for reduced punishment for actual violations of AML procedures) is an abuse. One example of contradictory bank conduct would be when a bank first encourages its client to increase account turnover by accruing bonuses or providing discounts and then accuses the client of exceeding the allowable limit of transactions and closes the client's account because of rising risks. Loss of the bank's right to terminate the payment service contract may arise when the bank has learned negative information about a client but has continued contractual relations with such a client without asking for any explanation. Accordingly, after a reasonable time, the bank should lose the subjective right to use this information as a basis for unilateral withdrawal from the contract with this client.

Conclusions

Based on the above reasoning, there is every reason to conclude that when examining the unilateral closure of a consumer's payment account by a bank, a court has not only the option but also the duty to intervene in these legal relationships by interpreting or even correcting both contractual conditions and the actual exercise of the bank's subjective rights under the good-faith requirements. Such intervention in private relations should be recognised as legally acceptable to restore justice and contractual equality.

At the same time, in view of justice, even if a bank has acted in violation of the good-faith principle, the special public functions imposed on it by the state should release it from any responsibility when the account closure comes as a predictable consequence of the consumer's misconduct which is directly or indirectly related to money laundering or the financing of terrorism.

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LOCAL GOVERNMENT USE OF SOCIAL MEDIA ON SUSTAINABLE URBAN MOBILITY: THE CASE OF VILNIUS MUNICIPALITY

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Abstract

While global motorization and car dependency in urbanized areas cause an environmental impact on nature, governmental institutions are responsible for raising awareness on sustainable mobility solutions. The overall purpose of the following research is to investigate how social media are being used or as well underused by the local government to communicate the topic of sustainable urban mobility for the local city inhabitants. By case-studying the official Facebook page of Vilnius municipality, the mixed research analysis was conducted on the published online content and initial public reaction and engagement to it. Research showed that social media was used as a platform for primarily informing citizens on public transportation services, road infrastructure and encouraging visits to public lectures on sustainable mobility. To a lesser extent, the messages of published content further consisted of requesting essential information from citizens on their use of urban mobility transportation, as well as educating citizens on the importance of minimizing car-use, thus increasing their awareness of sustainable car usage. In the end, it is suggested that local governments can efficiently use social media for communicating messages on sustainable mobility, however, citizens reactions may differ on their initial engagement levels.

Keywords: government public relations, social media, sustainability, urban mobility, Facebook, case study

Introduction

Urban sustainability is a recent idea which emerged in the developed cities around the world to cope with the arising global problems caused by the human activity, such as air pollution, use of non-renewable sources of energy, climate change etc. According to UN more than half of world's population live in the cities, it is estimated that numbers will rise to 70% by 2050 and thus comes the problem of satisfying the upgrowing demand for the public services in larger cities. Usually, those are the capital city regions as they function as centers of education, technology, innovation for most countries and account up to 52% of the country's GDP (Statista, 2021).

The rise of urban population creates challenges as demand for services is increasing and local governments along with urban and mobility planners have to develop a responding policy on urban sustainability. Urban sustainability can be defined as "a city that motivates its inhabitants to change their travel behaviour towards minimising their emissions and noise impacts on health and the environment" (Foltýnová, Vejchodská, Rybová, Květoň, 2020).

These policies are developed to promote active mobility solutions, such as cycling, pedestrian walking, car-sharing, usage of public transport and minimizing the use of individual transport for the day-to-day trips.

The transition to sustainable mobility can be achieved through the management of three coordination mechanisms: markets, hierarchy, and institutions. Institutions such as private companies or governments function as coordinators to limit the choice, give orientation and minimizing the uncertainty (Elzen, Geels, Green, 2004). Governments as initial executives and developers of the urban mobility policy engage citizens in the policy development by raising their awareness on the issue. With the transition to the digital age, governments shifted to the use of information communication technologies for the governance process (e-governance) and in public relations social media became a crucial part of it.

Therefore, a question arises as to how implementation of sustainable urban mobility policy can be achieved through the usage of social media?

Hence, the **research goal** is to document and describe the content of sustainable urban mobility in social media by local government.

To achieve the mentioned goal the research tasks are defined as follow:

- 1) define the messages on sustainable urban mobility in social media;
- 2) categorize the content of messages on the social media;
- 3) analyse the public perception of the urban mobility messages on social media.

1. Literature Review

The literature is presented with a wide scope of scholar's initial findings, as well as official documents issued by governmental and non-governmental authorities.

In legal framework the concept of sustainability was brought up by UN Commission on Environment and Development, also known as the Brundtland Commission, in 1983. They emphasized that the concept of sustainability can be used in the developed globalized world and so the concept of sustainable development was created. According to *Our Common Future*, a Brundtland Commission's report, sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987, p. 41). The report also mentioned the rising levels of urbanization, automobiles, car exhaust fumes and mobility, as improved communications and growth of economic opportunities enables population to become more mobile.

An important event was followed in 1992 at the United Nation's Conference on Environment and Development in Rio de Janeiro, Brazil, as the main document Agenda 21 of the "Earth Summit" was conducted. Report mentions that to combat the problem of pollution caused by motorization one of the propositions is to encourage the non-motorized modes of transport by providing safe cycleways and footways in urban and suburban centers in countries. One of the ways to implement this is to raise the public awareness of the environmental impacts of transport and travel behaviour through mass media campaigns and support for non-governmental and community initiatives promoting the use of non-motorized transport, shared driving and improved safety measures (United Nations Conference on Environment & Development, 1992).

Within the academic field, the literature provides reviews on urban mobilities and its correlation with sustainability. According to Ke Fang, urban mobility in a traditional way can be described as movement of people from one location to another within or between urban areas. The role of the mobility was thought to be functioning with regards to these two assumptions:

- 1) people access their houses, jobs, and urban services, such as education and entertainment;
- 2) people prefer the use of motorized vehicles over the non-motorized, as it is financially efficient especially in the growing cities. (Fang, 2015)

At the same time, author points out that these perceptions were doubted over time with the rise of online services and the increasing use of bicycles for the transportation in the developed countries. He concludes that modern definition of urban sustainability should rely on the accessibility to the city services (Fang, 2015).

Urban Sustainable Mobility as a concept was firstly introduced by Organization for Economic Co-operation and Development (OECD) in 2000. Environmentally sustainable transport system was defined as the one that provides access to people, places, goods, and services in an environmentally responsible, socially acceptable, and economically viable manner. It does not endanger the public health or ecosystem and meets needs for access consistent with use of renewable resources below their rates of regeneration, and use of non-renewable resource below the rates of development of renewable substitutes (OECD, n.d.).

Sustainability within an urban mobility relates to the trends and the overall quality satisfaction of passengers. For example, Bruun and Givoni emphasize that a higher quality public transport with accessible option for other mobility would be able to compete with private cars and therefore improve the overall urban mobility (Brun, Givoni, 2015).

To efficiently transit to sustainable mobility the management of three coordination mechanisms are vital in the process: markets, hierarchy and institutions. According to scholars, institutions such as private companies or governments function as coordinators to limit the choice, give orientation and minimizing the uncertainty (Elzen, Geels, Green, 2004).

Social media in that way then act as a plausible way for governments to the raise the public awareness towards demanding problems. Chun and Luna Reyes (2012) look at government's social media use from three models' perspective:

- Social Media-based Citizen Engagement Model – social medias act as transforming agent in activating citizens engagement from grass-root level activism to shared governance promoting democracy;
- Social Media-based Data Sharing Model – social medias act as a big tank of unstructured data from the citizens, which makes governments engage in social media use creating a perception of governmental authority for a more meaningful engagement. It is also acts to filter the low-quality and low trust-worthy information;
- Social Media-based Real-time Collaborative Government Model – social media acts as a platform of near-real time interaction between governments and citizens, where governments can receive a reaction from the citizens to force change the policies (Chun, Luna Reyes, 2012).

The usage of social media by governments is still dependent on the level of developed countries and in many relations, they act as solely information providers. For example, Al-masaeed states that in

online communication there should be an offer for a constant interaction between users and governments (Al-masaeed, 2019).

Therefore, social media through the relevant governmental management on all levels can act as a platform of communication exchanges between governments and its citizens, provide information and initially have an influence on raising the basic awareness on the many problems of unsustainable use of public resources.

2. Methodology

The **research question** of the study can be formulated as follows: how can municipality raise the public awareness on sustainable urban mobility using social media?

To answer the research question in an elaborate way, the study should be based on the analysis of the real-life examples on how local governments deal with the public awareness through the usage of social media. For this matter, the case study as the main research type was chosen, as it allows us to gather the data in the most logically enhanced way and systematically investigate them to answer the research question.

For the case-study type the Vilnius municipality was chosen for a few reasons. Firstly, it is a capital city of Lithuania with the highest numbers of residents making it the most urbanized Lithuanian city. Secondly, Lithuania has a high rank of Sustainable development index – 0,293 with the 19 among other countries – making it a higher efficient than average country in implementing the Sustainable development goals (Sustainable Development Index, n.d.).

Therefore, Vilnius being the capital and the biggest city in Lithuania acts out as the primary urban area to implement the goals of sustainability, including sustainable urban mobility.

A mixed methods analysis, both qualitative and quantitative content analysis, of primary analysis object – social media was conducted. As such, during the period of the conducted research Vilnius municipality has 4 official social media pages, mentioned on the official web-page (Vilniaus miesto savivaldybė, n.d.):

- Facebook (<https://www.facebook.com/vilnius.lt>);
- Instagram (https://www.instagram.com/i_am_vilnius/);
- LinkedIn (<https://www.linkedin.com/company/vilnius-city-municipality/>);
- YouTube (<https://www.youtube.com/channel/UCRiA1g5YC2GK5ex3VFRx7nQ>).

For this research Facebook was chosen as a primary social media to analyse, since it is the most followed page of Vilnius municipality among other social media pages (69 thousand followers during the research period), provides a wider range to inform and engage citizens, and overall acts as a main platform on social networks (Facebook, n.d.). The analysed period was chosen of one quarter from September to December 2021.

The research design was divided in two respective parts based on the specific objects of social media research:

- 1.1. Content of the written texts of one post related to the urban mobility (i.e. mentioning of transport of any kind in the texts, public transport services, pedestrian activity, having photos or videos of roads or public transport) was conducted with mixed analysis:

- 1.1.1.1. Qualitative to comprehend the messages and information of a post and classify it to a specific category;
 - 1.1.1.2. Quantitative to count the numbers of the content categories.
 - 1.2. Public engagement of the content was analysed quantitatively based on the number of likes, reactions and comments, which one post received.

Analysis was conducted using Microsoft Excel, where research samples were filled with the following data:

- Posted Text;
- Date;
- Description;
- Content Category;
- Supported Content;
- Number of Likes;
- Number of Comments;
- Number of Shares;
- Link.

To categorize the texts of each posts the classification was borrowed from a research of M. Magnusson, P. Bellström, C. Thoren. They categories are the following ones (Magnusson, Bellström, Thoren, 2012):

- Request Information from Citizens – Ask citizens to provide their information and insides through surveys;
- Event promotion – Encouragement to the different events happening in the city;
- Promotion of Municipality – Promotion of the work of municipality;
- Promotion of Services – promotion of the services citizens can receive from municipality;
- Education – Enlighten citizens by sharing some factual information;
- Service Maintenance – Providing information on ongoing repairs or malfunctions.

After the research samples were collected, the tables then were merged to count the specific number of posts per category, engagement of the users to them and how additional content influenced their reactions.

3. Results and Discussion

Content analysis

To address the research question, the mixed methods content analysis of Vilnius municipality was conducted and for that matter divided into qualitative and quantitative analysis parts.

The qualitative analysis

The qualitative analysis of published posts on the Facebook page shows that the information in the written texts differed depending on the category it was mentioned. To enrich the published text for the more accessible and clear reader's understanding, the posts featured additional visual data – specifically, hashtags and emojis.

A significant emphasis in clearing out the understanding of sustainable mobility was put on public transportation services, as these services are directly linked to the local government competency and are being financed from the local budget. In these posts, the messages were related to the

accessibility of using the public transport, its' schedule on holiday days, the opening of new lines, availability of night buses, and services for specific users.

The hashtag “#JULU” (given by the name of a company that operates the public transport in Vilnius) and emojis of buses and trolleybuses were used to make the content more engaging for the users.

Additionally, some content was addressed to drivers and people owning private cars. Main messages within published posts were providing information on the use of public roads and infrastructure, such as opening a roundabout on specific streets, maintenance of road intersections and bridges, increase of traffic congestions, car parking availability. At the same time, a supportive message in the texts was explaining the importance of following the traffic laws, minding on the safety of themselves, pedestrians, and the surroundings. It can be hypothesized, that with these messages there was an intended to educate drivers on understanding the responsibility for private car use.

Other content consisted of public events promotion, such as city initiative on greening the streets “Žalioji Vilniaus Banga”, promotions of the public lectures on sustainable mobility for businesses and green mobility lectures.

Other content was intended to inform citizens on transportation service maintenance municipality's work for improving mobility in the city, and request citizens to complete a survey on the quality of public transport and the use of electric cars.

To some extent, the content categorizing was hardened since some of the texts had more than one message and in this case, the dominant messages were within the written text. Therefore, it is clear to presume that municipality intended to not only provide a piece of viable information on transportation in the city but also on educate citizens on making the service sustainable.

The quantitative analysis

The quantitative analysis provided an insight on how regularly the topic of sustainable urban mobility was brought up by the municipality in social media. Combined with the qualitative analysis of structuring the messages in a consistent category, it was discovered how the messages were prioritized based on their importance and number of mentioning (see Table 1).

Table 1

**The regularity of content on sustainable urban mobility of Vilnius municipality
Facebook profile with the usage of additional content and initial users' perception
during September–December 2021**

Content category	Number of categories mentioning	Number of likes	Number of comments	Number of shares
Education	2	178	130	11
Link	1	80	38	6
Photo	1	98	92	5
Event promotion	7	831	235	19
Photo	1	207	66	7

Poster	3	39	37	1
Video	3	585	132	11
Promotion of Municipality	4	831	97	27
Photo	4	831	97	27
Promotion of Services	7	1758	540	155
Photo	6	1736	530	152
Poster	1	22	10	3
Request Information from Citizens	3	620	98	51
Photo	2	593	91	48
Poster	1	27	7	3
Service Maintenance	2	87	66	7
Not given	1	39	27	4
Photo	1	48	39	3
Total	25	4305	1166	270

As to the regularity of posting content, Vilnius Municipality mostly used the profile to promote events related to urban mobility and inform on the public services available for the citizens on the usage of transportation services. These categories were posted the most regularly.

Then the content that contained information about the work and achievements of Vilnius Municipality, which was done in the field of mobility, was mentioned.

Out of all gather data samples, only 3 of them were requests from citizens to complete the survey. The least Vilnius Municipality used the profile to share information on service maintenance, which included the major breakdowns on public mobility and education.

Supportive content to the posts varied depending on the topic, as in most categories photos containing public transportation were used. Posters to support the visual messages were used less, while videos were linked to a single event. Through the research period only one posts contained no additional content, which can be linked to the urgency of informing users on traffic congestions during the public protest.

Public perception

As to public perception, primarily the quantitative attributes of visible likes, shares and comments were analysed to determine the engagement of users in social media (see Table 1).

For the Facebook users, the most engaging content contained information on the public transport services, specifically the information on renewed busses with new accessible features for people with disabilities, the opening of new bus routes and free use of public transportation for a specific passenger group.

The second most engaging topic was the promotion of the events and the work of the municipality. These categories although have the same total number of likes (831), they are visibly different in how users commented and shared the content. For the events, the ratio of comments to shares is much higher, while for the municipality's work content it is lower.

People were less engaged with the request to complete the surveys about the transport. Despite having published a few posts the overall sharing of the content still can be considered high.

Information about the maintenance of the road or public transport infrastructures, such as work repairs or some break-down was the least engaging for citizens. Despite having no additional content in this category, users still engaged in discussion, as if there was an additional image attached to the post.

The similar findings were obtained from the research of local government Facebook pages in Croatia, where citizens engagement level was low, as users tended to “like” the posts more often, than commenting or sharing them to others (Andrijaševićteorija, 2017). Alike tendency is observed in New Zealand, where users engaged more frequently with the Facebook posts of two local councils by “liking” and less commenting and sharing (Alam, Meenar, Barraza, Khalil, Knopp, 2022). In this regard, it can be argued that ‘meaningful’ engagement in social network e.g., Facebook, should not be observed only from the perspective of visible likes, since this type of reaction can be seen as an information acknowledgement of the recipients rather than an active participation in the discussion.

Suggestions

As for the future research in the field of the usage of social media for sustainable urban mobility promotion by the local governments, there should be made some suggestions.

1. The researched period for the data gathering from social media should cover at least a year of posting. The content, which is depended on the traffic levels and the usage of specific transportation can vary on different seasons and the weather conditions (Tao, Corcoran, Rowe, Hickman, 2018). As such, future research can reveal how social media content differs throughout different seasons of the year.
2. Having analysed two or more social media can potentially unveil the consistency of content messages, as well as show how users’ reaction varies in the discussion of topic of sustainable urban mobility.
3. A detailed and clear understanding of written texts in foreign language should be prioritized. Using the third party’s online translation may worsen the initial perception of the published social media texts and for that matter contacting the native speaker is suggested.

Conclusions

In this paper, the research was made to investigate how local governments can use social media to increase public awareness of sustainable urban mobility. Based on the Vilnius municipality case study, it was found out that local governments can use their social media accounts mostly for sharing informational messages on transportation services in the city. This can be achieved by promoting the public transport services, pedestrian walking, use of micro-mobility transport, encouragement to follow traffic laws, requesting vital information from citizens and inviting them to the urban mobility events. In addition, it was found out that within one posted content several messages can be included to educate citizens on the importance of minimizing the car-use and increasing awareness on how citizens can use transport sustainably. The social media user’s perception however may be subject to the messages and the quality of the posted content. In the end, the provided research may be useful for local government representatives in research-based policy development and communication strategies on sustainable urban mobility through social media.

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ROLE OF SUSTAINABLE TOURISM IN RESHAPING THE FUTURE OF THE INDIAN TOURISM INDUSTRY

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Abstract

The paper covers the significance of sustainable tourism and the way it has been supported in promoting the tourism activities of India. Further, the concept of sustainable tourism is vital as providing a positive experience to tourists through this is quite easy. In the long run, every nation is focusing on sustainability as this type of tourism has potential in terms of reaching and properly targeting tourists. The most vital part is that sustainable tourism focuses on social, environmental and economic issues and its management becomes quite easy. Strategically, sustainable tourism rebuilds the nation's wealth and brings a better future for the country. This research article has highlighted the key positive aspects of sustainable tourism and it is highlighted as the future of Indian tourism.

Keywords: sustainable tourism, economy, social, environmental, Indian tourism, nation's wealth

Introduction

Background to the research

In the global tourism sector, sustainable tourism has become one of the important topics which need emphasis and already have acquired support from experts (Jovicic, 2014). The concept of Sustainable tourism first appeared in the 1980s in the global tourism industry but the views regarding this concept and practice have evolved in recent years (Bramwell et al., 2017).

Sustainable tourism is connected with the growing issues of environmental, social, and cultural prospects. Tourism is one of the first sectors which has taken the initiative to be sustainable and hold the responsibility for the environmental, social, and cultural values of the host community. The World Tourism Organization (UNWTO) is the agency that has the mission of developing sustainable tourism which is defined as the practice of tourism that aims to be ecologically sustainable, having the responsibility of upholding cultural values and fulfilling social needs along with focusing on the needs of travellers (Budeanu et al., 2016). According to Pan et al. (2018), sustainable tourism is embedded with four dimensions that include culture, society, economy, and environment. In Figure 1, the dimensions of sustainable tourism along with its key elements are depicted. Due to the use of natural resources by the tourism sector, it creates impacts the environment, society, and culture adversely.



Figure 1. Four aspects of sustainable tourism

(Source: Pan et al., 2018)

As reported by the Ministry of Tourism, Government of India (2021), India ranked 128 in 2019 under Environment Sustainability, but the Ministry is guiding the tourism industry to promote sustainable use of natural resources so that this industry can reduce the adverse impact of tourism on society and environment. The Ministry of Tourism (2021) has also reported that India has a rich natural heritage that includes 70% of the Himalayas, a coastline of almost 7000 km, and it is also a nation where both cold and hot desert is present. With these immense rich natural resources, India has the great opportunity to develop its ecotourism and sustainability in all tourism dimensions that can attract more travellers to this country increasing the tourism demand.

Research aims and objectives

The primary aim of this study is to interpret the significance of sustainable tourism and how it enhanced the demand for tourism activities in India.

The major objectives of the present study are:

- to understand the significance of sustainable tourism and the benefits it provides to a nation.
- to recognize how sustainable tourism has been developed by the Indian tourism industry.
- to identify the impact of sustainable tourism on the Indian tourism industry.
- to identify the challenges in developing sustainable tourism in India and the ways to overcome these challenges.

Research questions

1. What are the significance and benefits of sustainable tourism in a nation?
2. How the Indian tourism industry has developed sustainable tourism in the country?
3. What is the potential impact of sustainable tourism on the Indian tourism industry?

4. What are the challenges to developing sustainable tourism in India and how to mitigate them effectively?

Significance of the research

In recent times, the tourism industry on a global scale has experienced growth due to the increased rate of travelling for leisure and business purposes (Lock, 2021). Sustainable tourism has gained importance in recent years to mitigate the environmental and socio-cultural issues caused by tourism activities. Travellers also tend to prefer sustainable tourism for its positive impact on the society and environment. Therefore, it is important to understand how this sustainable tourism practice contributes to the tourism demand in a country like India where many travellers visit each year.

Research Problem

The growth in the tourism industry has a positive impact on employment and economic development but environmental issues tended to rise due to the emission of greenhouse gases, and the gathering of numerous people at a place. Thus, the initiative toward sustainable tourism has been taken by the government of many nations in recent times. Travellers also seek to experience sustainability in tourism as they have become increasingly aware of social and environmental accountability (Lock, 2021). Therefore, the Indian tourism industry has taken initiative to develop sustainable tourism but it gives rise to barriers like extensive energy and water consumption, which are required to be addressed with proper strategies (Pan et al., 2018).

Scope of the research

This study is focused on the tourism industry in India and seeks to understand the tourism demand enhanced due to sustainable tourism. The Indian tourism sector will be covered in this study to explore the role of sustainable development in terms of economic, cultural, environmental, and social aspects which are impacted by tourism activities.

1. Conceptual Review

Concept of sustainable tourism

The 20th century has experienced rapid growth in the tourism industry and its contribution to the economic growth, providing jobs to 70 million individuals in the present era and generating \$ 1,000 billion in revenue (Bac, 2014). But the challenges that emerged due to the growth in tourism practices have increased the concern of the industry and the governmental bodies to mitigate the negative impact of the tourism activities on the nation. According to Bac (2014), the adverse impact the tourism industry posed on the environment and socio-culture in terms of increasing pollution, economic inflation, trailing traditions, and culture. To mitigate these challenges to tourism practices, mass tourism has tended to be substituted with a different and improved form of tourism known as *sustainable tourism* (Roblek. et al., 2021). The study of Amerta et al. (2018), explained the concept of sustainable tourism and stated that the entire world has shown concern for preserving the natural resources, traditional values, cultural heritage, and social values. The principles that are followed in sustainable tourism involve fostering the significant connection between tourism and the environment; encouraging all the stakeholders of the industry to collaborate in sustainable development; equipping the communities, local people, and tourists with valuable benefits;

harmonizing the relationship of native people with the natural resources; and maintaining the balance in the ecosystem (Amerta et al., 2018).

Sustainable tourism development in India

As shown in the study by Venugopalan & Kumar (2017), India has taken the initiative to develop sustainable tourism by following the principles which are designed by international bodies, and the Ministry of Tourism in India also implemented campaigns such as the *Atithi Devo Bhava* campaign, Incredible India campaigns and *Bharat Dharshan* campaign for the development of sustainable tourism. In India, Rajasthan is considered to be a major tourist destination that attracts travellers, and India has a significant potential to drive the revenue generation from the tourism industry as this country attracts many tourists from various countries in the world (Sharma, 2015). Making people aware of the rich natural and cultural heritage in the state of Rajasthan is a step taken by the nation through educational tourism so that sustainable development can be accomplished in the state with increased awareness of local people, and these initiatives tend to increase the attraction of domestic and international tourists towards the splendid places in Rajasthan (Sharma, 2015). The Ministry of Tourism also developed Sustainable Tourism Criteria for India (STCI) intending to develop sustainability in the environment, economy, and socio-culture in India (Bose & Chattopadhyay, 2020).

2. Research Methodology

Research Methodology

Research methodology encompasses all the methods, procedures, and techniques used to gather information and analyse them to conduct research (Melnikovas, 2018). It is a vital portion of research work that emphasize the reliability and validity of the study and its findings. The methodology entails research philosophy which describes the nature of the study, research approach, and strategies along with data collection and analysis method used for gathering information and deriving meanings from it so that a logical conclusion can be drawn. The research onion developed by Saunders depicts all the necessary steps that need to be taken in designing the entire research methodology. The layers in the research onion represent the stages in the methodology of a specific research (Saunders et al., 2019). The first layer shows the research philosophy then step-by-step it proceeds to the research approach, then research strategy, choice, time horizon, and then the innermost layer represents the techniques and procedures used in the study.

Research philosophy

Research philosophy delineates the core beliefs based on which the research has been designed and conducted. Every research work tends to base on a philosophy that contains some assumptions and encompasses the nature of the research. Thus, in research methodology, the philosophical approach is required to be explained in the first place so that the base of the research can be interpreted. There are mainly four philosophical approaches in research that include realism, positivism, interpretivism, and pragmatism (Žukauskas et al., 2018). The assumptions and beliefs of these research philosophies differ from one another. The realism philosophy contains a set of beliefs that states that the real world is not dependent on the way humans perceive the real world. Human

senses and perceptions about the real world can be deceptive or humans tend to believe the image of the world to be real. The positivism philosophy has a belief that factual information which means statistical data or facts is considered to be reliable and real. Positivist researchers focus on hypothesis testing and use statistical methods or tools for conducting research, On the other hand, interpretivism philosophy considers human feelings and emotions and is not based on only factual information. Interpretivist researchers focus on findings and in-depth information with meanings and factors (Alharahsheh & Pius, 2020). The pragmatism philosophy is based on the belief that truths do not need to be either subjective or objective, as they cannot be interpreted from a single viewpoint, thus; pragmatist researchers do not rely on fixed ideas. This study is based on pragmatism philosophy as both objective and subjective data have seemed to be appropriate for answering the research questions.

Research approach

The research approach delineates the plan and steps followed to conduct the study. The research approach can be categorised into the deductive approach, inductive approach, and abductive approach. The deductive approach is adopted with a hypothesis or the hypotheses formulated at the beginning of a study need to be tested which signifies that either they would be confirmed or rejected at the end of the study. The inductive approach is deployed when research objectives are to be achieved at the end of the study that does not contain any formulated hypothesis. The inductive approach helps expand the spectrum of knowledge in the study area (Woiceshyn & Daellenbach, 2018). Whereas, the abductive approach is adopted to reveal incomplete facts. In the present study, the **abductive approach** has been adopted to conduct the entire study by setting research objectives that would be achieved by collecting and analysing data. The abductive approach is selected for this study due to the flexibility to derive research findings without getting restricted by a structured hypothesis.

Research method

Research methods entail the processes or tools used for conducting research works including data collection and analysis. Research methods are mainly classified into quantitative, qualitative, and mixed methods. The quantitative research method is adopted when numerical data is required to be collected followed by analysing the data with statistical tools. The quantitative research method allows the researcher to collect objective data. Surveys and questionnaires, structured interviews, and experiments are the popular tools used for conducting quantitative research. On the other hand, qualitative research methods entail the gathering of non-mathematical data that contain in-depth meanings and explanations (Queirós et al., 2017). One of the popular tools for collecting qualitative data is an in-depth interview. This kind of research method is used to gather descriptive data that does not include statistics or numbers. The third category of research method is the mixed method and as the name implies this method mix both the qualitative and quantitative elements of research and proceeds towards achieving the research objectives with the combined approach. In the present study, the mixed research approach has been used for getting both qualitative and quantitative data which enables the study to be equipped with a comprehensive set of information. Thus, both qualitative and quantitative data have been gathered and analysed in this study to answer the research questions with efficiency.

Data Collection Method

Data collection is one of the major processes in research work which entails gathering relevant and reliable information for achieving the research objectives and addressing the research problem. The data collection process consists of two different kinds of methods for gathering information which include the secondary method and the primary method. The primary data collection method is conducted by collecting data directly from participants through surveys, interviews, focus groups, observation, and so on. On the other hand, the secondary data collection method is conducted by gathering information from existing scholarly works such as journal articles, books, research papers, reports, news articles, and so on. Secondary data in research allows the researcher to collect a large volume of information with in-depth meanings feasibly using access to the internet (Cheng & Phillips, 2014). In this present study, the **secondary data collection method** has been used to collect qualitative and quantitative data from existing literature. This study has gathered in-depth information from previous research on the present study area. This data collection method is feasible and the perquisites are less in number which allows the researcher to accomplish the study cost-effectively and within a less period. Some of the tools which have been used in the present study to collect secondary data are Google Scholar and ResearchGate.

Data analysis method

The data analysis process is conducted to transform the collected raw data into meaningful data which contains certain patterns and relations with the study area. This process is carried out after data collection and is another crucial process that drives the research work towards a logical conclusion. The data analysis method also entails two types namely primary data analysis and secondary data analysis. In this study, **secondary data analysis** has been conducted as information from previous works of scholars has been gathered. This secondary data analysis process is appropriate for this study to find meaningful insights into the collected secondary data. The **thematic analysis** technique has been used to develop themes so that the secondary data can be analysed with proper patterns and themes. This technique helps develop patterns from the developed themes for data analysis (Vaismoradi et al., 2016).

Ethical consideration

The research significantly involves ethical considerations to uphold the research values, integrity, and principles that make the work reliable. In this study, only secondary data has been used to achieve the objectives, but in the entire process, ethics has been maintained in terms of taking approval from the authorities for the present study, taking consent of the research participants for their involvement and proper information about the research has been provided to maintain transparency and integrity. The information collected by other authors has been used in this present study and it is ensured that acknowledging the data sources has been done by providing proper in-text citations and references in the form of a list at the end of the study. Sensitive personal data has not been used in this study and any kind of harm has not been made to any individual while conducting the research. Data has been protected and secured from being misused during the research work. The GDPR guidelines have been followed while dealing with secondary data. The researcher also ensured that there are no copyright issues in the data sources and also the participants of the original research had not been de-anonymised. The present study has maintained integrity and followed proper ethics and rules for conducting the entire work.

3. Data Analysis and Findings

In the present study, secondary data has been collected from existing scholarly works like journal articles. Followed by the data collection, the data analysis process is conducted to derive meanings and patterns from the raw data. In this study, secondary data analysis has been conducted with the use of the thematic analysis method to analyse the collected data. In the following sections, the themes are developed and consequently, the data analysis process has been conducted.

Theme 1:

Sustainable Tourism and its worldwide importance

The term 'Sustainable Tourism' was derived during the 1980s when tourism researchers focused on sustainability and connected it with real-world tourism practices all over the world (Buckley, 2012). However, the tourism industry is highly responsible for economic growth in a nation as well as the migration of people, this industry is also accountable for air and water pollution. The rate of travelling due to personal desire or business factors continued to rise, and some tourist places encountered climate change. Tourism activities lead to pollution due to carbon and harmful gases emission from travelling, increased energy and water consumption as well as the release of wastes into water and land (Buckley, 2012). Thus, sustainability in tourism has been initiated to ensure corporate social responsibility, upholding environmental policies, and taking proper measures towards management to reduce the adverse impact of tourism on society, culture, and the environment. In the last decade, Scott (2011), argued that the tourism sector has made less effort for sustainable tourism as the growth has not been improved much in 15 years and the tourism sector must address the issues related to climate change in tourist destinations. On the other hand, Angelevska-Najdeska & Rakicevik (2012) stated that sustainable development in tourism can be entailed if the sector put equal efforts and importance into all four aspects namely cultural, social, economic, and environmental. The principles of sustainability in tourism include cultural development through strengthening the cultural values of the host community, social development by strengthening traditional values, environmental development by maintaining and preserving natural resources, biodiversity, and ecosystem, and economic development which is contributed through employment opportunities and other possibilities of income from tourists, providing economic benefits to the tourist places (Angelevska-Najdeska & Rakicevik, 2012). There has been a long debate on the concept and development of sustainable tourism mainly on the prerequisite to taking transformational approaches so that the barriers to development can be mitigated in the context of climate change (Aall, 2014).

Theme 2:

Advantages of sustainable tourism for a nation

Sustainable Tourism encompasses *economic, environmental, cultural, and social* aspects and aims at maintaining balance among these four aspects along with ensuring the satisfaction of tourists and promoting practices of sustainable tourism with the involvement of all the stakeholders of the industry. Sustainable tourism practices provide benefits to all four aspects. Sustainability in the environment is developed by sustainable tourism by reducing the exploitation of natural resources which helps in maintaining ecological balance. Sustainable tourism is also accountable for reducing

environmental issues mainly pollution and global warming that are caused by deforestation and carbon emission. Moreover, these tourism practices make all the stakeholders in the industry aware of the need for sustainability to reduce the adverse impact of tourism on the environment. As stated by Mitra (2021), sustainable tourism provides a great opportunity for India to enhance its economic growth in the country by increasing the employment rate in rural areas as well which preserves natural resources and attracts tourists. The local people in India have got the opportunity to get employed and improve their lifestyle through the promotion of local activities of sustainable tourism. Another important privilege of sustainable tourism is the positive impact on social and cultural aspects as this tourism can be practised without violating the socio-cultural values of a nation. As per Nunthasiriphon (2015), sustainable tourism is connected with the environment, socio-culture, and an economy which benefits community-based tourism with the opportunity of promoting awareness of people regarding the preservation of environment and culture as well as increase the income rate of people. *Eco-tourism* which is an integral part of sustainable tourism act as an enticement for the environment and socio-culture conservation.

According to Acquah et al. (2017), ecotourism has a positive impact on the socio-cultural values of a country as community services and involvement gets developed, as well as traditions and identity of the region and culture get strengthened. Sustainable tourism is beneficial for a stronger culture and tradition. According to Perkumienė et al. (2020), the concept of sustainable tourism is embedded with green activities which have the prerequisite of involving green logistics that ensures the tourist flow is managed effectively at the tourist destinations, the levels of noise are reduced along with the traffic flow. These green activities conducted by sustainable tourism benefit the environment by reducing the negative impact of tourism on the ecosystem. Tourism activities in a country are highly responsible for driving economic growth through the enhancement of employment rate and also revenue generation by the government as well as increased foreign exchange (Manzoor et al., 2019).

Theme 3:

Sustainable Tourism in the Indian Scenario and its impact on the Indian tourism industry

As stated by PK (2008), tourism sectors are highly responsible for economic growth in a nation, and especially it provides the opportunity to develop countries like India to get immense economic benefits with the distinct features that mainly promote tourism in India. India has a rich cultural heritage and natural resources that make this country appealing to tourists due to the presence of numerous historical places and one of the seven wonders of the world Taj Mahal, as well as a hill station, forests, deserts, water bodies, and coastal areas. The distinct geographical features of India with a land of prosperity make this country stand out from other nations in the world. One of the most appealing tourist destinations in India is extraordinarily splendid Kerala. The study of PK (2008), focused on sustainable tourism development in Kerala. The Indian traditional culture to preserve nature, especially in rural and tribal areas promote sustainable tourism in India. The religious places, rivers, mountains, and monuments are preserved in this nation as per the moral rules of maintaining the sacredness of these holy places in India. The natural preservation in tourist places in India attracts travellers from different parts of the world. The report of the World Bank has stated that the demand for Indian tourism has increased as the transport system improved as

well as people's lifestyle and disposable earnings, and the also the visit of international tourists to India has enhanced by 33% from 2010 to 2016 (Bose & Chattopadhyay, 2020). The tourism industry in India has a contribution of almost 7.6% of total GDP and 9.9% of total employment in the nation, along with that this nation has got the opportunity to develop sustainable tourism and the Government has taken initiative in 2014 by introducing STCI that stands for Sustainable Tourism Criteria for India (Bose & Chattopadhyay, 2020). In Figure 2., it is depicted that the visit of tourists from foreign countries and residents of other countries to India has increased from 2015 to 2019.

The mass tourism practised in India has shown drawbacks in terms of environmental impacts and barriers to sustainability (Mitra, 2021). According to Thottekat (2021), sustainable tourism has become the major initiative of the Indian tourism industry for socio-economic development and environmental sustainability. Thus, India has the prerequisite to develop sustainable tourism to a greater extent shortly.

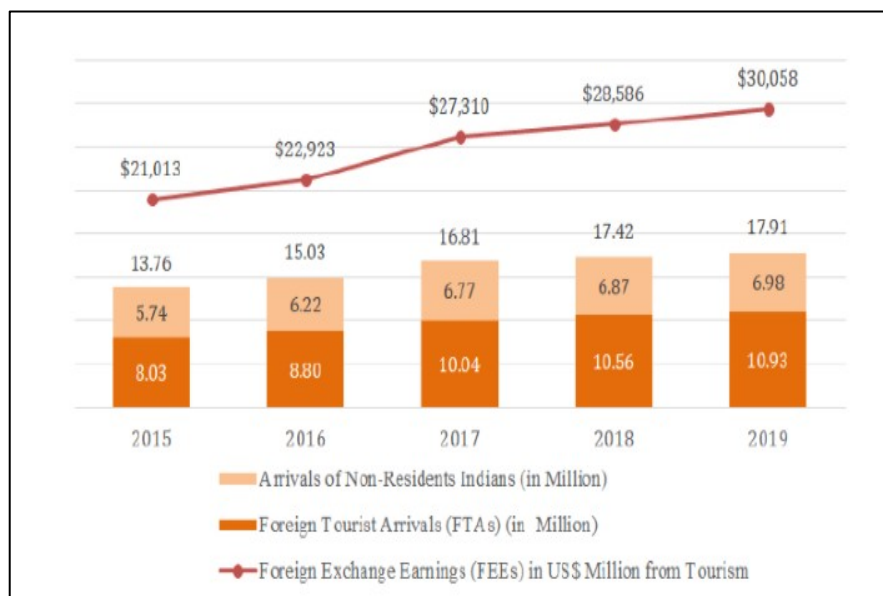


Figure 2. Facts about the Indian Tourism Industry

(Source: Mitra, 2021)

Furthermore, it is notable that sustainable tourism has the potential of satisfying tourists. The study of Jasrotia et al. (2021), has considered eight states in India and found that there is a positive connection of the aspects of sustainable tourism like environmental, institutional, social and cultural aspects with the satisfaction rate of travellers who visits the tourist destinations. According to Joseph et al. (2020), the negative impact of mass tourism in India can be mitigated with sustainable tourism, and the initiative of the government officials also has a positive influence on the stages of planning and making policies for sustainable development.

Theme 4:

Sustainable tourism amid the Covid-19 pandemic

The emergence of the Covid-19 pandemic has adverse impact on the economic, social, and lifestyle of people, and mainly it restricted the mobility of people resulting in a remarkable pause in the tourism industry. However, the tourism industry from a global perspective has been potential to deal with crises and epidemics that occurred before the Covid-19 pandemic (Ioannides & Gyimóthy, 2020). As stated by Orîndaru et al. (2021), the Covid-19 pandemic has severely affected the travel and tourism industry worldwide, and to be more specific the visits of foreign tourists have declined by 98% from 2019 to 2020, even local tourists also decreased and their spendings declined by 45%. The study of Ioannides & Gyimóthy (2020), revealed that the crisis caused by the pandemic also provides an opportunity for the tourism sector to rethink the future of the industry in a more sustainable way which can increase the positive impact on the environment, economy, society, and culture. The findings of Orîndaru et al. (2021) also aligned with this notion that the pandemic has paved the way towards sustainable tourism for the recovery from the crisis as customer behaviour changed amid the pandemic and they tend to get attracted to the sustainable and safe tourist destinations. It is also stated by Volkmann et al. (2021), that tourists tend to select the destinations based on hygiene factors, fewer crowds, and ecotourism. The Governmental bodies have also taken the initiative to design sustainable recovery strategies for the tourism industry to create a sustainable framework for the transformation in the post-pandemic era.

Theme 5:

Challenges in developing sustainable tourism in India

The recent outbreak of Covid-19 has had a severe impact on the economy and prosperity of India as the number of international tourists declined and restrictions in the hospitality industry posed challenges for travel and tourism. In Figure 3., the rate of international tourist arrivals has been compared between 2019 when the pandemic did not arrive and 2020 after the emergence of the Covid-19 pandemic, and it is depicted that the rate has been severely declined (León-Gómez et al., 2021).

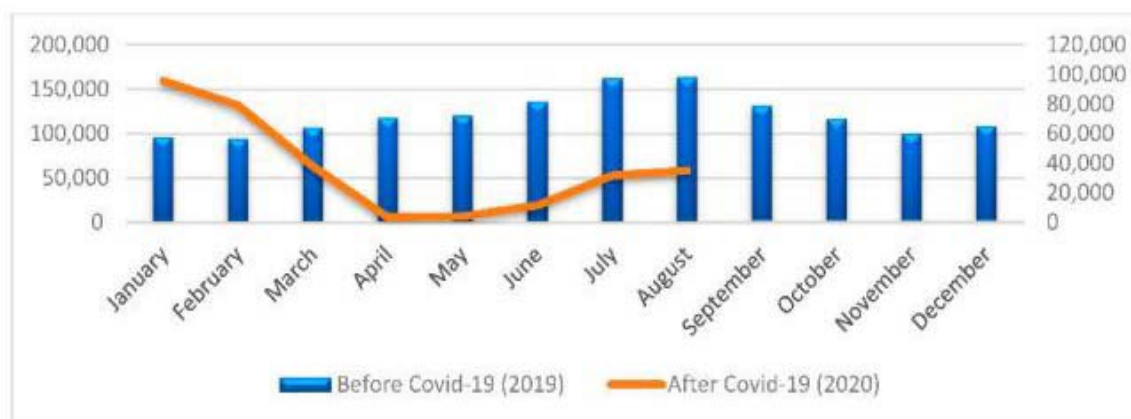


Figure 3. The decline in international tourism after the Covid-19 outbreak

(Source: León-Gómez et al., 2021)

In India, the promotion of sustainable tourism has faced several barriers that include the difficulty in transforming mass tourism into sustainable tourism practice as people restrict to change unless they become aware of the cause and the need entirely. Moreover, the Ministry of Tourism is required to make an immense investment for carrying out the activities of STCI practices and develop sustainable or green products which are eco-friendly, and thus India being a developing country faces the barrier to making a huge investment in sustainable tourism (Mitra, 2021). The study of Bose & Chattopadhyay (2020) also showed that India faces challenges in developing tourism practices in such a way that harmony with the cultural environment can be maintained, as per the responses of the Indians. Moreover, India faces some other barriers to the development of sustainable tourism such as a lack of trained and skilled tourist guides, a lack of awareness among people regarding the need for sustainability and how to achieve it, and a lack of proper infrastructure and marketing techniques as well (Mishra, 2021). The problem of funding for the sustainable management of tourism practices has been identified in developing countries like India (Yadav et al., 2018). The communities also fall short of motivation and participation in sustainable development. Sustainable tourism management (STM) is beneficial for the tourism industry in India these kinds of issues obstruct the path of development, and thus, proper measures and planning are required to improve STM in India.

Discussion

The secondary data analysis conducted in this study has helped to achieve the research objectives and drive the study towards a relevant conclusion. Theme 1 has discussed the worldwide significance of sustainable tourism and it is found that the concept of sustainable tourism has been devised to mitigate the negative impact of tourism on the environment such as pollution, and exploitation of natural resources, and on socio-culture such as degrading the traditional and cultural values. Sustainable tourism helps in strengthening the cultural and social values of the host community and protecting the environment by reducing harmful gas emissions and product usage along with preserving the natural heritage of the nation. These findings successfully achieve objective 1 of the present study. In Theme 2, it is found that sustainable tourism is beneficial for a nation like India to drive economic growth with an increased employment rate and revenue generation of the nation, and also to preserve the natural beauty and resources along with the rich heritage of India. Furthermore, sustainable tourism strengthens the identity of culture and regions which promote socio-cultural development. These findings also helped to achieve objective 1 in terms of identifying the benefits of sustainable tourism for developing countries. Theme 3 has delineated sustainable tourism in India and it is found that India has a rich heritage and natural resources like hills, deserts, water bodies, and coastlines which appeals to the tourists and increases demand for Indian tourism. Sustainable tourism is practised in India as per the initiative of the Ministry of Tourism in India by introducing Sustainable Tourism Criteria for India (STCI). The sustainable tourism practices in different states in India have led to tourist satisfaction and also impacted the environment, economy, and socio-culture positively by substituting mass tourism. The findings of this theme achieved objective 3 by expressing the development of sustainable tourism in India and the impact on various aspects. In theme 4, the impact of the Covid-19 pandemic on the development of sustainable tourism has been found which revealed that the pandemic has posed both challenges and opportunities for sustainable tourism development. The pandemic has reduced the rate of foreign tourist arrival in 2020 which negatively impacted the economy of the

country, but the increased awareness of people to select a destination based on sustainability. The pandemic has provided the opportunity to redesign tourism strategies focusing on sustainability. In addition, theme 5 discussed the challenges of developing sustainable tourism in India that including lack of knowledge and awareness among local people, and lack of proper planning, infrastructure, and resources. Thus, proper strategy and collaboration among private and public organizations are required. These findings achieved objective 5 successfully in understanding the challenges in developing sustainable tourism.

Conclusion and Recommendation

Conclusion

From the entire discussion, it can be concluded that sustainable tourism is highly beneficial for developing countries like India as it is required to replace mass tourism in India with more sustainable practices that can reduce the issues of tourism like pollution, increased energy and water consumption, losing cultural values and changing climate. The principles of sustainable tourism are maintained in India as per the initiative of the Ministry of Tourism. It is interpreted that the Indian government and the Ministry of Tourism have taken measures to promote sustainable tourism in India by implementing SCTI and major campaigns; thus, the nation has the opportunity to develop the tourism practices in such a way that the natural resources and cultural heritage can be preserved to attract more tourists as well as upholding the values of the culture, tradition and also maintain the ecosystem for the betterment of the people residing in India. However, developing sustainable tourism cannot be easily accomplished as the country does not have adequate resources to build sustainable tourism management, infrastructure, and facilities and it is also difficult to educate native people about the need for sustainability in the environment, economy, and socio-culture. Therefore, all the stakeholders including the tourism industry, tour operators, guides, local people, communities, tourists, and private sectors collaborate and initiate planning and programmes to proceed step-by-step and give importance to all the aspects of sustainable tourism.

Recommendations

Sustainable tourism has undoubtedly helped the tourism industry in India to improve the positive relation of tourism with the socio-culture, environment, and economy. Sustainable tourism is also accountable for satisfying the tourists. However, it is unrealistic to achieve total sustainability as issues will prevail in the tourism industry, but possible solutions can also be generated to improve the development of sustainable tourism and mitigate the challenges faced by the developing country India. It can be recommended to focus on educating the local people regarding the need for sustainability and its importance. Though, this cannot be achieved rapidly but will take time to make people aware of the need to preserve the environment and socio-culture.

Travellers should also be made aware of making responsible choices for their journey toward a tourist destination. Moreover, the intervention of the Government is extremely important and it has been seen that the Ministry of Tourism in India takes initiatives and designs campaigns for promoting sustainable tourism. The private sectors and government sectors in India should work in collaboration to overcome the challenges such as lack of skills, resources, infrastructure, and planning. The participation of local communities is mandatory as they are major stakeholders who

can improve the sustainability of the environment, society, and culture. It is not feasible to make behavioural changes in local people as well as travellers; thus, proper strategies are required to make the governmental bodies, private sectors, tourism industry, communities, and tourists collaborate and cooperate in this process of mitigating the adverse impact of tourism on environment and socio-culture. Tour operators have a vital role in this context, and therefore they should take the initiative to make their clients aware of the regulations and policies of sustainable tourism. In this way, it is possible to make the tourism practices more sustainable in India and make the country more appealing to international and national tourists.

Research Limitations

The present study has followed every step of conducting the research with the use of suitable methods and available tools. However, some limitations exist in this study caused due to lack of resources and some challenges. The present study has used secondary data which provided ample information regarding the research questions but the data is not unique and entirely specific to the present research. Moreover, the access to any scholarly articles is restricted and could only be accessed with the permission of the institution. Some data sources are subscription-based and have restricted access. This factor and also the limited financial resources caused challenges in obtaining desired secondary data.

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PIEGĀDES ĶĒŽU VADĪBAS ATBILSTĪBAS KRITĒRIJI LOĢISTIKĀ. LITERATŪRAS APSKATS

ASSESSMENT CRITERIA FOR SUPPLY CHAIN MANAGEMENT IN LOGISTICS. LITERATURE REVIEW

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Abstract

At the current stage of economic development attention to the supply chain service management is increasingly paid by both practitioners and academics. At the same time measurement of service performance in supply chains still remains less explored. Most of logistics service firms realize that, in order to evolve an efficient and effective supply chain, its management needs to be assessed in terms of performance for clients and customers.

A literature review was conducted on performance measurement issues of supply chains. This paper develops a particular literature review of supply chain service performance measurement.

Based on the strategic, tactical and operational level performance in a supply chain, measures and metrics are discussed. The emphasis is on performance measures dealing with supply chain processes such as demand management, customer relationship management, supplier relationship management, capacity and resource management, service performance, information and technology management and supply service chain finance.

The developed literature review of supply chain performance measurement is particularly based on the author's experience as well.

The results of this study should be useful for both practitioners in supply chain service and researchers carrying out further studies in the field.

Keywords: logistics, management, performance measurement, supply chain

Atslēgas vārdi: loģistika, piegādes ķēde, vadība, veikspējas mērījumi

Ievads

Gan lokālā, gan arī starptautiskā biznesa vidē piegādes ķēžu (PK) vadības kvalitāte un atbilstība kļuvusi par konkurētspējas noteicošo faktoru visiem uzņēmumiem, kas veic saimniecisko darbību.

20. gadsimta otrajā pusē uzņēmēji sāka analizēt katru piegādes ķēdes aspektu – sākot no izejvielu iepirkuma ražošanai līdz gatavās produkcijas piegādēm dīleriem, vairumtirgotājiem un mazumtirgotājiem, ar mērķi ražot vairāk, samazināt izmaksas, pārdot vairāk un palielināt peļņu.

Radās nepieciešamība radikāli mainīt loģistikas procesu filozofiju, apvienojot tos visus un veidojot sarežģītas loģistikas ķēdes ar centralizētu vadību un nošķirtu atbildību par katru posmu.

Ražošanas un piegādes ķēdes sastāv no piegādātājiem, noliktavām, ražotnēm, distribūcijas centriem un pārdošanas vienībām, starp kurām, pārvietojot izejmateriālus, nepabeigtos ražojumus un iepakojumu, preces tiek saražotas un izplatītas patērētājiem. No šī procesa globāli atkarīgs jebkurš uzņēmums – sākot ar enerģētikas vai IT gigantu un beidzot ar advokāta biroju vai individuālo uzņēmumu.

Loģistikas procesi ir unikāli tieši ar to, ka tiek pielietoti praktiski visās uzņēmējdarbības formās un visās uzņēmējdarbības nozarēs, līdz ar to piegādes ķēdēm jābūt pietiekami elastīgām, lai vienus un tos pašus resursus piemērotu dažādu preču un pakalpojumu nodrošināšanā. Tieši šī īpašība nepieciešama uzņēmumiem, lai ātri piemērotos mainīgajām tirgus prasībām, saglabājot rentabilitāti un uzturot konkurētspēju.

No cita skatu punkta veroties, – konstatējams fakts, ka Latvijā loģistika un piegādes ķēdes netiek apskatītas kā atsevišķa uzņēmējdarbības nozare, bet statistikas datus iekļautas kopējās sadaļās – kā ražošana, lauksaimniecība un mežsaimniecība, vaitumtirdzniecība un mazumtirdzniecība, valsts pārvalde, izglītība u.tml. Iespējams tikai aptuveni nojaust loģistikas pienesumu tautsaimniecībai, attiecinot statistikas datus pa nozarēm uz IKP. Tā 2016. gadā IKP Latvijā sasniedza 24 926 688 tūkstošus EUR faktiskajās cenās (Centrālā statistikas pārvalde, 2017, 47.–48. lpp.). 2015. gadā šis rādītājs bija 24 384 454 tūkstoši EUR, no kuriem transports un uzglabāšana veidoja 2 042 287 tūkstošus EUR jeb 8,2%. (turpat) Pieņemot, ka nozares daļa kopproduktā saglabājusies, varam secināt, ka 2016. gadā transports un uzglabāšana sasniegs 2 043 988 tūkstošus EUR faktiskajās cenās. Pēc esošās uzskaites sistēmas nav iespējams secināt reālo loģistikas un piegādes ķēžu darbības pienesumu tautsaimniecībai, jo nekur netiek apskatītas tādas PĶ un loģistikas sastāvdaļas kā kraušanas pakalpojumi, iepirkumu loģistika, informācijas un finanšu plūsmu apkalpošana.

Bijušais Lielbritānijas premjers V. Čērčils teicis: “Pesimists saredz šķēršļus jebkurā iespējā, optimists redz iespēju šķēršļu pārvarēšanā” (*A pessimist sees a difficulty in every opportunity and an optimist sees an opportunity in every difficulty*). Trūkumi PĶ organizācijā Latvijas ekonomikā un Eiropā kopumā uztverami kā iespēja transformēt mazāk optimālus un neelastīgus procesus un izveidot pastāvīgus, optimālus un straujus piegādes kanālus. Īpaši šeit jāpiemin tranzīta kravu piegāde uz austrumiem, kur konkurēt varam tikai ar kvalitāti, jo cenu dempings no Krievijas Federācijas puses neļauj to darīt, konkurējot ar pakalpojuma cenu.

1. Piegādes ķēdes definīcijas dažādos literatūras avotos

Zinātniskajos rakstos terminu “Piegādes ķēžu vadība” sāka lietot pagājušā gadsimta piecdesmitajos gados vienlaikus ar ražošanas–piegādes sistēmu izpēti uzsākšanu (Forester, 1958, p. 44). Konceptuāli līdzīgs ražošanas–piegādes procesu risinājums tika pielietots jau 18. gadsimta beigās Skotijas tērauda rūpniecības procesu veidošanā, kā arī Henrija Forda radīto automašīnu ražošanas konveijerā, kura būtība un novitāte balstījās tieši uz piegādes ķēdes ekspluatācijas pienesumu, revolucionāri pārplānojot auto ražošanas procesu.

Sabiedrības sapratne par piegādes ķēdēm un to ietekmi uz uzņēmējdarbību ir polarizējusies divās galējībās. No vienas puses, ir konstatējami nozares speciālisti un uzņēmēji, kas spēj novērtēt efektīvas loģistikas (kā piegādes ķēdes sastāvdaļas) ietekmi uz biznesa rezultātiem. Starppozaru un

uzņēmumu sadarbības organizēšana piegādes ķēdes ietvaros dod būtisku izmaksu ietaupījumu, paveiktā darba apjomu un peļņas rādītāju pieaugumu. No otras puses, sabiedrības daļai, kam nav skaidrs termins "Piegādes ķēde", nav izprotama tās būtība un vadīšanas nepieciešamība, kas visus loģistikas procesus saista tikai ar transporta operācijām.

Lai saprastu piegādes ķēdes uzbūves modeli, nepieciešams atpazīt principus, kas nosaka piegādes ķēžu galvenās teorētiskās uzbūves sastāvdaļas. No fundamentālo teoriju viedokļa varam runāt, ka visu procesu pamatā ir vadības teorija, transakciju izmaksu un aprēķinu teorija un uzņēmumu sadarbības vadības teorija (Croom, 2000, p. 67). Šie ir trīs galvenie pīlāri, uz kuriem jābalsta piegādes ķēdes izveidošana, tādā veidā nepieciešamā apjomā pievēršot pietiekamu uzmanību galvenajiem procesiem piegādes ķēdēs. Pamatideja šādam dalījumam ir akcentēta ar mērķi pievērst uzmanību visiem procesiem un nepieļaut koncentrēšanos uz kaut ko atsevišķu –, piemēram, tikai uz izmaksu samazināšanu. Pēc autora novērojumiem šāda kļūdaina pieeja noved pie visas ķēdes degradācijas un pastāvēšanas beigām.

Pie apakšnozares teorētiskajām pamatnostādnēm var minēt vairākas zinātņu disciplīnas, kas piedalās piegādes ķēdes teorētisko procesu veidošanā. Tās ir: sistēmiska domāšana, informācijas teorija, ražošanas attīstības teorija, ražošanas ekonomika, ražošanas plānošana, matemātiskās analīzes (spēļu) teorija, sabiedrības attīstības teorija, psiholoģija.

Ar pārējām uzņēmējdarbības formām piegādes ķēdes vadību saista stratēģiskās vadības teorija un mārketinga nozare (Venus, 2014, p. 21).

Loģistika un piegādes ķēdes vadība ir samērā jaunas zinātnes ekonomikas jomā, līdz ar to zinātnieku radītās definīcijas ne vienmēr atspoguļo vienotu viedokli par procesiem. Šāda situācija liecina, ka šajā jomā vēl daudz kas jānoskaidro un jādefinē, līdz ar to paveras plašs lauks turpmākajai izpētei. Kā piemērs apkopotas vairākas loģistikas un piegādes ķēdes definīcijas (autora tulkojums):

- Loģistika ir produktu un pakalpojumu pārvietošanas vadība, kas ietver sevī uzglabāšanu, noliktavu procesus un transportēšanu pa gaisu, pa ūdeni un pa zemi (Coyule, 2009, p. 34).
- Piegādes ķēde tiek definēta kā organizāciju tīkls, kas saistīts ar augšupejošiem un lejupejošiem savienojumiem dažādos procesos un aktivitātēs, kas rezultātā rada vērtības (produktus un pakalpojumus) gala patērētājiem (Christopher, 1998, p. 15).
- Piegādes ķēde ir tradicionālo biznesa funkciju un konkrēto kompāniju iekšējo uzņēmējdarbības funkciju sistēmiska saskaņošana piegādes ķēdes ietvaros ar mērķi uzlabot gan atsevišķu uzņēmumu sniegumu, gan rezultātus piegādes ķēdē kopumā (Mentzer, 2004, p. 18).
- Ir divas pamatdarbības, lai celtu piegādes ķēdes konkurētspēju. Pirmā ir iesaistīto organizāciju tuvāka integrācija un otrā – materiālu, informācijas un finanšu plūsmu uzlabota vadība (Christopher, 2011, p. 112).
- Piegādes ķēdes vadība ir "Attiecību vadība ar un starp tīklā iekļautām neatkarīgām organizācijām un uzņēmējdarbības vienībām, sastāvošām no materiālu piegādātājiem, iepirkuma, rūpīcām, loģistikas, mārketinga un citām saistītām sistēmām, kas atvieglo materiālu, pakalpojumu, finanšu un informācijas kustību turp un atpakaļ sistēmas ietvaros no primārā ražotāja līdz gala patērētājam, radot ieguvumus un pievienoto vērtību, ceļot rentabilitāti uz efektivitātes pieauguma rēķinu un nodrošinot klienta apmierinātību" (Stock & Boyer, 2009, p. 698).

Visās definīcijās tiek apskatīti tādi procesi kā veicamās aktivitātes, iegūtie labumi – kā procesa mērķis, procesa sastāvdaļas, uzņēmējdarbību veicošie subjekti un sadarbība kā galvenais noteicošais

faktors veiksmīgai piegādes ķēdes vadībai. Līdz ar to iespējams sintezēt jaunu piegādes ķēdes definīciju atbilstoši identificētajiem procesa pamatelementiem.

2. Piegādes ķēdes vērtēšanas kritēriji

Lai spētu sekmīgi vērtēt dažādu piegādes ķēžu atbilstību un piemērotību, nepieciešams definēt faktorus, pēc kuriem sekmīgi iespējams veikt novērtēšanas procesu. Būtiski svarīgi, lai novērtēšanas faktori būtu unificēti un piemēroti dažāda veida loģistikas sistēmu un piegādes ķēžu novērtēšanai. Ideālā variantā nepieciešams identificēt pietiekamu daudzumu kritēriju tā, lai tie visi būtu pieejami visu veidu loģistikas ķēdēs un tādā veidā veidotu stabilu un izmērāmu vērtēšanas sistēmu.

Kā papildu nosacījums jāievēro vērtēšanas kritēriju daudzums – tam jābūt pietiekamam, lai saprastu sistēmas atbilstību, tajā pat laikā kritēriju nedrīkst būt pārāk daudz, lai pārlietu nesarežģītu piegādes ķēžu un sistēmu novērtēšanu, lai vērtējums būtu skaidrs, saprotams un vienkārši veicams.

Pieejamajā literatūrā tiek apskatīti piegādes ķēdi raksturojošie kritēriji, lai būtu iespējams izvēlēties atbilstošākos pietiekamā apjomā.

Viens no galvenajiem raksturojošiem lielumiem piegādes ķēdes novērtēšanā ir piegādes ķēdes veikspēja. Dati par piegādes ķēdes veikspēju loģistikas vidē tika analizēti no pagājušā gadsimta deviņdesmitajiem gadiem. Pirmie mērījumi tika saistīti ar plūsmu finanšu un nefinanšu datu apstrādi. Citi avoti atspoguļo materiālo un nemateriālo ieguvumu mērījumus. Visbeidzot piegādes ķēdes veikspējas mērījumos tika integrēti arī tādi jēdzieni kā biznesa vides attīstība un piemērošanās dinamiskai nozaru uzstādījumu izmaiņām (Beamon, 2008, p. 16)

Finanšu datu analīze loģistikas ķēdēs tiek skaidrota kā finanšu ietilpības analīze – finanšu resursu nepieciešamība, pirmkārt, loģistikas ķēdes organizēšanai un, otrkārt, procesu uzturēšanai. Praksē ir novērots, ka loģistikas ķēdes darbības sākumposms ir finansiāli ietilpīgs – prasa papildu resursu piesaisti par spīti tam, ka procesi jau iepriekš izstrādāti un aprobēti uz citām loģistikas ķēdēm. Tas izskaidrojams ar to, ka praksē grūti sastapt identiskas loģistikas ķēdes un katrā no tajā esošajiem procesiem nepieciešams veikt izmaiņas.

Finanšu ieguldījumi organizēšanas posmā saistīti ar personāla apmācību, IT vides pielāgošanu, jaunu dokumentu izstrādi katram klientam individuāli. Var rasties nepieciešamība piemērot instrumentus, mašīnas un noliktavu vidi jaunām kravu plūsmām – tas būtiski palielina pirmā posma finanšu ieguldījumus.

Izstrādājot piegādes ķēžu novērtējuma metodes, tika secināts, ka galvenā uzmanība jāpievērš sekojošām problēmām:

- klientu segmentācija – sadalīt klientus skaidri noteiktās grupās, balstoties uz to vajadzībām;
- plānošanas vadība – plānot piegādes ķēdi stingri atbilstoši sniedzamā pakalpojuma veikšanas īpatnībām;
- prognozēšanas atbilstība – saskaņot piedāvājumu ar tirgus vides pieprasījumu maksimāli garākam periodam;
- veidot pakalpojuma piedāvājumu pēc iespējas vairāk piemērotu klienta pieprasītajam darbību un procesu modelim;
- vadīt piegādes ķēdi no stratēģiskā skatu puncta, saredzot un saskaņojot darbības lielā mērogā;

- attīstīt kompleksu tehnoloģiju pielietošanas stratēģiju, kas spētu nodrošināt visaptverošu kravu informācijas un pakalpojumu plūsmu piegādes ķēdē;
- mērot piegādes ķēdes veikspēju, panākt visa kanāla caurskatāmību ar mērķi efektīvi sasniegt gala patērētāju un efektīvi strādāt katrā posmā un visā piegādes ķēdē (Gunasekarn, 2008).

Pētot jaunākos literatūras avotus, jāsaskaras ar problēmas interpretācijām, analizējot reversās piegādes ķēdes (Verveji u.c., 2016). Lai sekmīgi vadītu reversās piegādes ķēdes, ir nepieciešams:

- stratēģisks mērķis, lai izvairītos no atgriešanas;
- precīza izpratne par izmaksu saistību ar veikspēju;
- stratēģiska sadarbība starp ķēdes posmiem un izpildītājiem;
- perfekta izpratne par ķēdes vadību;
- spēja nopelnīt arī uz atpakaļplūsmu;
- izpratne par produkta vērtību un dzīves ciklu;
- procesu atkārtojamība;
- efektīva piegādes ceļu izmantošana un uzturēšana;
- izsekojamība visā plūsmu garumā uz visām pusēm.

Citi autori veic piegādes ķēžu veikspējas novērtējumu faktoru uzskaiti, dalot tos vairākās lielās grupās atbilstoši skatupunktam, no kura veikspēja tiek vērtēta (Butzer u.c., 2017):

- **no sabiedrības un tiesību aktu perspektīvas** – apkārtējās vides un sabiedrības interešu aizsardzība, sabiedrisko normu ievērošana, oglekļa emisijas (melnā pēda) apjoms procesos, saražoto atkritumu un otreizējās pārstrādes izmaksas.
- **no finanšu perspektīvas** – izmaksu reducēšana un peļņas palielināšana; reverso piegāžu ķēdes izmaksas un saistītie nodokļi, reģenerēto produktu realizācijas vērtība, blakusproduktu un atlikumu iznīcināšanas izmaksas;
- **no īpašnieku (lietotāju) perspektīvas** – īpašnieku apmierinātības celšana, patērētāju un klientu apmierinātības celšana, ķēdē iesaistīto sadarbības partneru apmierinātība, piegādes ķēdes pārskatāmība un caurspīdīgums;
- **no procesu perspektīvas** – klientiem svarīgo procesu uzlabošana – piedāvāto produktu (pakalpojumu) kvalitāte, procesu izpildes laiks gan ķēdē kopumā, gan katrā tās posmā;
- **no inovāciju un izaugsmes perspektīvas** – nodrošināt konkurētspēju un ilgtspējību – investīcijas iesaistītā personāla apmācībā, investīcijas loģistikas procesos.
- **no piegādes ķēdes elastības viedokļa** – celt piegādes ķēdes elastību un iesaistītā personāla spēju piemēroties mainīgajiem uzņēmējdarbības nosacījumiem.

Nepieciešams atzīmēt, ka tieši starptautiskajās piegādes ķēdēs sastopami visi apskatītie kritēriji un ķēdes lielums ir tieši proporcionāls tās sarežģītībai.

PĶ elastība izpaužas starptautiskajā biznesa vidē kā spēja piemēroties dažādu valstu normatīvajiem aktiem, veidojot segmentāciju piegādes ķēdēs atbilstoši lokālajām paražām, ceļu un infrastruktūras stāvoklim, kā arī vietējā darbaspēka apmācības un izglītības līmenim. Šādā vidē sākotnēji esošās PĶ ir ne tikai primitīvas, tām nepiemīt arī elastības potenciāls, lai ieviestu pārmaiņas ātri un vajadzīgajā apjomā. Tajā pat laikā tieši šādi apstākļi spiež ieviest izsmalcinātus un sarežģītus procesus, lai pēc iespējas ātrāk sasniegtu līmeni, kādu sagaidām 21. gadsimta uzņēmējdarbības procesu nodrošināšanai. Jaunas PĶ ieviešanas veiksmes stāsts balstās uz gatavību ātri un efektīvi reaģēt uz ķēdes sistēmas pārrāvumiem un izmaiņām, ieviešot elastības un kvalitātes vadības procesus esošajās loģistikas sistēmās.

Piegādes ķēžu vadības apakšteorijas sevī ietver amorfu resursu plūsmu aprakstus, sākot ar izejvielām un noslēdzot ar gala patērētājiem, pieprasījuma virzītas (pull) piegādes ķēdes, izsekojamu informācijas izplatīšanu visas ķēdes garumā. Tāpat tiek apskatīta sadarbība un partnerattiecības, kas ietver sevī abpusēju ieguvumu no partnerības un pievienotu vērtību visiem ķēdes subjektiem, kopīgas atziņas, projektus un attīstību. Iespējams atrast teorētiskos aprakstus par informācijas tehnoloģiju pielietošanu, “produkti tieši plauktā” teoriju, “partijas iepakojums” pārvēršanu par “pārdošanas normu”, teorijas kas tendētas uz klienta vajadzību apmierināšanu, elastīgas un lētas piegādes ķēdes, masveida pielāgošanas un tirgus segmentācijas teorijas piegādes ķēžu vadībā. Analizējot PKM praksi un ikdienu, tiek identificēti dažādi šķēršļi, kas traucē ideālai piegādes ķēdes darbībai. PĶ vadības teorijas koncentrējas galvenokārt uz noviržu kontroli un izslēgšanu. Mainīgajā ekonomikā un turbulentā vidē stingras un limitētas struktūras nespēj pretoties neparedzamam pieprasījumam un straujām izmaiņām piegādes ķēdes procesos. Rīki, lai vadītu piegādes ķēdes, paliek iepriekšējie, taču rodas nepieciešamība tos lietot pilnīgi citā kontekstā – kā galveno parametru izvirzot piegādes ķēdes elastību (Christopher & Holweg, 2011, p. 69).

Secinājumi un peiekšlikumi

Piegādes ķēžu straujās attīstības fakts beidzamajās desmitgadēs rada dilemmu – vai to pētījumiem ir aprakstošs, vai arī prognozējošs raksturs (Croom, 2000, p. 74). Turpmākajā izpētē būtu lietderīgi noskaidrot, vai loģistikas biznesa kompilētās formas vadība tiek ietekmēta no procesiem loģistikā, vai, pilnīgi pretēji, procesi tiek radīti, balstoties uz pieredzi un teorētiskiem pieņēmumiem.

Turpmākajos pētījumos nepieciešams koncentrēties uz piegādes ķēdes definīcijas formulēšanu vai, iespēju robežās, uz esošās definīcijas atrašanu, kas pilnībā apraksta piegādes ķēdi, parāda tās būtību atbilstoši pēdējiem zinātnes pētījumiem par tēmu.

Pašlaik nav plaši pieejams liels un strukturēts zinātnisko teoriju klāsts par šo tēmu. Arī esošie raksti vairāk koncentrējas uz specifisku procesu aprakstu, nespējot aptvert visu piegādes ķēžu darbības spektru.

Pētot esošo teorētisko bāzi, var konstatēt, ka galvenās teorētiskās atziņas skar integrācijas un saskaņošanas aspektus piegādes ķēdēs, tajā pat laikā atstājot novārtā tādas būtiskas koncepcijas kā piegādātāju un klientu segmentācija, stratēģiskā integrācija, *win/win* stratēģija un partnerattiecību veidošana starp ķēdes subjektiem, kopēju mērķu uzstādīšana un izvairīšanās no oportūnisma mērķu sasniegšanā, stratēģisku apvienību veidošana, godīgi uzņemoties un sadalot gan ieguvumus, gan riskus (Venus, 2014, p. 19).

Klienta vēlmju apmierināšana ir viens no svarīgākajiem, ja ne pats galvenais uzdevums, uz kuru balstoties tiek būvēti un konsolidēti piegādes ķēdē esošie procesi. Piegādes ķēdes funkcionē, lai apmierinātu klientu un patērētāju vajadzības, nodrošinot ritmisku darbu, veidojot lētus procesus un lietojamu rezultātu, tai pat laikā ievērojot lokālās vides normatīvos aktus, paražas un biznesa ētikas normas.

Pēc pieredzes – katram klientam tiek veidota sava – individuāla piegādes ķēde, jo faktori, kas nosaka ķēdes konfigurāciju, ir daudzi un ļoti dažādi. Jebkurš process var tikt nopietni izmainīts, ja mainās kāda no to veidojošajām darbībām. Piemērs: naudas aprites ātrums ES valstīs un Āfrikas valstīs, kas būtiski ietekmē piegādes ķēdes aprites ātrumu no finanšu viedokļa.

Redzot notiekošo ekonomikā un saprotot, ka biznesa vide arvien straujāk mainās un pārveidojas, vairs nav jēgas kontrolēt piegādes ķēdes atbilstību un attiecināt procesus uz iepriekš definētiem kanoniem. Tā vietā jārada struktūras, kas, savstarpēji kombinējot, veido vēlamo rezultātu katram konkrētam piegādes ķēdes procesam. Pie tam – jo sīkāk strukturēts katrs process, jo vieglāk veikt tajā pielāgošanas izmaiņas.

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IMPACT OF REFINANCING RATE ON INTERNAL INVESTMENT VOLUME

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Abstract

Despite its long and difficult history of statehood Georgia is facing a different and new reality, and therefore many challenges. A modern banking system is beginning to take shape, which today is analogous to a foreign system, regulated by domestic law and responding to the demands facing the financial sector

The National Bank of Georgia issues of money, which implies the exclusive right to print the national currency, the Georgian Lari, which has been in circulation since 1995. The active international political, economic and cultural activity of the country necessitates the establishment of an exchange rate of the Lari with other currencies. Accordingly one of the preconditions for the sustainable and stable development of the country's economy is to ensure the stability of the national currency, which is slightly devalued in relation to reserve currencies. Therefore, the aim of our research is to analyse the National Bank of Georgia's anti-inflation and anti-devaluation policies and to pave the way for the use of alternative tools, which in our opinion will be relatively "painless" for the country's economy and will not negatively affect business activity.

In carrying out the present study, we analysed the statistical material obtained based on official information from the NBG, using a variety of research methods to make the arguments presented comprehensible to the general public (including non-specialists). The study clearly showed that the current anti-inflation and anti-devaluation policies pursued by the NBG partially ensure the stability of the national currency, but overall have a negative impact on business activity and reduce solvent demand.

Keywords: Monetary policy, Refinancing rate, Devaluation, Deposit, Loan, Interest rate

Introduction

As the world practice proves, one of the preconditions for the sustainable development of the country's economy is to ensure the stability of the national currency, which is slightly devalued in relation to reserve currencies. The issue is further aggravated in the reality of our country, when the devaluation of the national currency – Lari is taking place at a not-so-desirable rate, which is particularly acute and perceived by the general public.

During the last two years, the Lari has undergone quite a high devaluation, for example if on 20.11.2019. 1 \$ – 2.6593 ₾, today (07.04.2022) the exchange rate is 1 \$ – 3.0839 ₾ (devalued – by 16%), which means on equal terms that every citizen of Georgia who has income in national currency, expenses have increased. “Life” has become more expensive and accordingly pays 16 Tetri for one GEL spent. This had an impact on inflation processes and according to the official data of the National Bank of Georgia (NBG), instead of the target 3%, the real inflation rate was 11.8%.

1. Monetary policy instruments

The country's monetary authority is rightly trying to ease devaluation and inflationary “pressure” and create a stable currency and monetary environment in general. We think that the result of this is the use of monetary policy instruments such as foreign exchange intervention and changes in the refinancing rate.

We think that these measures have not yielded the results expected by both the public and the business sector, as the GEL is still at a “low level”, which increases distrust towards it and reduces the public solvency.

In general, the devaluation process, if it does not exceed the “reasonable target”, is acceptable, economic growth is more a contributing factor to development than a hindrance. We will not dwell on this issue here, we want to review the results of the anti-devaluation policy pursued by the National Bank of Georgia and show an alternative path that can be used to achieve results in the not too long term (GEL revaluation at the initial stage and stability in the long run). At the same time, so as not to hinder business activity and less “increase” the cost of credit resources.

Table 1

Monetary Policy Instrument Rates

Effective March 31, 2022	Term	Rate (%)
Refinancing Loan	7 days	Determined by auction (minimum 11.00%)
One month Open Market Instrument	28 days	Determined by auction (minimum 11.00%)
One-day Deposits	1 day	(11.00 – 1.75) %
One-day Loans	1 day	(11.00 + 0.75) %
Certificates of Deposit	3 months	Determined by auction
Treasury Securities	1/2/5/10 year	Determined by auction
	For funds raised in national currency	For funds raised in foreign currency
Reserve request	5.0%	10%–25%
Loans with a maturity of more than 1 year in national currency and more than 2 years in foreign currency according to residual maturities are exempt from reserve requirements, while the reserve rate for funds borrowed in foreign currency with a maturity of 1 to 2 years is 10% – 15%.		

In March 2022, the National Bank of Georgia used the increase in refinancing rate in one of the most transformative economies and countries of the Third World, to increase its monetary policy by 0.5

percentage points. Given the current practice, this change has one of the consequences for the stability or even revaluation of the national currency. However, it should also be noted that such measures reduce the solvency demand in the country and worsen the social background.

In order to clarify all the above, based on the official data of the National Bank of Georgia, we conducted a study, which gives us a more or less clear idea about the expediency of increasing the refinancing rate.

Due to the fact that the refinancing rate has increased, in line with the practice in the banking sector, the bank's clients who have benefited from loans secured by real estate in the national currency (and not only), the vast majority of them have increased the amount of the loan by a certain percentage due to the contract (according to expert estimates, at least 80% of the borrowers belong to this category).

For example, term loans secured by real estate issued in the national currency of 2019 to individuals (as of the end of October) amounted to 4 005 853 GEL. According to simple mathematical calculations, 80% of this volume of credit is 3 204 682 400 GEL, its 1% is 32 046 824 GEL. This means that the borrower has paid an additional amount to the commercial banking sector to individuals.

Analysis of these data as a whole allows us to say that even then the decision reduced the solvency demand by about 32.5 million GEL, if we add this to the total volume of mortgage-backed real estate loans (as of the end of October) – 5 780 755 GEL, similar The amount is even higher and amounts to 46 246 040 GEL.

There was also an even more unfavorable picture of the losses in terms of the volume of loans to households, in particular, according to the data of October – from loans to households (15 132 018 GEL), loans secured by real estate amounted to 9 526 469 GEL. According to the methodology used by us, households (one of the most sensitive areas of the economy), the payment for loans secured only by real estate was increased by 85 738 221 GEL. Which also had a negative impact on the social background of the society.

If we go further and take the aggregate data, the debt owed by commercial banks on loans to the national economy (resident legal entities and individuals) is 28 834 963 GEL, according to our methodology the solvency demand decreased by 230 679 704 GEL.

Based on our research based on the official data of the National Bank of Georgia, we can conclude that in March this year and in the last two years in general, the measure taken by the monetary authorities, aimed at reducing the GEL devaluation process and hence inflationary “pressure” on the national economy Solvent demand has been reduced by almost GEL 300 million or the economy has potentially run out of this domestic investment.

As an alternative to this monetary policy, we should use the monetary policy instruments of the National Bank of Georgia – the reserve requirement, which we think is quite different for funds attracted in national currency (5%) and for funds attracted in foreign currency (10–25%). It may be justified to pursue a policy of dedollarization, but as practice has proven ineffective for the stability of the national currency in general, it leads to an increase in inflationary “pressure”, which has the most painful impact on the population. According to our recommendations, the reserve requirement should be reduced to 20% instead of the existing 25% for foreign currency attracted funds, and increased to 10% in parallel (or sequentially) for national currency attracted funds, in

any case before the inflow of foreign investment into the national economy. Will not reach/exceed the “historical maximum” (1 980.8 million USD in 2019).

The larization rate of deposits as of March 1 of the current year was 40.75 percent. Compared to February 1, the larization of deposits decreased by 0.67 percentage points (excluding the effect of the exchange rate increased by 0.14 percentage points).

Conclusions

If we make calculations based on the available data, “easing” the minimum reserve requirements from 25% to 20%, the banking sector will additionally release a considerable amount of foreign currency (which is supplied to the national economy in the form of credit or the demand for foreign currency will increase by approximately the same amount Currency supply. By all simple logic, this will not only stabilize the exchange rate of the national currency, but also revalue it. However, if the minimum reserve requirement for funds attracted in the national currency increases from the existing 5% to 10%, it will limit the supply of GEL to the economy.

Understands that this decision may in the short term lead to an increase in interest rates on loans in national currency (commercial banks will have limited credit potential in GEL), but as long as the credit potential of commercial banks increases in foreign currency, we think it will increase or compensate. In the case of “returning to the previous level”, although an increase in the refinancing rate already leads to an “increase in credit”, the difference is that an increase in the refinancing rate increases the cost of credit for those who have already taken it, and increases the minimum reserve requirement in GEL. They are going to take over or they will already know what interest rate they have to pay, unlike those who are already taking out a bank loan.

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CONTRIBUTION OF SMALL AND MEDIUM CREATIVE ENTERPRISES TO THE NATIONAL ECONOMY: A SYSTEMATIC REVIEW

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Abstract

Creative enterprises use intellectual property, convert this intellectual property which is often human creativity into profits. Small and medium creative enterprises not only contribute to the economy but also promise social values like employment and sustainability. The study aims to research the contributions of these small and medium creative enterprises to the EU economy and how they influence the GDP of the European economy. Analysis of various factors like employment, value creation, statistics of creative jobs within the EU, enterprise to employment ratio in the various sectors within the creative industry are studied to reach a palpable conclusion. A combination of quantitative and qualitative research methods like statistical data processing, comparison of various national and institutional data is done to reach the results. There is also a comparison performed between conventional creative sectors to neo creative sectors to further understand the number of people employed to the turnover generated. With conventional creative sectors taking the back seat and neo-creative sectors leading the industry, this study further explains the expected trends for the future. This study will be a valuable addition to get in depth knowledge about small and medium creative enterprises and also directions for future research are discussed.

Keywords: Small and medium enterprises, creativity, small and medium creative enterprises, economic development, Gross domestic product, intellectual property

Introduction

The need of creatives is on the rise, and it is no surprise creatives will join together and start small or medium enterprises monetizing their creative products and services. The rise in demand for managing this talent is becoming a problem for young managements. Today creative industries are the suppliers of mass media content and traditional arts (Roodhouse, et al., 2006). Creative industries can be defined as, the modern economy is built on the use of imagination, creative energy and knowledge to create new ideas and values. The success of an enterprise therefore depends on the use of the synthesis of creativity, entrepreneurship and technological innovation (Dronyuk & Moiseienko, 2019). The industry is acknowledged to suffer from chronic recourse constrains and growth issues (Landoni et al., 2020).

Small and medium enterprises (SME) in the creative industry are no stranger to the contribution to economy. Small and medium enterprises are always innovative (Khurana, et al., 2020). In the European union, firms operating with less than 250 employees and an annual turnover of 50million euros or less are classified as small medium enterprises (Ndubisi et al., 2020). Even though small

and medium enterprises represent grown, they are not for of limitations. The weak performance of SME, the demand of small and medium enterprise product is limited and unable to reach to the foreign markets as well as expertise, as compared to the big industries (Al-Haddad, et al., 2019). High costs of R&D, lack of innovation, financing SME, limited knowledge about foreign market opportunities, bureaucratic and political instability sometimes limit the growth of small and medium enterprises in an economy (Karadag, 2015). Small and medium creative enterprises cannot employ defensive strategies when said situation occurs like the bigger players in the market. In such scenarios pro-active process management solutions is the cost-effective solution.

Process management is the art and science of overseeing how work is performed in an organization to ensure consistent outcome and to take advantage of improvement opportunities (Dumas, et al., 2018). The aim of business process management is to increase the effectiveness and efficiency of organizational process through their improvement and introduction of innovation (Lemanska-Majdzik & Okreglicka, 2015). Process management is not a standalone method for increasing efficiency, process management is a mix of various methods that ensures efficiency.

Good management is the only key to maximize efficiency while handling such a fragile resource. To further understand the need of a good management, problems within creative enterprise are narrowed down below:

- the limitations of managing creative enterprises using conventional management theories, principles and practices;
- creative capital not used in its full potential;
- incorrect combination of process management principles limiting the creative workflow;
- process efficiency shows negative trend when creative work is managed using conventional guidelines.

What happens if creative enterprises are treated like conventional entities? As we know socio organizational factors like management, organizational hierarchy, stakeholders' pressure and over expectation depletes creativity. This is a problem for quite a few Small medium enterprises especially young SME's when managing creative projects. This problem of managing creative enterprises will increase as complex creative outlets are emerging. How would decision makers update themselves with this dynamic climate of change in the creative space? How will conventional concepts of management be able to cater to these complex creative entities? Measuring efficiency of such organizations are also in consideration, as creative success may not always be quantifiable but conventional scales of success like turnover and profit can still be used to measure such creative organizations. As creative organizations turn intellectual property into financial profits, a tailor-made process management model will give them competitive advantage over competition. According to da Silva (2012), process management will advance business organization to have better control over their results, accurate prediction of goals, factors like cost and performance. Process management enables the business organizations to become more efficient not only achieving set goals but also improving the ability of the management to propose innovations. The solution for the identified problem is to develop a process management model for small medium creative enterprises with easy implementation and maximizing efficiency as the central aspect.

The aim of article is to study the various economic activities of small and medium creative enterprises and how they directly contribute to the GDP of economy

1. Theoretical background

Creativity and creative jobs are on the rise. Demand for creatives is also on the increase. They have become powerful tropes in contemporary social life. Younger generations are following their life to places that provide creative work opportunities. Creative works in contemporary work environment is the neo-management policies are promoters of creative jobs (Holt & Lapenta, 2010). According to the European union in the Green Paper, creative industries are defined as “those industries which use culture as an input and have a cultural dimension, although their outputs are mainly functional. This classification includes architecture and design, which integrate creative elements into wider processes, as well as subsectors such as graphic design, fashion design or advertising” (Rosso, 2012).

According to United nations conference on trade and development (UNCTAD), creative industries have the following characteristics:

- creative industries turn intellectual property into jobs and wealth. The continued process deals with creation, production and distribution of creative products and services;
- activities are knowledge centered, in the arts, which has potential to generate property rights;
- creative industry outputs can be intangible, intellectual, or artistic intangible services and offer creative content that has economic value and meet market demands;
- they can be positioned somewhere between artistic, service oriented and industrial sectors.
- creative industries are the current dynamic sector in the world economy (Guilherme, 2017).

According to UNCTAD, Creative industries contribute 646 billion in US dollars in worldwide trade with a growth rate of 8.8% yearly. Creative industries generated 300 000 employment outlets. In Argentina and Morocco. This is 3.5% of Argentina’s GDP. Unemployment within young population was drastically reduced in Bangkok with 20000 business formed most of them being in fashion and related industries. This shows the deep interconnection between creative industries and economic development (Correa-Quezada, et al., 2018).

Small and medium enterprises were the answer to the great unemployment crises of the 1980’s. They generate new job opportunities as well as possible large-scale organization of the future. Innovation and flexibility are the main characteristics of small and medium enterprises (Abouzeedan, 2011). The main characters of small and medium enterprises affecting their financial decisions and behavior and performance and growth include size and age, size of small medium enterprises have an impact on small and medium enterprise activity and its potential to expand. Small and medium enterprises are better in performance when compared to micro enterprises. Most of the small and medium enterprises in the sector have large scale employment potential. Investment and technological change are often increase productivity among small and medium creative enterprises. Small and medium enterprises are more flexible with fluctuation in the economy when compared with larger organizations (Berry, et al., 2001).

Organizations having effective process management have been shown to increase the quality of products and services, decrease costs and make business functions more reliable (Žemgulienė & Valukonis, 2018). According to (Hung, 2006), process management has seven guiding rules, they include:

- mapping and documenting of main actives in an organization;
- process management must be customer centered by connecting key activities;

- documented procedures and systems are the main supporting factors of process management;
- performance assessment is done through the measurement of activities;
- process management is a Continuous approach;
- process management is often. Inspired by best practice;
- process management incubates cultural change.

Core elements of process management efficiency are, people, strategic alignment, governance, culture. Skill and knowledge of people contribute to the efficiency of process management. Culture is a soft factor that impacts the attitude and behaviors among process participants (Ahmad & Van Looy, 2019). Process management if mapped and executed properly it has the following advantages, it improves efficiency and effectiveness of an enterprise by constant improvement of processes. Innovation supports organizational growth and change management. Process management is the key path to get an organization up to speed on new technology (Lemańska-Majdzik & Okręglička, 2015). Process management is a promoter of creativity, strategic initiatives and their achievements, product quality, competitive advantage of the organization (Alzoubi & Khafajy, 2015).

Methods. Research context

This study portrays the results from the analysis of contributions by small and medium creative enterprises to a nation's economy. The small and medium creative enterprise under discussion is mainly within EU. Various economic growth indicating factors such as employment, value creation, contribution to GDP is studied within in the scope of this research. Most of the prominent creative sectors both conventional and neo are considered for this study. Concepts like human creativity, intellectual property, management of intellectual property are also discussed as a part of this study.

Research question

How does small and medium creative industries contribute to the GDP and to the growth of a nation's economy

Research methods

The study commenced by developing a research question. Followed by researching relevant works within the sphere of the study. Appraising and identifying works for document analysis to extract data, synthesizing collected data to reach a valid conclusion. For this purpose, a combination of qualitative and quantitative research methods such as statistical data processing, analysis and synthesis, and comparison methods were used.

2. Results and discussions

Small and medium creative enterprises are of high economic importance and for us to further understand the economic indicators, the various factors are to be analyzed. Creative SMEs are the forerunners of the emerging digital economy. They demonstrate new forms of employment, revolutionary new business models and exhibits innovations when it comes to networking and co-operation. The database use to acquire information for this review is from and not limited to

sources like Scopus and ScienceDirect. The following factors are to be considered in order to identify the contribution of creative SMEs to the economy, the key factors include:

Finance: Even though uncertainties regarding the demand of creative products and services are higher leading to a very volatile market certain analysis show that the return on sale of creative products and services are substantially higher than average economy. When estimating the financial stability of a creative SME, most often the intangible assets intellectual property (IP) is not valued. Even though dependents on public investment and having very complex models, the profits are significantly higher. Creative SMEs thus being high volatile yet high profit generating sector, they indeed contribute to the EU economy.

Human resource: The labor force within Creative SMEs is known to have some unique characteristics. These characteristics are high level of education, high flexibility and mobility. Most of the labor force within the creative SMEs are between 15 and 29 years of age. Because of the very particular nature of the output of this sector, the business model is often not limited to the usual 9 to 5. Hybrid way of working offering temporary forms of employment and high flexibility based mobile work model guarantees exciting job opportunities within the creative enterprises and most of the younger labor force are drawn towards such employment opportunity.

Markets and customer: It are very common to see B-to-B relationships within creative enterprises. The B-to-B trend is on the rise and is very common to find a creative SME working for a very well reputed larger organization. With the demand for the creative enterprises on the rise, determining accurate value is not possible. Because of cooperation and networking creative SMEs has high market potential. Having cross border clients and international relationship are very common because of digitalization and innovative management. Creative SMEs are not only creative within their organizations, but they are very creative and innovation drivers of the economy (Europe, 2016).

The above said factors being the main characteristics of Creative SMEs taking those factors and connecting them to creative industry within the EU is a vital part of this systematic review. The following section discusses statistical contribution of creative SMEs to the EU economy and its development.

Creative population within Europe are divided into various sectors and scattered over various nations. When most of these creative population can be seen as enterprises some work as freelancers. In Table 1 the creative population within Europe is illustrated. The total populations of creatives within EU are compared to contribution of various sectors of creative industry to identify the impact of small and medium creative enterprises.

Table 1

Population of creative enterprises within the EU (eurostat, 2021)

Country	No. of enterprises in creative sector
Belgium	41,165
Bulgaria	10,757
Czechia	53,805
Denmark	13,639
Germany	135,740
Estonia	3,787
Ireland	13,496
Greece	29,302
Spain	129,684

France	160,507
Croatia	6,877
Italy	183,102
Cyprus	2,544
Latvia	5,190
Lithuania	12,560
Luxembourg	1,632
Hungary	31,697
Malta	1,787
Netherlands	99,821
Austria	16,892
Poland	88,126
Portugal	34,393
Romania	19,520
Slovenia	9,727
Slovakia	14,562
Finland	10,108
Sweden	51,837
Iceland	2,576
Norway	17,411

The creative population of Italy is highest with 183,102 number of creative enterprises followed by France with 160,507 number of creative enterprises. Germany takes third place with 135,740 creative enterprises. Luxembourg has least number of creative enterprises with 1,632.

Contributions by industries to an economy is the go-to index to understand how well they are doing. The prominence of an industry can be found by examining the economic contributions they make. Along with economic contributions they promise employment and promise societal value. Figure 1 shows the volume of various creative enterprises involvement of people in those creative enterprises to make economic turnover.

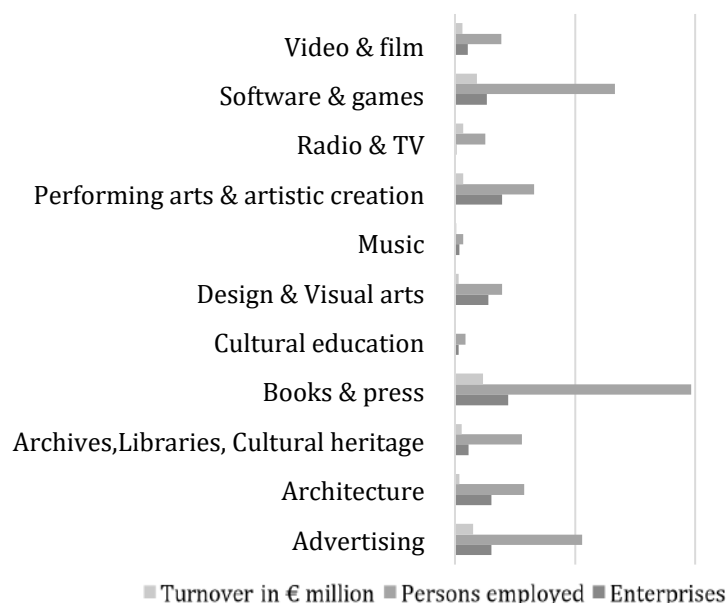


Figure 1. Sectoral contribution of creative industry to the economy in Europe
(Soendermann, 2019)

Creative industries are divided as above. Further studying Figure 1, it is understood that creative enterprises come around to 2,282,400 units conducting business within EU. These creative enterprises are together employed 7,347,100 people. These people and enterprises work together to generate a turnover of 903,900 million in euros every year.

Further analyzing Figure 1, it is clear that industries related to books and press create more turnover while also employing a greater number of people in 446,300 enterprises. When neo-creative industries like software's and games follow this trend creating a turnover of 118,400, they significantly employ a smaller number of people and there are only half the number of enterprises when compared to books and press. Advertising industries are always seen as a very important space within creative industries. They fall third in terms of turnover created, but they have stood the test of time and proved to be consistent over the years. Recreational creative industries like video and film, radio and TV, performing arts and artistic creations come close to software and game industry in terms of turnover created.

Adding value is very important in any economic activity. Creative industries also add value to the final product, for 903,900 million euros turnover the creative industry adds, 379,100-million-euro value. One can find a lot of research being done on small and medium creative enterprises as it is one of the drivers of economic development. This may also be the main reasons why researchers always pick this space for research.

After understanding the importance of creative industries to the EU economy, the challenges and weakness of creative SMEs were identified by EU commission, and they are as follows:

- addressing changing skills needed;
- improving access to finance;
- enlarging the marketplace;
- expanding international reach;
- reinforcing multidisciplinary environment.

It is identified that creative SMEs face special challenges. The uncertainties of demand of their products and services create greater complexities for these enterprises. Exploring international opportunities is being treated as a great opportunity as creative products and services are not limited to a certain region. A key initiative to this was the European Creative Industry Alliance (ECIA). The aim of this to make the community in Europe to actively support creative industry for competitiveness, job creation and developing better policies and tools for creative industry.

Conclusion

Based on the results, it is clear that small and medium creative enterprises contribute to nation economy. Creativity and creative jobs are very prominent in European economies. Conventional creative enterprises still lead to be the biggest employer within the creative industry. Neo-creative industries are catching up to conventional creative industries while employing substantially less people while contributing more turnover.

Neo-creative industries are perceived as indicators of digital development within an economy. They are very sustainable and require very minimal input compared to conventional creative enterprises in generating one unit of output. The growth of creative industries within an economy will also drive

in foreign investment. This can be found in creative enterprises in Italy and France as they are seen as a hub of high fashion commodity, many creative enterprises from these countries provide creative solutions to enterprises in foreign countries.

Small and medium creative enterprises being a subset of the SME space, have a very high potential in generating value and contributing to the economy. The scarcity of creativity in doing certain tasks have also increased demand for such creative enterprises to take shape in helping bigger established enterprises with creative needs. With a very positive climate for growth and creating creative goods this study further explains the future potential of enterprises in this space.

Future study direction to further expand this paper can be through further studying neo small and medium creative industries, their potential of driving in foreign investment, generating diverse employment opportunities, creating turnover with very minimal input and less wastage of resources. A study of these industries paired with a sustainable vision will be a very valuable study.

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EVALUATION OF THE PERFORMANCE OF THE HR MANAGEMENT AND CYBERSECURITY IN BANKING SECTOR

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Abstract

This article aims to change the way customers communicate with one another by addressing issues such as insufficient information about employee positions and unique employee training programs. Not only do we need to do more practical work, but we also need to understand the employees' initiative at work and job duties both practically and intellectually. Another goal of the article is to introduce some new approaches to customers, such as explaining how their security system works and what the importance of the Cyber security system is to people, so that they can learn about it. Employees must also be educated in order to comprehend and explain to customers. This article will explain how the banking industry's human resource management will operate and what changes will be made, as well as how cyber security works in the banking sector, what its importance is, and how both HRM and cyber security are critical in the banking sector, as well as reveal public opinion by conducting a survey of questions.

Keywords: HRM – Human Resource Management, EEOC – Equal Employment Opportunity Commission, HRFM – Human Resource Financial Management

Introduction

Presently the world is run through money and the money is saved in the lockers or in fixed deposits and will be used for other purposes. The banking sector is an ocean which contains lots of opportunities like getting jobs in the various sectors in the banking sectors in which it sectors related jobs, cashier job, foreigner financial dealing jobs, administration jobs and Human Resource Management jobs, in this book I have chosen my HR management in the banking sectors and the financial of cybersecurity in the banking sectors.

The general description of the Human Resource Management is an operation in companies plan to maximize representative execution in arrange to meet the employer's key objectives and targets. More accurately centers on administration of individuals inside companies, emphasizing on arrangements and framework.

The topic which has been chosen is that human resource management in the banking sectors, in which the way of receiving costumers and dealing with them and dealing with employees needs and that lead the company into good environment, so that the repetition of the bank will be in the

high standards and it's beneficial for the company. At the present generation is getting so fast growing in their level of priorities and the decisions are making is so quick and everyone needs some new thing to in their daily life, so the HR representative members need to have some patients and HR members needs to study the costumer's mindset and must Enroute them into us and make them a conventional way and they will be so happy and willing to be our part of the bank. Whereas the employees also need the same type of qualitative HR for that team, and HR needs to learn what the employees' hunger for and need to be so smart to deal with the both the costumers and employee. In this world everything need to be to handle with care and every word which need to talk is more important but for the HR management team members these are more valuable, so some changes to be needed for the HR management and the those changes will be explained by the further and also by the practical way of approaching will also be beneficial and few things can be learn and few things can be change and also need to learn about the banking sector systematic works, so that the HR can able to know the all the work duties and maintain the staff members in a proper way and needs to interact with the clients and the costumers more.

While dealing the clients the most important thing is that most of the customer will ask about the security of the banking system internally which means the cybersecurity will asking few questions, because money security is the main thing the customers would like to know about more because they are some customers will be investing their money in the bank and some people will open the bank account and that account will be used for the their personal needs so they need to be secure about their money. So, these kinds of securities are important.

The general description of the Cyber security is the use of technology, procedures, and policies to prevent cyber assaults on systems, networks, programs, devices, and data. Its goal is to limit the risk of cyber assaults and secure systems, networks, and technology from unauthorized use (itgovernance.co.uk, n.d.). Well, that is the general description of the cyber securities of it and the article which is going through in this is related to the cyber securities of the banking sectors which can be say as, the goal of cybersecurity in digital banking is to safeguard the assets of customers. As more individuals go cashless, more activities and transactions are taking place online. People utilize digital money, such as credit cards and debit cards, to conduct transactions that must be safeguarded by cybersecurity (Shaji, June 17,2020).

The cyber security is the one most important security in the banking sector because it plays a crucial role in all the aspects of the banking sector, need to protect the all the customer personal information data and the money which is stored in the bank what are the customers related questions which need to be fulfilled by the head of the bank people or the bank represented people. So, the bank people also need to explain about their security system and approaches, and it is also not necessary that bank people need to say the whole security process but at the initial steps of the security systems need to be explain, so that customer feels a bit of comfortable about the bank to open an account.

Here in this article which is going to explain about the how the banking sectors Human Resource Management is going to work and what are the changes are going to made and also Cyber security how does it works in the banking sectors what are its importance and how does both HRM and Cyber security is important in the banking sector and what are the changes should have to bring in the banking sectors and how to use those changed methods in reality,these are explained in this article.

Overall take into consideration first compare the both the Roles of HRM and Cybersecurity in Banking sector how does both related each other, what are the complaints which I have personally seen few incidents in banks related to HRM and Cybersecurity so by observational and self experience in the company what are the changes required and how does to it going to be working in the both HRM and Cybersecurity and which role is more efficient to work and what des the changes can we make in these two sectors and also put the survey on the this banking sector regarding the changes what do the bank people need to changes in the public point of view.

1. Literature review

Human Resource Management in banking sectors

The key role of the Human Resource Management in the banking sector is to maintain the group of members in the organization and by managing all the financial and economic risks (JOSH, 27 May 2016), and this HR management is also responsible for the searching the new talented manpower and recruit them in a suitable position. The HR people also must take care about the employee work at the initial stage of every employee and the clients of his works this is a type of job which must be manageable in all sorts of problems in the job. Any business that deals with people must have a robust human resource management system in place to ensure that the organization runs smoothly. Banking has always been and always will be a "People Business". Human resource management that is efficient and effective in the organization makes it successful.

Because of the nature of the banking sector, which is mostly service driven, human resource management has become increasingly important. The most significant issues facing the banking business in any given time are the management of people inside the company, as well as the management of financial and economic risks on a larger scale (JOSH, 27 May 2016). The financial risks that banks must incur on a regular basis can only be managed by efficient and skilled staff in the field. The Human Resource department oversees locating such skilled employees and placing them in appropriate positions within the institutions.

The employees who work at the front desk become the bank's face, thus it is HR's obligation to ensure that there are qualified people working there. They must ensure that applicants hired by banks receive the appropriate training before starting work, so that they are better acquainted with the complexities of the core banking business and client relationships. In the banking business, HR management must consider both quantity and quality requirements, as well as how to effectively address the qualified workforce shortage (JOSH, 27 May 2016).

Importance of HR Management in Banking Sector Some of the important things which can be handle by the HR's are,

- 1) **Planning and Recruiting** – many openings and general growth in the banking business have arisen from the industry's ever-changing nature and sustained expansion over the last decade. The number of branches in the public sector has increased dramatically, and the demand for competent labor has risen in tandem. The banking industry is predicted to make a quantum leap ahead as the economy grows at a consistent pace of roughly –8% (Chakrabarty, Human Resource management in banks – need for a, 1 June 2012.), wages rise, and demographic dividends begin to accrue. Are banks prepared to deal with a new group of workers who will be

culturally distinct from those who came before them in the post-nationalization era? It all starts with a staffing strategy. Banks must prepare for the following:

- A constant, precisely calibrated recruiting drive.
- As rapid technology advances transform company – ongoing skill up-gradation.
- A new generation of workers will collaborate with an older generation.

- 2) **Getting the appropriate people on board** – with the rise of internet banking and core banking services, the banking sector is changing, and there is a need to bring youth energy and enthusiasm into work. However, to make it a successful and beneficial mix, there must be a delicate balance between youth energy and seasoned professionals, just as in any other field (JOSH, 27 May 2016). To induct professionals at various levels with unique skill sets and experience pool, banks should carefully consider lateral recruitment. While people often leave banks to work in financial, legal, or accounting organizations, we seldom hear about people leaving these professions to work in banks.
- 3) **Retaining and Developing Employees** – we might be able to find the best individuals for the job, but then the problem is to keep them and grow them. Employee training/reskilling, performance evaluation, promotion policy, transfer policy, talent management, and communication are all aspects of this problem.
- 4) **Management of Performance** – this is the most crucial aspect of human resource management, and discrimination is at its core. Regrettably, present methods are incapable of distinguishing between performers and non-performers. In fact, determining who are the performers and who are the non-performers is impossible. Because an effective Performance Management System is the key to talent management and succession planning, all banks must have a fair, transparent, and objective process for performance management.
- 5) **Managing in the Knowledge Economy** – we are living in the knowledge era, which means that our existing management theories, which are geared toward making the industrial society more productive, as well as the ethics that surround it, will need to undergo a complete overhaul, we're referring to the management of knowledge workers, and there are a few prerequisites:
 - they cannot be handled as subordinates, but as associates;
 - they cannot be managed;
 - but must be led; they will work flexibly;
 - but must have a “home base”; and, most importantly, they cannot be bought or bribed; they must be empowered.

Future leaders should emerge through a Performance Management System. This may appear to be an easy task, but we must understand what we want from these leaders. What are the expectations of a leader? Three things are demanded of a leader:

- 1) make a strategy (the tasks);
- 2) motivate (people) Inspire the aspirant, the aspirant, the aspirant, the aspirant, the aspirant, the aspirant Moreover;
- 3) deliver (on results).

If a leader fails to deliver, he or she is no longer a leader.

- Communication – Employee communication is an important aspect of the HR process since it helps to increase transparency in HR processes, giving them credibility. It is critical to be objective, transparent, and non-discriminatory while dealing with people, and this must be successfully communicated. The employee must state that the management possesses all of

the attributes listed above. The Board must devote time to developing methods and mechanisms for this communication, as well as establishing appropriate structures for the purpose. Employees can be reached using a variety of modern communication methods, such as intranets, corporate e-mails, and so on.

- Keeping track of resignations and retirements – the HR department is also in charge of talent retention. The HR department is also in charge of making arrangements to prevent employees from resigning from a specific company. They must review and analyze the causes behind employees' decision to leave the company and attempt to improve the situation. The HR department should also keep track of upcoming retirements and make sure that they have recruitment notices ready to fill the vacancies. The banking business is a large financial and economic industry that relies heavily on its workers.

These are the primary obligations that the HR must fulfill in order to fulfill his job role in the banking sector, and while doing so, the HR will be under a lot of strain and will be responsible for a lot of things, all of which must be handled by the human resource department. HR managers must also deal with legal difficulties, as well as pay employees and organize promotions and demotions (Jane, 25, 26 Jan, Sep 2019, 2017).

When it comes to the decoration, it is important that not only the promotion and the publicity will be helpful but also the decorating bank in a specific order that everything will be in a well manner, and few people will be impressed by the seeing the outer look of the office or bank and few costumers will be asking about the lockers of the bank that is the predominant in the bank and also make sure that bank is having the good furniture make the costumers feel like homey. Point up the achievements, gifts and awards given to the bank make them visible for the clients and also certification of the bank and some of the educational achievements can be fix to the walls so that the clients will be impressed (Jane, 25, 26 Jan, Sep 2019, 2017).

The main accurate points of the where the HR team should be focused on the delivery of the projects and some of the predominant points are (Roth, 2012),

- capacity to back quick, adaptable organizational change in reaction to changing advertise conditions;
- create world-class working proficiency;
- provide high-quality worker benefit to bolster those locked in in front-line client interaction;
- viably source and oversee an expanding complex and worldwide workforce;
- create workforce arranging methodologies that source the driving industry talent/leaders for most key positions;
- create nowadays and tomorrow's pioneers with the abilities to drive key development;
- increment back for household and worldwide compliance and announcing;
- bolster partnership/channel due constancy;
- encourage the organization's operational execution through a coordinate's ability administration approach.

Different kinds of pressures in HR Management

By depending on all this the HR management team will be having the two pressures will be handing, which are (Roth, 2012).

External pressure:

- Government regulations (principles of management, HR Management : Laws and Regulations);
- Budgeting the market values (i4cp, n.d.);
- Customer expectations (Angre, MARCH 9, 2016);
- Global development and developing countries (hrmhandbook, HR Roles in Globalization, n.d.).

Internal pressure:

- Product and the channel development (Asmus Komm, 2021);
- Framework (SAIs, 2019);
- Organization models (Asmus Komm, 2021);
- Workforce arranging and administration (Asmus Komm, 2021).

These are some of the pressures that the HR management team must consider, and they must also be brave enough to handle any situation by employing their technical expertise and presence of intelligence. They must also keep an eye on the team members; a few benchmarks have been established in some of the specific bank industries, and they are more prestigious for that bank. Planning, data collecting, and presentation are the essential features for the HR management team members.

Cybersecurity in Banking Sectors

With As the world has become more digital, cyber-threats have increased dramatically. You may have heard recently about the theft of billions of dollars from the world's top financial institutions. As the globe becomes more digitally connected, fraudsters have more entry points; as a result, cybersecurity in digital banking is more important than ever. Cybersecurity is the process of defending against harmful assaults on electronic systems such as computers and data. It's also known as electronic information security or information technology security. The term "cybersecurity" refers to a set of technologies and procedures aimed to secure networks, devices, and other computer systems from assault and damage caused by unauthorized access (Shaji, June 17,2020).

The major goal of cybersecurity in digital banking is to safeguard the valuables of customers. As more individuals go cashless, additional activities and transactions are taking place online. People utilize digital money, such as credit cards and debit cards, to conduct transactions that must be safeguarded by cybersecurity (Shaji, June 17,2020). Banks must have good cybersecurity because security breaches can make it difficult to trust financial institutions. Banks may face serious difficulties as a result of this. Cybersecurity in digital banking assures the safety and security of your sensitive data, which if exposed could result in a slew of troubles, including fraud.

Customers are not the only ones affected by cybercrime in digital banking; banks are also affected as they try to restore data. To recover the information and data, the banks may have to pay a large amount of money. If someone's data isn't safeguarded by Cybersecurity, those can be simply hacked. In the event of cybercrime, a person may suffer significant financial loss as well as psychological anguish (Shaji, June 17,2020).

Importance of Cybersecurity

Huge amounts of money are processed daily by banking institutions, with the bulk of them taking place through online payment transfer systems. Here is the some of the importance of Cybersecurity in the banking sector which are,

- **keeping the bank's reputation safe** – the reputation of a company can be severely harmed by a single weak link in its financial technology's cybersecurity (Nag, 2021). If a company's data is hacked, 80 percent of customers will stop doing business with them, and 85 percent (Banking, 2021) of those customers will tell others about their bad experience. Good cybersecurity practices and ongoing security monitoring impact favorably on a bank and help to build confidence. As a result, establishing a powerful group of information security analysts, cyber security analysts, and other cyber security jobs (banking, 2020) becomes critical. Banks should also inform their clients about how to protect themselves against cybersecurity attacks.
- **minimizing customer money and time loss** – a breach of a bank's cybersecurity can wreak trouble in both its clients' and the bank's lives. When a bank suffers a data breach, it not only damages its reputation but also costs its clients' money. In most cases, a consumer who loses money due to card fraud can get it back from the bank. However, in cases such as data breaches, recovering payments takes time, which can be worrisome for clients (banking, 2020). Not only does it harm the bank's reputation, but it also puts the consumer under a lot of stress.
- **keeping the customer's information safe** – many fraudulent situations have occurred in which the personal information of unsuspecting consumers has been utilized to commit crimes (Nag, 2021). Customers find it difficult to deal with data breaches when they are aware that their personal information has been exposed. Furthermore, even if customers restrict their cards, any cybercriminal may access their personal information (banking, 2020). Personal information is sold on the black market by cybercriminals to be utilized in future hacking operations and breaches. Banks must ensure that suitable cybersecurity solutions are in place to secure their network and, most critically, their customers' personal information as their clientele grows.
- **nobody bank wants to be penalized for non-compliance since it would be difficult to recover.** Banks are required by compliance rules to adopt proper cybersecurity safeguards to avoid cyberattacks. If a bank fails to follow the guidelines and becomes a victim of cyber-attacks, the FDIC (Federal Deposit Insurance Corporation) (banking, 2020) will impose fines. These fines can be difficult to recoup from, and they may cause prospective clients to doubt their bank's honesty. If a bank is hacked because of non-compliance, it is likely to suffer a succession of setbacks.
- **safeguarding data** – people have started adopting digital payment applications for online shopping, ordering food, transferring money, and other activities as the digitalization tsunami continues to sweep the globe (Nag, 2021). As a result, banking technology must be strict and watchful in the face of cyber-threats. To create a strong defense against such cyber security threats, more cyber security jobs are required.
- **push notification** – messages that appear on your mobile device are known as push notifications. They can be sent at any moment by application producers. These usually notify you over something that is happening in real time, such as the latest sports results or a flash sale (Arthur, 2021). Push notifications are like SMS text messages and mobile alerts, except that they are only sent to people who have downloaded your application. Push notifications are an excellent approach to answer consumer issues in real time while also providing value.

As a result, they have double the click-through rate of email, making them a highly successful tool to reach people (Arthur, 2021).

These are the importance of the Cybersecurity in the banking sectors and need to be more careful about the security systems and also have to be protect all the information of the clients and also the banking people have to be careful about everything in their duties and head or the manager or respective representative of the bank members have to be very careful about the information of the customers and have to be explained every detail of the work if necessary well not all the secrets but few initial things which the customer is having doubts need to be clarify by the head or the responsible person.

Banks suffer cyber security problems

To begin, it's important to be aware of the current cyber security dangers that a bank encounters on a regular basis. Banking technology has faced new obstacles as the meaning of banking has evolved over time, most notably cybersecurity issues. Here are a few serious worries regarding banking cybersecurity that are making users nervous.

App-related dangers – malpractices can occur as a result of technical advancements, such as harmful malware already installed on the phone or a lack of strict security when using the application (banking, 2020). Because most users do not actively safeguard their personal devices, they have little to no security protection in the case of an attack. As a result, the scale of an assault is greatly increased. To avoid harmful activity from your mobile applications, you'll need to use a safe banking software solution.

Third-party entities are a target for hackers – many banking institutions employ third-party solutions to provide better service to their consumers, such as chatbots and customer relationship management software provided by other private organizations. Hackers will constantly come up with new ways to attack data security. A new door has opened thanks to modern bank services and internet technologies that allow for quick transactions and account maintenance (Musthafa, March 19, 2021). Hackers can quickly access the network if these systems are not adequately safeguarded by a cybersecurity plan. The degree of connection that third-party technologies have with core banking systems and systems that store client data should be regularly monitored and reviewed.

Data is under constant danger – encrypting personally identifiable information and protecting it from fraudsters is the primary and most crucial duty in cybersecurity professions. Customers' personally identifiable information, such as their name, address, credit score, PII, and non-public personal information, is held by banks, and if it gets into the wrong hands, it may cause problems for both the consumer and the bank. Mischief-makers aren't usually out to steal information As a result, in recent years, there has been an increase in the need for cybersecurity positions (Musthafa, March 19, 2021).

Phishing attack – phishing is a deceptive method of getting specific banking information through illegal means, the most prevalent of which is through phony emails that appear to be from the firm. Phishing tries to collect personal information such as banking logins, PINs, bank account numbers, and credit card details in the banking industry. Fraudsters use this information to gain access to accounts, execute transactions, perpetrate credit card fraud, or sell it on the illegal market. We can

defend yourself against fraudulent email phishing attempts by taking the following steps (rbadvisory, n.d.):

- check the sender's source Validate the link;
- evaluate the email's objective;
- review the email for any mistakes;
- inform authorities about any suspicious activities;
- spoofing;
- ransomware is a sort of malicious software (malware);
- disconnect systems and, if required, turn them off;
- remove the danger from the system;
- ransomware-as-a-Service (RaaS) (book).

Some of the incidents in HR Management in Banking sectors

No good communication with the people, like if any person comes and says about an issue they will be not be solved within time and, they will take time much time and also will not say exact problem if we go certain issue.

Lack of training to the staff, sometime there will be no good behavior from the staff people they will disrespect the people by not wishing by seeing their skin color and some people will not give proper reply also this is main disrespectful behavior.

While the HR management in the banking sector in India is that having HRM is fundamentally defined as the "planning, organizing, directing, and managing of activities connected to employee training and development in terms of allowing people to gain competences necessary to do their current and future roles with ease and passion. Fairly frequently, officials in HR departments have little or no experience or training in HR administration, and they end themselves there by chance rather by purpose. The failure of HR people in banks, and the influence on their performance, has also been hidden in part by a shortage of competition in the banking sector. PSBs frequently shifted trained people to younger banks due to more appealing remuneration structures and greater career advancement chances.

There is a scam which has happen in India in 1992 scam with the most precious bank in India of SBI which a very big scam happened in 1992, the person behind it is Harshad Mehta and his brothers it now the bank hasn't retained the full amount of money in this scam, The scam caused substantial disruption to India's stock market, robbing investors of more than 10 million USD. In a case of defrauding the State Bank of India (SBI) to the tune of Rs 105 crore (1992 SBI fraud: 8 bank officials, Harshad Mehta's brother acquitted,, 2018 November 6), When the scheme was revealed in April 1992, the Indian stock market crashed, and the same banks suddenly found themselves holding millions of INR in now-useless debt.

Bankrupt of Vijay Mallya, A collection of 17 Indian banks is attempting to recover roughly \$90 billion (US\$1.2 billion) (Angre, MARCH 9, 2016) in loans that Mallya is believed to have funneled in order to obtain a 100 percent or partial ownership in approximately 40 enterprises throughout the world. Several organizations, including the Income Tax Department and the Central Bureau of Investigation, are looking into Mallya for financial fraud and money laundering, and the Attorney General stated that Mallya's assets overseas are "far in excess of loans obtained by him. On 13 March 2016, the High

Court of Judicature in Hyderabad issued a non-bailable warrant against Mallya for his failure to appear in court on an accusation of scamming the GMR Hyderabad International Airport Ltd by sending them a dishonored cheque for 5 million (US\$ 66,000) (Angre, MARCH 9, 2016). Mallya was detained on 18 April 2017 by the UK Metropolitan Police extradition section “on authority of the Indian government in relation to allegations of fraud”, and was freed on bail awaiting further investigation of the matter. A UK court has ordered Vijay Mallya to pay £ 200,000 (18.1 million) to Indian banks on June 16, 2018. He was also ordered to pay for the filing of a worldwide freezing decision and the establishment of Karnataka's Debt Recovery Tribunal (DRT) (Desk).

I just want to share my own experience in one of the bank (Swedbank) I have experienced in Latvia I just took an appointment for a bank issue of my account I went to the front-end desk for the help and they said they can't understand English and they told me to come tomorrow, it's not a good thing to say that it is so straight way to say that and also they didn't ask me any kind of next appointment and also they didn't ask any problem and it's a kind of rude towards a foreigner it sounds a bit of racism, because of my skin color and also being a government kind of bank and they are having a good number of foreigner students the bank need to provide a good English speaker and the team of HRM need to understand the situation what's happening and also have find the where the wrong went and also hiring the raciest people in the bank and also while giving the training they need to say few important issues or the laws how to treat the people and also need to know how to treat the people and fault in the HRM by not giving them proper training and not say them the proper rules and regulation for them and not hiring the good crew.

Some of the incidents in Cybersecurity in Banking Sector

Two second-year IT students from Kenya's Jomo Kenyatta University of Agriculture and Technology (JKUAT) appeared in court after allegedly hacking into a local bank, stealing KES24.4 million (US\$224,150) (Odhiambo, 29th October, 2020).

The worldwide aspect of cybercrime is most visible in wire fraud. Vladimir Levin, a Russian programmer at a computer software business in St. Petersburg, engineered one of the largest and best-organized wire fraud scams. Levin began moving \$10 million from Citibank, N.A. subsidiaries in Argentina and Indonesia to bank accounts in San Francisco, Tel Aviv, Amsterdam, Germany, and Finland in 1994, with the help of hundreds of confederates. According to Citibank, all but \$400,000 (Dennis) of the monies were finally recovered as Levin's associates sought to withdraw them. Levin was eventually extradited to the United States in 1998, while he was imprisoned to three years in prison and compelled to repay Citibank \$ 240,015 (Dennis).

In an inquiry into the role of global banking in laundering money, six Pakistani institutions have been listed, with a total value of at least \$ 2.5 million (SECTIONS, September 24, 2020). Allied Bank, United Bank Limited (UBL), Habib Metropolitan Bank, Bank Alfalah, Standard Chartered Bank Pakistan, and Habib Bank Limited are the six financial institutions. According to newly disclosed information on Pakistani banks, the received transactions totaled \$ 1,942,560, whereas the sent transactions totaled \$ 452,000 (SECTIONS, September 24, 2020), with at least 12 suspicious transactions by Allied Bank, eight flagged transactions by United Bank Limited, three by Bank Alfalah, four transactions by Standard Chartered Bank, and one by Habib Bank Limited.

The Reserve Bank of India has been informed that Indian Bank has identified a fraudulent involving over Rs 266 crore (RBI) (Punj, 30 October, 2021). Three non-performing accounts have been flagged as fraudulent by the bank. The public service lender stated in a regulatory filing that these non-performing accounts had been identified as fraud and notified to the RBI as per regulatory requirements.

I have to share with you the important incident happen in my life is that in 2018 I just came new to Latvia I was staying in my friend's house and there were sudden police attack in my Neighbor house where there is a house checking is going on and that Neighbors also Indians, they took 2 people to the station and without saying any reason and after 48 hours they were released and after that I has a chat with them what happen the reason behind their bars is that few years back some of the fraud bank people have took their bank account and shifted the amount of money to their account from unidentified account from UK and after 1 year this illegal money transition came into consideration to the cybersecurity's and after that they inform to UK banks and after that they inform to Latvian government about the illegal money transition and filed a case and gave search orders to the bank officers and they approach the police and they have taken all the personal data and approached all the students and their bank details and police approached the students. After 1 year of doing the scam, this incident happens and they couldn't find the hacker and fraud bank members also, this is too late by the Cybersecurity operators and because of this main fraud member is away and they couldn't find the main illegal person and so many students have affected by this.

There is another incident happen to my close friend about the money hacking in his account, my friend is having SWEDBANK account he has 240 euros in his account and suddenly in his account 200 euros have been deducted and he is so confused and after that he approached the bank and bank people told him that someone is hacked his account and after that he approach the bank and he told he need his money and the bank people couldn't do anything and they told him that he need to order a new card and also they couldn't do anything for his money this is so ashamed of the banks about the security systems and also they approach him so negatively and that make a very negativity of the bank and not only for my friend for few people also have does the same kind of issue faced by the hackers doing hacking their account and the bank does same thing as like my friend does.

Methodology of the HR Management in Banking Sectors

- Employment needs
- Clients' satisfaction
- Inadequate information
- Good Leadership
- Responsibilities of organization

Methodology of the Cybersecurity in Banking Sectors

- The most appropriate security solution
- Employees Should Be Trained
- Audit all systems on a regular basis.
- Keep your data safe
- Consumer Education
- Anti-virus and anti-malware software are two types of anti-virus and anti-malware software

These are the proposed methods which will be helpful for the doing the article and also these are the important to be followed the banking sectors and I think these are main methods which need to be implement in both sectors and in these both sectors the main segment is the training to the employee to give training and to educate the banking customers are the common responsibilities which the people need to understand the responsibilities of the employees have and also the employers also need to understand the customers point of view.

Research and Methods

The scenario here is the observation and talking to clients to get their feedback on how the bank employees treat them. What are the consequences they have faced, and which sector, such as HRM and Cybersecurity, has the most common and efficient impact of changing the banking sectors according to the given methodology, and there must be a bit of comparison with the collected data or information? We can easily find out what the possible ways to improve HRM and Cybersecurity are in these proposed methods. Having the surveying process also important because to know the people point of view about the banking sector, how it is working.

Results

Determination of sample size needs to calculate the number of required respondents from population.

Formula to be used for infinite population:

Where as

S = Sample size (to be found)

$$S = \frac{s^2 \times p(1-p)}{e^2}$$

z = z- score, that is confidence level. For 95% value of z will be 1.96 p = population proportion (50%= 0.5)

e = acceptable error (the precision) that is 0.05

Hence, according to formula given

$$S = \frac{(z\text{-score})^2 \times p(1-p)}{(\text{margin of error})^2} = \frac{1.96^2 \times 0.5(1-0.5)}{0.05^2} = \frac{3.8416 \times 0.25}{0.0025} = 384.16$$

The required sample size is 384 with the Margin of error less than 5% or 0.05. We consider the sample size of 400 which is closest to the required sample.

Conclusion

According to my option and the people opinion the results will be evaluated and my opinion both HRM and Cybersecurity's are having the training session same the kind of teaching in their specific fields and the employees need some of the professional ethics according to the jobs and to the organization. Customers are also needed to understand the situation of the bank people, the methodology is which

are proposed need to be followed by the banking sectors. Both sectors are having the equal importance in their own prospective views, both are important to the banking sector and need to implement the proposed methods, so that some changes can take place for further coming years.

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PUBLISKAS PERSONAS NEKUSTAMĀ ĪPAŠUMA NODOŠANA BEZATLĪDZĪBAS LIETOŠANĀ LATVIJĀ

REGULATION OF USE PUBLIC PERSON PROPERTY WITHOUT COMPENSATION IN LATVIA

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Abstract

The prohibition to transfer public person property to a third person for use without compensation and exceptions to this general principle have long ago been included in the Latvian regulatory framework. The use without compensation within the meaning of the regulatory enactment envisages the obligation of the recipient of the grant to ensure the maintenance of the relevant property, as well as to cover the related expenses. At present, the regulation covers the transfer of the property of a public person to a private person for the performance of public administration tasks delegated to it, including the provision of public person services, public benefit organizations and social enterprises. The transfer of the property of a public person for use without compensation to another public person (its institution) is excluded from the subject of direct regulation. The aim of the research is to provide an insight into the transfer of public property for use without compensation in the historical development of the regulatory framework in Latvia and the problems identified in practice, as well as to provide recommendations for its application in practice and improvement of the regulatory framework.

Keywords: Public property, use without compensation, public services, public good

Ievads

Aizliegums nodot publiskas personas mantu trešo personu bezatlīdzības lietošanā un izņēmumi no šā vispārējā principa tika ietverti jau *Publiskas personas finanšu līdzekļu un mantas izšķērdēšanas novēršanas likuma* (PPFLMINL, 1995) (turpmāk – *PPFLMINL*) pamata redakcijā. Šie izņēmumi sākotnēji tikai attiecināti uz publisku personu savstarpējām mantiskajām attiecībām, aprobežojoties ar norādi *PPFLMINL* 5. panta otrās daļas 5. punktā ar gadījumiem, ka citos likumos vai Ministru kabineta noteikumos ir atļauts valsts vai pašvaldību mantu nodot bezatlīdzības lietošanā. Vēlāk *PPFLMINL* vispirms tika ietverts regulējums, ka publiskas personas manta var tikt nodota privātpersonām bez atlīdzības (*PPFLMINL*, 2008). Savukārt vēlāk, tiesību doktrīnai un likumdošanas praksei attīstoties, no *PPFLMINL* tika lietošanā izslēgtas norādes par publisku personu savstarpējo tiesisko attiecību regulējumu šajā jomā (*PPFLMINL*, 2012). Publiskas personas mantas nodošana trešo personu bezatlīdzības lietošanā jānošķir no finanšu līdzekļu vai mantas dāvinājuma. Bezatlīdzības nodošanas lietošanā vispārējā gadījumā neparedz īpašuma tiesības

pāreju lietotājam, kā arī šī tiesība *PPFLMINL* ietvaros ir definēta kā terminēta, t.i., piešķirama uz laiku. Līdz ar to nodošana bezatlīdzības lietošanā civiltiesiski atbilst *Civillikuma* (LCL, 1992) (turpmāk – *LCL*) 1947.–1967. pantā ietvertajam patapinājuma līgumam. Uz šo papildus norāda arī *PPFLMINL* trīs prim daļā ietvertais regulējums, kas paredz, ka tiesību subjekts, kuram nodota manta bezatlīdzības lietošanā, nodrošina attiecīgās mantas uzturēšanu, arī sedz ar to saistītos izdevumus (sal. ar *LCL* 1953. pantu).

PPFLMINL 5. pantā ietverto publiskas personas mantas nodošanu bezatlīdzības lietošanā ir jānošķir no administratīvo tiesību doktrīnā ietverto publisko lietu parastās izmantošanas koncepcijas, kas vispārējā gadījumā paredz publisko lietu lietošanu bez atlīdzības, vai arī prezumējot, ka šāda atlīdzība tiek noteikta (tieši vai netieši) ar normatīvu aktu. *Res publica* (publiskās lietas) aptver publisko personu aktīvu (mantas kopuma) daļu, kas tieši vai netieši ir paredzēts vai tiek izmantots sabiedrības vajadzībām kopumā. Vācijas administratīvo tiesību doktrīnā pausts viedoklis, ka publisko lietu tiesībām ir visai nosacīta saistība ar lietu tiesībām privāttiesiskā izpratnē, jo šīs tiesības nav nedz pretstatā civilo lietu tiesībām, nedz to papildinājums (Paine, 2002, 407). Šis viedoklis mūsdienās uzskatāms par pamatotu, lai arī diskusijai vēl arvien ir atvērts jautājums par piemērojamo tiesību prioritāti (Danovskis, 2015, 95–96). Vienlaikus jānorāda, ka arī publisku lietu var nodot sevišķā lietošanā konkrētai personai (par atlīdzību vai bezatlīdzības lietošanā), kas var radīt zināmus jautājumus par piemērojamajām tiesībām vai lietas piekritību. Šādas situācijas īpaši var rasties gadījumos, ja daļa no lietošanā nododamajiem aktīviem ir uzskatāmi par publiskām lietām, bet otra daļa – publiskas personas aktīvi ar privāttiesisku statusu (piemēram, biroju ēka ar tai pieguļošu publisku laukumu vai ielu) (SKA-11, 2020). Šajās situācijās jautājumus par piemērojamajām tiesībām un/vai lietas piekritību var radīt ne tikai strīdi, kas izriet no tiesiskajām attiecībām starp pusēm (lietas nodevēju un lietotāju), bet arī trešajām personām, kuru subjektīvās tiesības vai intereses var būt aizskartas ar šādu piešķirumu (ART- A42-01372-21/14, 2021).

Lai arī jautājums par piemērojamajām tiesībām vai lietas piekritību nav uzskatāms par īpaši komplicētu, piemērošanas praksē šie jautājumi mēdz radīt zināmus izaicinājumus kā praktiķiem, tā arī doktrīnai. Atšķiras gan bezatlīdzības lietošanā nododamo publisko personu aktīvu sastāvs, izmantošanas veids, pamats un arī lietošanai noteiktais mērķis. Vienotas, publiski pieejamas informācijas par publisku personu mantas piešķirumiem bezatlīdzības lietošanā nav, un tās iegūšana ir apgrūtināta gan subjektu, gan arī objektu daudzveidības dēļ. Jāatzīmē, ka pastāv vienots publiskošanas risinājums valsts iestāžu un kapitālsabiedrību mantas iznomāšanas gadījumā. Tā papildināšana ar jaunu līguma veidu nevarētu radīt īpašu finanšu slogu vai būtiskus tehniskus izaicinājumus. Tomēr normatīvā līmenī pilnībā pietiekami būtu papildināt *PPFLMINL* 5. pantu ar regulējumu, ka informācija par šiem piešķirumiem un noslēgtajiem līgumiem ir publiskojama publiskās personas interneta vietnē.

1. Ar publiskas personas mantas bezatlīdzības lietošanu saistītais regulējums ārvalstīs

Ņemot vērā, ka pētījuma objekts ir Latvijas normatīvais regulējums un tā piemērošanas prakse, tad ārvalstu pieredzes izpēte tiek aprobežota ar kaimiņvalstīm – Lietuvu un Igauniju. Kopīgā vēsturiskā pieredze tomēr nav novedusi pie normatīvā regulējuma un doktrīnas unifikācijas. Vienlaikus konstatējams, ka ar publiskas personas mantu saistītais regulējums ir vērtējams kā visai līdzīgs

vismaz pēc tajā ietvertajām vadlīnijām. Lietuvā un Igaunijā rīcība ar publisko personu mantu ir noregulēta vienā normatīvajā aktā. Igaunijā tas ir *Valsts aktīvu (īpašuma) likums* (Riigivaraaseadus) (IVAL, 2009) (turpmāk – IVAL), bet Lietuvā – *Valsts un pašvaldību īpašuma pārvaldīšanas, lietošanas un atsavināšanas likums* (turpmāk – VVĪPLA) (Lietuvos Respublikos valstybės ir savivaldybių turto valdymo, naudojimo ir disponavimo juo įstatymo) (VVĪPLA, 2014). Igaunijas normatīvo regulējumu var uzskatīt par nosacīti šaurāku, jo tas ir attiecināms tikai uz valstij piederošajiem aktīviem ar zināmiem izņēmumiem (skat. IVAL 2. pantu). Savukārt VVĪPLA regulējumi attiecas arī uz valsts un pašvaldību mantu, kas ir nodota trešo personu pārvaldīšanā, tādējādi subjektu loks ir plašāks. Latvijas normatīvais regulējums sistēmiski ir saskaņots ar *Valsts pārvaldes iekārtas likuma* (VPIL, 2002) (turpmāk – VPIL) regulējumiem, attiecinot to uz visām publiskajām personām, kā arī tām piederošajām kapitālsabiedrībām.

IVAL un VVĪPLA ir ietverti regulējumi, kas paredz iespēju nodot publiskas personas mantu bezatlīdzības lietošanā trešajām personām. Vienlaikus regulējumā skaidri ir iezīmētas publisko personu savstarpēja attiecības šajos jautājumos, kas Latvijas gadījumā ir noregulētas tikai daļā ar nekustamo īpašumu un kustamas mantas nodošanu bez atlīdzības īpašumā *Publiskas personas mantas atsavināšanas likumā* (turpmāk – PPMAL) (PPMAL, 2002) ietvaros. VVĪPLA 14. pants paredz, ka valsts un pašvaldību īpašumu uz laiku var nodot bezatlīdzības pārvaldīšanā un lietošanā starp dažāda līmeņa valsts un pašvaldību institūcijām, juridiskām personām ar sociālā uzņēmuma statusu, biedrībām un arodbiedrībām (šā panta otrajā daļā – biedrībām, kuru galvenais mērķis ir sniegt labumu sabiedrībai vai tās daļai sociālās vai valsts nacionālās drošības stiprināšanas jomā; arodbiedrībām īslaicīgai bezatlīdzības pārvaldīšanai un aizņēmumu lietošanai drīkst nodot tikai pašvaldības nekustamo īpašumu noteiktajos gadījumos); politiskajām partijām, citiem subjektiem, ja to nosaka likumi, starptautiskie līgumi vai starptautiskie līgumi. Lietuvas regulējumā ietverti arī minimālie priekšnoteikumi (14. panta trešā daļa), kas jāizvērtē pirms lēmuma pieņemšanas par nekustamā īpašuma nodošanu bezatlīdzības lietošanā. Interesanti, ka izvērtējumu jāveic arī attiecībā uz valsts institūcijām, kas netiek finansētas no budžeta un pašvaldībām. Viens no izvērtējuma kritērijiem ir: vai konkrētajam subjektam šajā pašvaldībā pieder, vai arī ir jau iepriekš nodots bezatlīdzības lietošanā kāds nekustamais īpašums. Latvijas prakse rāda, ka šis kritērijs var būt aktuāls, jo konstatējami gadījumi, ka sabiedriskā labuma organizācijām vienas pašvaldības teritorijā ir nodoti bezatlīdzības lietošanā vairāki nekustamie īpašumi. Piešķiruma saņēmējam ir jāpamato, ka aktīvi, kurus lūgts piešķirt, ir nepieciešami tā veiktajām darbībām, un to izmantošanas mērķis atbilst norādītajiem subjekta darbības mērķiem, kā arī jāpamato, ka tā darbības rezultāti sniedz labumu sabiedrībai vai tās daļai. Latvijā piešķiruma pamatā ir vairāk formāli kritēriji: deleģēta uzdevuma vai publiska pakalpojuma sniegšana, kā arī formālais statuss, kuru piešķir valsts noteiktā kārtībā (sociālais uzņēmums, sabiedriskā labuma organizācija).

No VVĪPLA 14. panta ceturtās daļas secināms, ka lēmumu par aizdevuma līgumā paredzēto valsts aktīvu nodošanu pieņem valdība, bet attiecībā uz budžeta iestādēm – centralizēti pārvaldīts valsts īpašuma pārvaldnieks. Pašvaldību gadījumā lēmumu par pašvaldības īpašuma nodošanu bezatlīdzības lietošanā pieņem pašvaldības dome vai tās pilnvarota institūcija. Valsts un pašvaldību ilgtermiņa materiālie aktīvi var nodoti bezatlīdzības lietošanā uz laiku, kas nepārsniedz 10 gadus, ja vien normatīvajā regulējumā nav noteikts citādi. Lēmumā jānorāda piešķiruma līguma termiņš un mantas lietošanas mērķis, kā arī citi piešķiruma nosacījumi, kas jāiekļauj šajā līgumā. Pirms līguma noslēgšanas piešķiruma saņēmējam ir jāiesniedz rakstveida apņemšanās izmantot savus līdzekļus nodotā nekustamā īpašuma kārtējam un kapitālajam remontam un citu ilgtermiņa

materiālo vērtību remontam ar aizdevuma līgumā paredzētajiem nosacījumiem. No normas teksta var secināt, ka noslēdzamajam līgumam ir piemērojami Lietuvas *Civillkodeksa* (LCKD, 2000) (regulējumi par uzticības (trasta) līgumu – 6.953.–6.968. pants). Vienlaikus, kā to paredz arī Lietuvas *Civillkodeksa* 6.968. pants, valsts un pašvaldību mantas bezatlīdzības lietošanas līgumos kā īpašie nosacījumi ir jāietver piešķiruma saņēmēja pienākums veikt nekustamā īpašuma kārtējo un kapitālo remontu, citu ilgtermiņa materiālo vērtību remontu, samaksāt visas uzturēšanas izmaksas un apdrošināt ilgtermiņa aktīvus. Piešķirējam noteikts imperatīvs pienākums lauzt piešķiruma līgumu, ja saņēmējs neveic darbību, kuras veikšanai tika nodots valsts vai pašvaldības īpašums, vai izmanto šo mantu citiem mērķiem. Piešķirējam arī ir tiesība līgumu lauzt, ja saņēmējs nepilda pienākumu par saviem līdzekļiem veikt nekustamā īpašuma kārtējo vai kapitālo remontu vai arī citu materiālo pamatlīdzekļu remontu. Papildus tam, personas, kurām valsts un pašvaldību īpašums nodots bezatlīdzības lietošanā, nedrīkst to iznomāt vai citādi nodot lietošanā trešajām personām.

IVAL 18. pants paredz, ka valsts mantu var nodot lietošanā par maksu, kas ir zemāka par tirgū noteikto lietošanas maksu, kā arī var nodot lietošanā bez atlīdzības, ja tas nepieciešams: pašvaldībai, lai veiktu tās likumā noteiktās funkcijas, apgrūtināt ar apbūves tiesību par labu ekonomiskās aktivitātes veicināšanai, publisko tiesību juridiskajai personai likumā noteikto funkciju veikšanai, privāto tiesību juridiskajai personai ar likumu vai administratīvo līgumu noteiktas publiskas funkcijas veikšanai, valsts dibinātai vai dibināmai bezpeļņas organizācijai vai nodibinājumam statūtos paredzēto funkciju veikšanai, bezpeļņas organizācijai vai nodibinājumam statūtos paredzēto funkciju veikšanai, kas saistītas ar glābšanu, izglītību, pētniecību, kultūru, valodu vai darbu ar jaunatni, vai veselības aprūpes un sociālo pakalpojumu sniegšanai vai citiem sabiedriskiem mērķiem, kā arī citos likumā paredzētajos gadījumos. Kā redzams, tad atšķirībā no Lietuvas Igaunijas regulējums neparedz iespēju nodot publiskai personai piederošu nekustamo īpašumu politiskai partijai, kā arī regulējuma speciālo subjektu lokā nav ietvertas arodbiedrības.

Atšķirībā no Latvijas un Lietuvas, Igaunijas regulējumā īpaši ir noteikti gadījumi, kad valsts nekustamā īpašuma nodošanai ir nepieciešama valdības piekrišana, kad lēmums pieņemts diskrecionārā kārtībā un piešķiruma termiņš pārsniedz 10 gadus (*IVAL* 19. panta otrā daļa). Prasība par valdības lēmumu ir attiecināta arī uz valsts kustamo mantu, kuras vērtība ir lielāka par 1 000 000 euro un piešķiruma termiņš ir ilgāks par vienu gadu. Lēmumā par valsts mantas nodošanu lietošanā (tai skaitā bezatlīdzības lietošanā) jābūt vismaz lietošanā nodoto līdzekļu aprakstam, par lēmuma izpildi atbildīgajai institūcijai, termiņam, uz kādu aktīvi tiek nodoti lietošanā, vai paziņojumam par to, ka līdzekļi tiek nodoti lietošanā uz nenoteiktu laiku, līdzekļu nodošanas lietošanā veidam, lietošanas maksas noteikšanas nosacījumiem un maksas apmēra pamatojumam, maksas par lietošanu koriģēšanas noteikumiem, papildu nosacījumiem aktīvu nodošanai lietošanā atlases konkursa kārtībā, ja lēmums pieņemts konkursa kārtībā – lietotāja nosaukumam un reģistrācijas numuram vai personas kodam. Prasības lēmumam, kas tiek pieņemts *IVAL* 19. panta otrajā daļā paredzētajā gadījumā, ir noteiktas *IVAL* 21. panta trešajā daļā. Papildus minimālajām prasībām šāda piešķiruma lēmumā ir nepieciešams ietvert pamatojumu tiesību piešķirumam bez procedūras, tā termiņam, lietošanas līguma nosacījumiem un informācijai par iespējamajiem valsts izdevumiem līguma izpildei. Lēmumam arī pievieno lietošanas līguma projektu un dokumentus, kas apliecina iesniegto informāciju, un citus dokumentus, kuriem ir nozīme lēmuma pieņemšanā.

IVAL 18. panta trešā daļa paredz, ka valsts mantas lietošanas maksai bezatlīdzības lietošanas gadījumā ir jānodrošina vismaz mantas ekonomiskā saglabāšana, kas ir lietotājam no līguma izrietošs pienākums. Tāpat valsts mantas pārvaldītājam lietošanas līgumā jāparedz, ka jebkādos ar mantu saistītos blakus izdevumus, nodokļus vai apgrūtinājumus sedz mantas lietotājs proporcionāli lietošanas tiesību apjomam, kā arī ikvienā lietošanas līgumā, kas noslēgts uz laiku – ilgāku par trim gadiem, īpašuma pārvaldītājam jāparedz nosacījumi lietošanas maksas koriģēšanai. *IVAL* 18. panta septītā daļa arī paredz nosacījumu, ka ar mantas nodevēja lēmumu var tikt veikts ieskaits, lai atlīdzinātu lietotājam radušos izdevumus par mantas uzlabošanu. Šādu nosacījumu ir jāietver lietošanas līgumā un tas saistāms uzlabojumiem, kas veikti ar piešķirēja piekrišanu. Tāpat jebkuru ieskaitu veikšanai nepieciešams līgumā noteikt ieskaita laiku, apjomu un nosacījumus. Tādējādi secināms, ka Latvijas, Lietuvas un Igaunijas regulējumi ir visai līdzīgi jautājumos, kas saistīti ar piešķiruma izlietotāja pienākumu uzturēt bezatlīdzības lietošanā nodoto nekustamo īpašumu un segt ar to saistītos izdevumus. Tas arī parāda, ka tiesiskās attiecības satur dāvinājuma elementu, jo piešķiruma izlietotājam nav jāmaksā ekonomiski pamatota (tirgus) maksa par lietošanu, tomēr lietotāja pienākums ir uzturēt lietošanā saņemto objektu un segt ar tā lietošanu saistītos izdevumus. Līdz ar to var izdarīt secinājumu, ka bezatlīdzības lietošanas piešķirumam Latvijas normatīvā regulējuma izpratnē piemīt patapinājuma līguma tiesiskā daba.

2. Publiskas personas mantas bezatlīdzības lietošanas objekti un subjekti Latvijā

Athilstoši *PPFLMINL* 5. pantā ietvertajam regulējumam publiskas personas bezatlīdzības piešķiruma objekts ir publiskas personas manta. No *PPFLMINL* 1. panta un tam sekojošā regulējuma secināms, ka likumdevējs ir izvēlējis noteikt atšķirīgu regulējumu rīcībai ar publiskas personas finanšu līdzekļiem un pārējo mantu. Finanšu līdzekļi var būt bezatlīdzības piešķiruma objekts aizdevuma vai dāvinājuma formā. Tomēr no *PPFLMINL* 4. un 10. pantā ietvertā regulējuma secināms, ka bezatlīdzības lietošanas objekts nevar būt publiskas personas finanšu līdzekļi šā likuma 5. panta izpratnē. Vienlaikus jānorāda, ka publiskas personas finanšu līdzekļu un mantas dāvināšanas regulējuma izpētei būtu nepieciešams plašāks pētījums, jo šāda veida piešķirumu iespējamība un pieļaujamība tieši un netieši ietverta visai daudzos normatīvajos aktos. *PPFLMINL* 5. pants tiešā veidā satur norādes, ka bezatlīdzības lietošanas objekts var būt publiskas personas nekustamais īpašums un kustama manta. No normu konteksta nav pamatoti izdarīt secinājumu, ka publiska persona var nodot bezatlīdzības lietošanā tikai ķermeniskas lietas *LCL* 842. panta izpratnē. *PPFLMINL* un *PPMAL* izmantotā terminoloģija kopumā ir vērtējama kritiski, jo ar civiltiesību kontekstā visai diskutablu mantas jēdzienu tiek apzīmēts publiskas personas aktīvu kopums, izslēdzot no tā finanšu līdzekļus. Līdz ar to var izteikt apgalvojumu, ka bezatlīdzības lietošanas objekts *PPFLMINL* 5. panta izpratnē var būt jebkurš publiskas personas aktīvs (manta), kas nav finanšu līdzekļi. Šeit gan jāņem vērā citi no normatīvā regulējuma izrietoši ierobežojumi, no kuriem secināms, ka bezatlīdzības lietošanā nevar nodot publiskas personas mantu, kuru pamatā var izlietot tikai patērējot (atvietojamās lietas *LCL* 844. panta izpratnē, skat. arī *LCL* 845. pantu).

Jau iepriekš tika norādīts uz problemātiku, kuru rada publisko lietu nodošana sevišķā lietošanā. Jebkurš publiskas personas īpašuma objekts, kas pēc savas būtības ir paredzēts vispārējai sabiedrības lietošanai, piemēram, ielas un laukumi, pirmšķietami ir identificējams kā publiska lieta. Pašreiz Latvijas normatīvais regulējums neprasa īpašu procedūru lēmuma pieņemšanai par

publisko personu īpašuma objektu nodošanu bezatlīdzības lietošanā. Tomēr, ja neskaita piešķiruma tiesiskumu, par obligāti izvērtējamiem ir uzskatāmi lietderīguma apsvērumi. Pirms publisko lietu nodošana bezatlīdzības lietošanā būtu nepieciešams veikt sabiedrības informēšanu par šāda piešķiruma iespējamību. Šāda pieeja ļauj noskaidrot sabiedrības viedokli, kā arī identificēt iespējamus konfliktus, kurus iespējams novērst jau lēmuma sagatavošanas stadijā.

Atbildot uz prakses izaicinājumiem, likumdevējs *PPFLMINL* 5. pantā ir noteicis vairākus subjektus, kuriem publiskas personas manta var tikt nodota bezatlīdzības lietošanā. No nomas teksta var izdarīt secinājumu, ka likumdevējs ir izvēlēties klasificēt subjektus pēc piešķiruma mērķa, vienlaikus izvirzot arī speciālas juridiskās formas (statusa) prasības. Saskaņā ar *PPFLMINL* 5. pantā otrās daļas 2¹. un 4¹. punktu publiskas personas mantu var nodot lietošanā sabiedriskā labuma organizācijai vai sociālajam uzņēmumam, bet atbilstoši šā panta 5. punktam publiska persona savu mantu var nodot privātpersonai vai kapitālsabiedrībai tai deleģēto valsts pārvaldes uzdevumu pildīšanai, kā arī publiskas personas pakalpojumu sniegšanai. Šo uzskaitījumu nevar uzskatīt par slēgtu, jo *PPFLMINL* 5. pantā otrās daļas 6. punktā ir ietverta norāde, ka šāds piešķirums ir iespējams arī citos likumos vai Ministru kabineta noteikumos paredzētajos gadījumos. Publiski pieejamajās datu bāzēs šādu piešķirumu gadījumi pētījuma ietvaros netika identificēti. Tādējādi identificējami gadījumi, ka publiskas personas manta var tikt nodota subjektam ar speciālu juridisko formu (statusu), lai sniegtu atbalstu šo subjektu dibināšanas dokumentos noteikto mērķu sasniegšanai un privāto tiesību subjektiem (privātpersonām) – tādu valsts pārvaldes funkciju izpildes nodrošināšanai, kas privātpersonai uzdota ar deleģēšanas līgumu, vai publiskas personas pakalpojumu sniegšanai.

Sabiedriskā labuma organizācija pēc savas būtības nav subjekta juridiskā forma, bet gan tiesiskais statuss, kuru privāto tiesību subjekti – biedrības un nodibinājumi, reliģiskās organizācijas un to nodibinājumi ir ieguvuši *Sabiedriskā labuma organizāciju likumā* (turpmāk – *SLOL*) noteiktajā kārtībā. Sabiedriskā labuma organizācijas statusa piešķiršanas procesu administrē Valsts ieņēmumu dienests, balstoties uz Sabiedriskā labuma komisijas atzinumiem. Sabiedriskā labuma komisija tiek izveidota atbilstoši *SLOL* 6. pantam un darbojas saskaņā ar nolikumu, kuru apstiprina Ministru kabinets. Saskaņā ar Ministru kabineta 30.11.2004. noteikumu Nr. 976 “Sabiedriskā labuma komisijas nolikums” (turpmāk – MK Nr. 976) 2. punktu Sabiedriskā labuma komisijas sastāvā ir 12 komisijas locekļi. No tiem sešus pilnvaro MK Nr. 976 4. punktā noteiktās valsts iestādes un sešus izraugās atklātā konkursā no Latvijas Republikā reģistrēto biedrību un nodibinājumu izvirzītajiem kandidātiem. Informāciju par subjektiem, kas ir ieguvuši sabiedriskā labuma organizācijas statusu, iespējams iegūt Valsts ieņēmumu dienesta uzturētajā reģistrā, kura informatīvā daļa ir pieejama interneta vietnē: <https://www6.vid.gov.lv/SLO>. Informācija par subjektu skaitu, kam ir spēkā esošs sabiedriskā labuma organizācijas statuss, šobrīd publiski nav pieejama, bet SIA “Lursoft” publiskotā informācija liecina, ka 26.05.2020. spēkā esošs sabiedriskā labuma organizācijas statuss bija reģistrēts 2454 organizācijām, savukārt 1159 organizācijām šis statuss ir ticis atņemts (Lursoft, 2020). Kā norāda Valsts ieņēmumu dienests, tad informācijai, kas saņemta no šīs publiskojamo datu bāzes, ir tikai informatīvs raksturs un tai nav juridiska spēka. Tas nozīmē, ka pirms lēmuma pieņemšanas par publiskas personas mantas nodošanu sabiedriskā labuma organizācijai ir nepieciešams vērsties Valsts ieņēmumu dienestā, lai pārbaudītu, vai tā publiskotajai informācijai ir juridisks spēks. Šāda pieeja nav uzskatāma par atbilstošu labas pārvaldības principam un savienojama ar valsts pārvaldes deklarētajiem mērķiem publisko pakalpojumu pieejamībai elektroniskajā vidē. Jāatzīmē, ka, sabiedriskā labuma organizācijai zaudējot

savu statusu, publiskai personai ir pienākums izbeigt piešķirumu un pārņemt ar bezatlīdzības lietošanas līgumu nodoto mantu. Par izņēmumu būtu uzskatāmi gadījumi, ja sabiedriskā labuma organizācija vienlaikus atbilst arī *PPFLMINL* 5. pantā otrās daļas 5. punkta kritērijiem.

Sociālajiem uzņēmumiem ir salīdzinoši jauns saimnieciskās darbības subjektu statuss Latvijā, kuru var iegūt noteikts kapitālsabiedrību veids – sabiedrība ar ierobežotu atbildību. Atšķirībā no “klasiskā” komersanta, kura mērķis ir saimnieciskā darbība peļņas gūšanas nolūkā (skat. *Komerclikuma* (KCL, 2000) 1. panta otro daļu), sociālā uzņēmuma darbības mērķis ir noteikts *Sociālā uzņēmuma likuma* (SUL, 2017) (turpmāk – *SUL*) 2. panta pirmajā daļā un ir vērsts uz darbību, kas rada labvēlīgu, nozīmīgu un ilgstošu pozitīvu sociālo ietekmi. Jautājumus, kas saistīti ar sociālā uzņēmuma statusa iegūšanu, administrē Labklājības ministrija. Atbilstoši Labklājības ministrijas mājas lapā publiskotajai informācijai pētījuma veikšanas brīdī Latvijā sociālā uzņēmuma statuss bija 224 kapitālsabiedrībām (197 – aktīvi uzņēmumi, 27 – neaktīvi) (LM, 2022). Līdzīgi kā sabiedriskā labuma organizāciju gadījumā *SUL* 6. pants paredz speciālas komisijas izveidi, kuras izveides un darbības kārtību nosaka Ministru kabineta 20.02.2018. noteikumi Nr. 101 “Noteikumi par Sociālo uzņēmumu komisiju” (MK Nr. 101, 2018) (turpmāk – MK noteikumi Nr. 101). Minēto noteikumu 2. punkts paredz, ka komisijas sastāvā ir 10 komisijas locekļi. No tiem piecus komisijas locekļus izvirza MK noteikumi Nr. 101 5. punktā minētās tiešās pārvaldes iestādes un piecus izvēlas atklātā konkursā no kandidātiem, ko šajos noteikumos noteiktajā kārtībā izvirzījušas Uzņēmumu reģistra Biedrību un nodibinājumu reģistrā (turpmāk – biedrību un nodibinājumu reģistrs) reģistrētās biedrības un nodibinājumi. Papildus tam regulējums paredz, ka Izglītības un zinātnes ministrijas un Veselības ministrijas pārstāvis piedalās komisijas darbā uzaicināta speciālista statusā. Arī, sociālajam uzņēmumam zaudējot savu statusu, publiskai personai ir pienākums izbeigt piešķirumu un pārņemt ar bezatlīdzības lietošanas līgumu nodoto mantu, ja tās lietošanas turpināšanai nav cita tiesiska pamata.

Publiskas personas mantas nodošana privātpersonai vai kapitālsabiedrībai tai deleģēto valsts pārvaldes uzdevumu pildīšanai, kā arī publiskas personas pakalpojumu sniegšanai ir salīdzinoši mazāk reglamentēta. Normatīvais regulējums tieši neizvirza īpašas juridiskas formas vai statusa prasības privātpersonām, kas nodrošina pārvaldes uzdevuma vai publiskas personas pakalpojuma sniegšanas funkciju. Tomēr jāņem vērā, ka šādas formas vai statusa prasības var pastāvēt, ievērojot paša uzdevuma vai pakalpojuma sniegšanas noregulējumu. Piemēram, prasība pēc speciālas licences konkrētajā darbības jomā vai pakalpojums, kuru var sniegt tikai noteikta veida komersants. Atšķirībā no sabiedriskā labuma organizācijām un sociālajiem uzņēmumiem publiskas personas mantas bezatlīdzības lietošanas piešķirums ir tieši saistāms ar pakalpojuma vai deleģēšanas līguma darbības termiņu. Vides aizsardzības un reģionālās ministrijas publiskotajās vadlīnijās par pārvaldes uzdevumu deleģēšanu pašvaldībās izteikts apgalvojums, ka: “... publiskā iepirkuma rezultātā kā iepirkuma līgums nevar tikt noslēgts deleģēšanas līgums, kas turklāt atšķirībā no iepirkuma līgumiem ir publisko tiesību līgums, nevis privāto tiesību līgums.” (VARAM, 2021). Šāds apgalvojums vērtējams ļoti kritiski, ievērojot administratīvo tiesu praksi, skat., piemēram, Latvijas Republikas Augstākās tiesas Senāta Administratīvo lietu departamenta 27.11.2009. lēmumu lietā Nr. A8033609/25 (SKA–853, 2009) vai 24.03.2010. lēmumu lietā Nr. A8080309/2 (SKA–293, 2010), kā arī *Valsts pārvaldes iekārtas likuma* 45. panta ceturtajā daļā un 45.¹ pantā ietvertos regulējumus, kas satur ieteikumu, ka, deleģējot pārvaldes uzdevumu privātpersonai, priekšroka dodama pārvaldes uzdevuma deleģēšanai publiskās un privātās partnerības ietvaros. Jāatzīmē, ka publiskās un privātās partnerības līgumu noslēgšana, ievērojot *Publiskās un privātās partnerības*

likuma 4. pantā ietverto regulējumu, pamatā slēdzama, piemērojot Publisko iepirkumu likumu vai Sabiedrisko pakalpojumu sniedzēju iepirkumu likumu.

Atšķirībā no VVĪPLA un IVAL PPFLMINL nav ietverts regulējums, kas tieši būtu attiecināms uz publisko personu mantas nodošanu bezatlīdzības lietošanā citai publiskai personai vai tās iestādei. Šeit var norādīt, ka tiesību doktrīna šajā jautājumā ir attīstījusies pārāk ātri un nav atstājusi avotus, kas ļautu izvērtēt šādas pieejas motīvus. *Dr.iur. E. Danovskis*, atsaucoties uz Saeimas Juridiskā biroja 2014. gadā sniegto skaidrojuma par *Publiskas personas finanšu līdzekļu un mantas izšķērdēšanas novēršanas likuma* piemērošanu mantiskām attiecībām vienas publiskas personas ietvaros un starp vairākām publiskām personām, norāda, ka valsts pārvaldes iekšējie lēmumi, tostarp lēmumi par publiskas personas mantas nodošanu bezatlīdzības lietošanā citai publiskai personai, nav pakļauti vispārējam likuma atrunas principam (Danovskis, 2015: 66) Turklāt atbilstoši *Dr.iur. E. Danovska* viedoklim publisku personu rīcību ar mantu publiskās pārvaldes iekšienē nosaka VPIL 91. pants, kas paredz, ka publiskai personai ir tiesības pārvaldīt savu mantu, tostarp nodot mantu citu tās pašas publiskās personas iestāžu vai citu publisku personu lietošanā, ciktāl normatīvie akti neparedz pretējo. *Publiskas personas finanšu līdzekļu un mantas izšķērdēšanas novēršanas likums* nav vienīgais likums, kas regulē rīcību ar publiskas personas mantu. Atsevišķos gadījumos noteikumi par rīcību ar publiskas personas mantu var būt ietverti arī citos normatīvajos aktos. Tomēr jebkurā gadījumā, pieņemot lēmumu par rīcību ar publiskas personas mantu, ievērojams pienākums ar publiskas personas mantu rīkoties saprātīgi un lietderīgi (Danovskis, 2015: 67). Jānorāda, ka šis visnotaļ loģiskais un pamatotais skaidrojums ir radies vairāk nekā četrus gadus pēc atbilstošo grozījumu ietveršanas PPFLMINL un nav atrodams likumprojekta anotācijā vai Saeimas sēžu stenogrammās. Līdz ar to šobrīd praksē ir sastopama neizpratne par piemērojamajām tiesībām un publisko personu rīcības brīvības robežām jautājumos, kas saistīti ar publiskas personas mantas nodošanu bezatlīdzības lietošanā citai publiskai personai vai tās iestādei.

3. Lēmuma pieņemšana par publiskas personas mantas nodošanu bezatlīdzības lietošanā, nosacījumi un termiņi

PPFLMINL 5. pants ietver vairākas normas, kas tieši saistītas ar lēmumu pieņemšanu par publiskas mantas bezatlīdzības lietošanu. Vispirms jau likumdevējs ir noteicis subjektus, kas ir tiesīgi pieņemt šādu lēmumu. Nav izticis arī bez gadījumiem, kuros likumdevēja griba ir izteikta neskaidri, un tādējādi tiesību piemērotājam var rasties nepieciešamība interpretēt minētajā pantā ietvertās normas, lai nonāktu pie pamatota un tiesiska risinājuma. Šādu interpretācijas problēmu rada PPFLMINL 5. panta ceturtais daļa, kas paredz, ka gadījumos, ja bezatlīdzības lietošanā paredzēts nodot publiskas personas nekustamo vai kustamo mantu uz laiku, kas ilgāks par pieciem gadiem, lēmumu par to pieņem attiecīgi Ministru kabinets vai atvasinātas publiskas personas orgāns. Norma korelē ar PPFLMINL 5. panta piekto daļu un piekto prim daļu. PPFLMINL 5. panta piektā daļa paredz, ka lēmumu par publiskas personas mantas nodošanu bezatlīdzības lietošanā sabiedriskā labuma organizācijai vai sociālajam uzņēmumam pieņem attiecīgi Ministru kabinets vai atvasinātas publiskas personas orgāns, bet šāda piešķiruma viens termiņš nevar pārsniegt 10 gadus. Savukārt PPFLMINL 5. panta piektā prim daļa attiecināta uz gadījumiem, kuros publiska persona nodod mantu bezatlīdzības lietošanā sabiedriskā labuma organizācijai vai sociālajam uzņēmumam, bet

mantas bilances vērtība saskaņā ar grāmatvedības uzskaites datiem nav lielāka par 1500 eiro vai termiņš mantas nodošanai bezatlīdzības lietošanā nav ilgāks par vienu mēnesi, paredzot, ka šajos gadījumos lēmumu par šādas mantas nodošanu bezatlīdzības lietošanā sabiedriskā labuma organizācijai vai sociālajam uzņēmumam pieņem tā publiskas personas iestāde, kuras valdījumā ir attiecīgā manta.

No normu konteksta vispirms var izdarīt secinājumu, ka lēmuma pieņemšana par publiskas personas nekustamās vai kustamās mantas nodošanu bezatlīdzības lietošanā uz laiku, kas ilgāks par pieciem gadiem, ir Ministru kabineta vai atvasinātas publiskas personas orgāna ekskluzīvā kompetencē neatkarīgi no subjekta, kas ir piešķiruma saņēmējs. Šāda izpratne atbilst normu gramatiskajai konstrukcijai un kā tāda tiek atzīta arī praksē. Problēmu rada divu turpmāko *PPFLMINL* 5. panta daļu (piektā un piektā prim) piemērošana šajā kontekstā. Pēc savas būtības šīs daļas ir uzskatāmas par speciālajām normām, jo ir piemērojamas tikai bezatlīdzības lietošanas piešķirumiem diviem subjektiem – sabiedriskā labuma organizācijām un sociālajiem uzņēmumiem. Rodas jautājums: vai tiešām *PPFLMINL* 5. panta ceturtās daļas regulējums kā vispārīgā norma ir attiecināms tikai uz privātpersonām un kapitālsabiedrībām, kurām ir deleģēta valsts pārvaldes uzdevumu pildīšana vai publiskas personas pakalpojumu sniegšana? Tiesību normu vēsturiskā izpēte skaidri parāda, ka tā ir bijusi likumdevēja izšķiršanās noteikt atšķirīgu regulējumu attiecībā uz sabiedriskā labuma organizācijām (vēlāk arī uz sociālajiem uzņēmumiem), paredzot, ka lēmuma pieņemšana par publiskas personas nekustamās vai kustamās mantas nodošanu bezatlīdzības lietošanā šiem subjektiem ir Ministru kabineta vai atvasinātas publiskas personas orgāna ekskluzīvā kompetencē, izņemot *PPFLMINL* 5. panta piektā prim daļā paredzētos gadījumus. Tomēr šāda regulējuma vēsturiskā izpēte arī parāda, ka sākotnēji norma tika attiecināta tikai uz publisku personu savstarpējiem mantas bezatlīdzības lietošanas piešķirumiem. Tikai vēlāk tajā ir tika ietverti subjekti – privātpersonas, kurām ir deleģēta valsts pārvaldes uzdevumu pildīšana vai publiskas personas pakalpojumu sniegšana, kas šobrīd ir palicis vienīgais normas adresāts. Ievērojot kaimiņvalstu pieredzi, var pieļaut, ka būtu lietderīgi regulējumu pārskatīt un *PPFLMINL* 5. panta ceturtās daļas regulējumu attiecināt uz visiem publiskas personas mantas bezatlīdzības lietošanas piešķirumiem neatkarīgi no subjekta.

Neatkarīgi no lietas nodošanas bezatlīdzības lietošanā termiņa *PPFLMINL* 5. panta trešā daļa paredz, ka kompetentā iestāde par to pieņem lēmumu. Atbilstoši norādītajai normai lēmumā nepieciešams ietvert šādu minimālās informācijas apjomu:

- 1) bezatlīdzības lietošanā nododamā manta, tās apjoms, bilances vērtība, stāvoklis un apraksts;
- 2) nodošanas nepieciešamība un lietderība;
- 3) nododamās mantas lietošanas vai izmantošanas mērķis un termiņš;
- 4) gadījumi, kad nodotā manta atdodama atpakaļ;
- 5) citi nepieciešamie noteikumi, tai skaitā noteikumi, lai nodrošinātu attiecīgās mantas saglabāšanu un atbilstošu izmantošanu.

Tomēr ne mazāk būtisks ir *PPFLMINL* 5. panta trīs prim daļā ietvertais regulējums, kas paredz, ka tiesību subjekts, kuram nodota manta bezatlīdzības lietošanā, **nodrošina attiecīgās mantas uzturēšanu, arī sedz ar to saistītos izdevumus**. Šis pienākums ir imperatīvs un nav grozāms ar pušu vienošanos. Jāatzīmē, ka *VVĪPLA* un *IVAL* satur līdzīga rakstura normas, uzliekot piešķiruma saņēmējam pienākumu saglabāt lietas ekonomisko vērtību, kā arī paredzot iespēju publiskai personai atkāpties no līguma, ja šis pienākums netiek pildīts. *PPFLMINL* 5. panta trešajā un trīs prim

daļā ietvertais regulējums nepārprotami parāda bezatlīdzības lietošanas līguma juridisko sasaisti ar *LCL* regulēto patapinājuma līgumu.

Rīcība ar publiskas personas mantu primāri ir vērtējama kā privāttiesiska darbība. Tomēr mūsdienu tiesību telpā privāttiesību elementu ienākšana tradicionāli publisko tiesību jomā vairs nav izņēmums. Mijiedarbība notiek arī pretējā virzienā un dažās tiesību nozarēs privātautonomijas princips tiek būtiski ierobežots ar imperatīviem regulējumiem. Latvijas gadījumā likumdevējs ir izvēlējies diezgan detalizēti regulēt atsevišķus jautājumus, kas saistīti ar rīcību ar publiskas personas mantu. Tādējādi par pamatotu ir uzskatāms *Dr.iur.* E. Danovska viedoklis, ka Latvijā publiskas personas rīcība privāto tiesību jomā var darboties privāttiesiskās attiecībās tikai saskaņā ar likumu. (Danovskis, 2015: 66) Minētā tēze nav uztverama veidā, ka publiskai personai nav rīcības brīvības privāto tiesību jomā un visi lēmumi rīcībai ar tās mantu ir skatāmi no administratīvo tiesību prizmas kā administratīvi akti. Likumdevējs ir tieši noteicis atsevišķus gadījumus rīcībai ar publiskas personas mantu, kur nepieciešama privātpersonu papildu aizsardzība. Kā piemēru var minēt *PPMAL* 4. panta ceturtajā daļā minētos gadījumus, kuros privātpersonai ir paredzēta tiesība ierosināt publiskas personas mantas atsavināšanu. Publiskas personas mantas nodošanas gadījumā bezatlīdzības lietošanā šāds īpašs regulējums nav noteikts. Līdz ar to secināms, ka lēmumiem par publiskas personas mantas nodošanu bezatlīdzības lietošanā parasti ir privāttiesisks raksturs ar ievērojamu rīcības brīvību.

Tomēr šādam apgalvojumam nav absolūta rakstura, t.i., tiesību piemērotājs nevar akli paļauties, ka pieņemtajam lēmumam un tā sekām – noslēgtajam līgumam par publiskas personas mantu vienmēr ir privāttiesisks raksturs. Pirmkārt, jau šādam lēmumam, kas ir pieņemts publiskas personas iekšienē, piemēram, nododot mantu citai publiskai personai bezatlīdzības lietošanā (šīs personas iestādei), ir pārvaldes lēmuma raksturs. Jau iepriekš tika norādīts arī uz citu problemātiku, kas ir saistīta ar publisku lietu nodošanu bezatlīdzības lietošanā konkrētai personai. Ja nododamā publiskas personas manta identificējama kā publiska lieta, lēmums par tās nodošanu bezatlīdzības lietošanā ir uzskatāms par administratīvu aktu, bet tā rezultātā noslēgtais līgums – par publisko tiesību līgumu. Šāda situācija var veidoties arī gadījumos, kuros piešķiruma pamats ir deleģētas uzdevuma izpildes nodrošināšana vai publiskas personas pakalpojumu sniegšana. Tiesu praksē atrodamas norādes, ka īpaša vērība pievēršama tieši piešķiruma mērķim un tā realizācijas veidam, kas ļauj identificēt piemērojamās tiesības. (SKA-1640, 2019) Tādējādi tiesību piemērotājam pirms lēmuma sagatavošanas ir jāizvērtē visi norādītie apstākļi, lai nodrošinātu atbilstošu tā sagatavošanas un pieņemšanas procedūru, kā arī noteiktu iespējamās tiesiskās sekas, kuras var radīt šāda lēmuma pieņemšana.

Jautājumi, kas saistīti ar publiskas personas bezatlīdzības lietošanai izvirzītajām prasībām un šo lietošanu saistītajām izmaksām, rada izaicinājumus arī praksē, par ko liecina valsts pārvaldes iestāžu savstarpējā korespondence, kas gan nav pieejama publiski (TM Nr. 1-17/2823, 2021, FM Nr. 11-2/7-2/3722, 2021, RDĪD Nr. DI-21-980-nd, 2021). Vienlaikus jānorāda, ka normas gramatiskais saturs ir pietiekami skaidrs un piešķiruma saņēmējam ir pienākums segt visus izdevumus, kas saistīti ar bezatlīdzības lietošanā nodotās lietas uzturēšanu, tai skaitā publiskās nastas. Tas gan neatņem iespēju publiskai personai izmantot citus atbalsta risinājumus, kas aptver arī šo izdevumu segšanu, tomēr arī tam ir nepieciešams skaidrs juridiskais pamats un atbilstošs piešķiruma atļāvums ārējos normatīvajos aktos. Papildus tam šādi publiskas personas mantas lietošanas piešķirumi ir jāizvērtē kontekstā ar valsts atbalsta piešķirumu nosacījumiem un to pieļaujamību, kas ir vērtējams jau kā atsevišķa pētījuma tēma.

Secinājumi un priekšlikumi

1. Publiskas personas mantas bezatlīdzības lietošanas tiesības piešķirumam ir *LCL* ietvertā patapinājuma līguma raksturs. Uz to norāda *PPFLMINL* 5. pantā noteiktais piešķiruma saņēmēja pienākums nodrošināt attiecīgās mantas uzturēšanu, arī segt ar to saistītos izdevumus. Pēc sava rakstura līdzīgi noteikumi ir ietverti arī atbilstošā kaimiņvalstu – Lietuvas un Igaunijas normatīvajā regulējumā, kas saistīts ar publiskas personas mantas bezatlīdzības lietošanu.
2. Lēmumu pieņemšana attiecībā uz publiskas personas mantas bezatlīdzības lietošanas piešķirumu attiecībā uz sabiedriskās labuma organizācijām un sociālajiem uzņēmumiem ir ekskluzīvā Ministru kabineta vai atvasinātas publiskas personas orgāna kompetencē, izņemot gadījumus, ja mantas bilances vērtība mazāka par 1500 eiro vai piešķiruma termiņš nepārsniedz vienu mēnesi. Lēmumu pieņemšana gadījumos, kas publiskas personas manta tiek nodota privātpersonai kā deleģēšanas līguma izpildei nepieciešamais resurss vai tas ir nepieciešams publiskas personas pakalpojuma sniegšanai, ja līguma termiņš pārsniedz piecus gadus, ir Ministru kabineta vai atvasinātas publiskas personas orgāna kompetencē. Ņemot vērā *PPFLMINL* 5. pantā ietverto subjektu loku, var izteikt priekšlikumu vienādot nosacījumus lēmumu pieņemšanai par publiskas mantas nodošanu bezatlīdzības lietošanā, paredzot, ka neatkarīgi no subjekta, ja piešķiruma termiņš pārsniedz piecus gadus, lēmuma pieņemšana ir Ministru kabineta vai atvasinātas publiskas personas orgāna kompetencē. Regulējumu iespējams precizēt, nosakot nekustamā īpašuma un kustamās mantas vērtības sliekšni.
3. Publiskas personas mantas nodošanas termiņš bezatlīdzības lietošanā sabiedriskā labuma organizācijām un sociālajiem uzņēmumiem nevar pārsniegt 10 gadus, bet ir iespējams atkārtots piešķirums uz īsāku vai tādu pašu termiņu. Pieņemot lēmumu par deleģēšanas līguma noslēgšanu *Publiskās un privātās partnerības likumā* noteiktajā kārtībā, publiskas personas mantas bezatlīdzības lietošanas līguma termiņš tiek noteikts atbilstoši šajā normatīvajā aktā paredzētajam regulējumam un nav tieši saistīts ar *PPFLMINL* 5. pantā minētajiem termiņiem.
4. Normatīvais regulējums Latvijā tieši neregulē publisku personu mantas nodošanu bezatlīdzības lietošanā citai publiskai personai vai tās iestādei. Atbilstoši doktrīnā sniegtajam skaidrojumam par publisku personu rīcību ar mantu publiskās pārvaldes iekšienē nosaka *VPIL* 91. pants, kas paredz, ka publiskai personai ir tiesības pārvaldīt savu mantu, tostarp nodot mantu citu tās pašas publiskās personas iestāžu vai citu publisku personu lietošanā, ciktāl normatīvie akti neparedz pretējo. *Publiskas personas finanšu līdzekļu un mantas izšķērdēšanas novēršanas likums* nav vienīgais likums, kas regulē rīcību ar publiskas personas mantu. Pieņemot lēmumu par rīcību ar publiskas personas mantu, ievērojams pienākums ar publiskas personas mantu rīkoties saprātīgi un lietderīgi.

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THE ORIGIN AND CONCEPT OF MANAGEMENT STYLES AND THEIR APPLICATION IN LARGE GERMAN COMPANIES

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Abstract

This article analyses the appearance, existence, and application of different management styles in large German companies. The representation of different management styles and their specific approaches will be emphasized and accentuated. It is essential to highlight that applying the correct management styles in large German international companies is crucial and might significantly impact successful business development and stabilization. While choosing the suitable management styles after analysing the microenvironment: companies' size, number of employees, level of employee diversification, employee values and beliefs, several macro-environment aspects such as: political, economic, social, technological, et al., have to be considered. Those aspects might put significant restrictions and limitations on applying one of all management styles. The article argues, and the research results show the variety of different management styles and their suitable application in large German companies, which lead to the company's successful development.

Keywords: Management styles, large German companies, leadership, leadership rules, psychology at work, employee satisfaction, companies' profitability

Introduction

The idea of the Management concept has been ancient. Its roots go more than a thousand years back. The most elementary Management approaches go back to at least 3000 years BC when priests from the Middle Eastern did the first business records. "Socrates, around 400 BC, stated that Management was a competency distinctly separate from possessing technical skills and knowledge" (Higgins, 1991).

During the Middle Ages, many different goods appeared on the market. From the late 1700s till the 1800s, considerable changes in the way people lived and worked began to occur within the epoch of the Industrial Revolution. It was the transition from farming and working in rural communities to new manufacturing processes in Europe and the United States (Adda 247 Publications, 2021).

Approximately 100 years later, in 1913, Henry Ford developed a moving assembly line to produce the cars. This innovation is still one of the most moving innovations that had a massive impact on the work change in society. The reduction time for car production from 12 hours to one and a half hours became a base for the development of automatization in the industry (History, 2020).

Those changes in society and the working methods had a curtail influence on the development of the new employer and employee relationships, communication patterns, and psychological

behaviors within the companies. What today is acknowledged to be one of the most important aspects has been proved to directly influence the company's profitability (Sousa, et al., 2008).

Nowadays, the importance of the statements, observations and studies were done by Herzberg and other economists and scientists on the leadership and management styles, and how they can influence the positive attitude of employees in the company is gaining their importance every day as never before.

Managers in the 21st century must deal with the fast changes in the economic and political world as also changes in society, cultural differences, the influence of the pandemics on the operating rules and habits, human value siftings and development. Those kinds of changes and challenges were hardly imaginable only a few years ago. What makes the current research topic highly important and present in the contemporary business world.

Based on the facts and statements provided above this scientific article will review and describe the situation in the large German companies: the introduction and application of the different Management styles as also all the conflicts and obstacles that have to be regarded while deciding on the use of the particular Management style(s) and not only from the internal, but also from the external point of view.

1. Literature Review

The application of the different Management styles in the companies is a highly present topic nowadays, underlined by many theories, practical observations and researches. This scientific article will concentrate on the analysis of the theories of several well-known researchers and scientists, who state that the correct application of the Management styles has a positive influence on companies' development in several areas – internal psychological atmosphere within the company, which is directly leading to the companies' positive development in financial, social and political areas. Besides, the problems that might appear in the application process and external influences will be analyzed based on the current market political, economic, and other global aspects.

Management styles nowadays

Today the importance of innovation and hi-tech has been increasing because of the use of mobile and tablet technology as well as internet access and cloud solutions all over the world. There are many different patterns and examples of how companies have entirely changed their working structure and overall business performance, which significantly impacts the working atmosphere. This impact on the growing wave of technology and changes in the artificial intelligence and evolving nature of globalization as also the push-pull tug between the different companies that are getting more and more global is also putting a particular portion of stress on the current Management situation (Yichuan, 2016).

It is a well-known fact that due to the changes in our society, the workers' character has also been changed drastically over time. Compared to the middle of the 20th century, workers are getting more self-confident and demanding to their jobs and Management. The freedom of the word begins to gain a particular strength around the workers and starts to get more challenging for the manager (Nie, et al., 2021).

To support the situation and be able to deal with strong vs. weak performers, through time, many different Management directions and styles have appeared, such as Micro-Management, Macro-Management, Hands-on Management, Management by objectives, Management by observation, Workers' Self-Management and many others (Nie, et al., 2021).

The most challenging aspect for the Managers is to know which Management style to attempt towards different employees to achieve sustained change in employee behavior, which will help them perform and help keep the company's financial figures on the profitable side.

Importance of application of different Management styles

Nowadays, independent of business size, companies cannot survive without implementing different Management Styles. Several studies on the importance of different Management styles have proved that its presence in a company is directly correlated with its development. The internal and external appearance of the company, atmosphere in the company, business development, efficiency and success of more or less all the other business aspects is highly dependent on how the employees have been guided and their satisfaction level (Aquila & Rice, 2017). This has to be proved by a – Shareholders Value Added (SVA), the strongest relationship that results from a Business Unit Employee Satisfaction Factor with Business Unit Financial Metrics. Where SVA measures the economic profit of value-added for the company and such aspects like job satisfaction, promotion, involvement and participation, use of knowledge and skills, possibility to improve and develop on the job place, diversification, fair treatment and creativity have been considered (Topolosky, 2014).

At the beginning of the 19th, Maslow included many of the employee satisfaction variables in the concept called “self-actualization”, which shows that people have to use their skills and recognition for the desire to develop, accept new challenges, and be willing to develop their surroundings. Which automatically will lead to the development of the company. He also stated that to develop employees – employees have to be challenged and the satisfaction of the self-actualization need has to be met (Lawler, 1994).

Such researchers like Argyris and Huselid stated that how the employees have been led demonstrates a strong relationship to the financial variables and states that the concentration on finding the correct Management style for the employees is crucial. They also state that it is essential for the companies to make a financial investment in the employee development and make companies Management aware of the development and implementation of the correct Management styles toward the employees, differentiation between the different employees their background, culture, nature as also personal needs and interests (Huselid, 1995).

To survive in fast-changing markets and a complex business world and keep the company on the profitable and developing side, companies' Management must adapt rapidly and cost-efficiently to changes. Agile companies can grow fast and take advantage of opportunities. Application of the correct Management style towards the employees can support companies to deal with unpredicted risks and new regulations as well as competition and client preferences. Management's ability to create a dynamic Management style concept and its correct application to the right employees separates winners from loser companies in mindshare and market share. Still, the challenge behind those theories is the ability to define the concrete Management style that might be applied towards the concrete employees (Evans, 2001).

Management styles around the World

As already stated above, it is a well-known fact that success in the global marketplace depends on a manager's ability to provide leadership. Not for nothing, the appearance and development of the different Management styles might take one to the centuries and decades away.

Today there are many Management styles and directions that have been used and practiced worldwide. Many of them are so similar in their appearance that it becomes hard to set a particular differentiation between them; others are completely different. Analyzing the differences amongst the Management styles worldwide, the most significant differences might be regarded amongst the various countries and cultures (Business Insider, 2015).

Due to the diverse structures, political, economic and cultural development, people have different values, rules and perceptions not just in private but also in the business world, which directly influences the way the business has been conducted (Rao, 2010). Still, three broad categories worldwide have established themselves: autocratic, democratic and laissez-faire (genuine style). They all have different approaches to exercising power and dealing with the staff (Capon, 2008).

- **Autocratic Management style** follows a top-down approach with one-way communication, which goes from Management to employees. Amongst another two Management styles it appears to be the most controlling Management style, where only the Management is in charge of making all workplace decisions. Employees have been treated hardly and have been monitored closely and controlled. The employees cannot bring in new ideas, share their thoughts, or work with Management on improvement processes. This Management style has several subtypes where authoritative, persuasive and paternalistic are the most common (Dolly & Nonyelum, 2018).
- Using a **democratic Management style**, managers encourage employees to provide their input during the decision-making process. Still, they take all the responsibility for the final decision for the company. The communication within this Management style functions in both ways, top-down and bottom-up, which automatically stimulates team spirit to work together to develop new ideas that might be used for the companies' decision-making. The most common subtypes of this Management style are consultative, participative, collaborative and other Management styles (Lloyd, et al., 2009).
- **Laissez-fair Management style** is a well-known style for the hands-off approach in leadership. The employees are trusted to do their work without supervision and can independently make all the decisions and solve problems. Management is present in all the delegation and escalations in the strategic and operative area, but otherwise, do step back and provide the employees complete freedom in each work area. Only when the employees request hieratical support Management is there to provide it. Delegation and Visionary Management styles are the most common subtypes of this Management direction (Marquis & Huston, 2008).

2. Research Methodology

Large German companies are one of the fastest developing, productive and modern companies in the world. Therefore, the lack of knowledge on how to lead a different types of workers depending on the different diversification levels and specifications of the companies and the responsibility of the

workers in the company might lead to the unprofitable outcome and even bankruptcy of the firms. As employees are significant contributors to the profits and worth of the organization, it is essential to keep them motivated and satisfied with their jobs (Hobson, 2021). So, the main aim of the research is to identify the current Management styles applied in the large German companies that support the companies in their growth and success, despite the external factors that influence the application of the desirable Management styles, making the application procedure more inflexible.

The present state of the large German companies and businesses development in Germany leads to the main research questions:

- How the companies in Germany are classified, based on their size and which companies in Germany are considered to be large companies?
- What are the most common Management styles applied all over the world?
- What are the most common Management styles and their aspects applied in the large German companies?
- How and which different Management styles are used on the various Management levels in the large German companies?
- Which macro-environmental aspects influence the application of Management style in large German companies?

The following research methods and actions will support the response to the main research questions:

- firstly, the number and state of the art of the big companies on the German market should be defined. This will be done by conducting online research using the newest market data due to the constant changes and development on the market;
- secondly, analysing the most common Management styles applied in the world, emphasizing the large German companies by examining a wide range of literature and theories from the books and journal articles will be concluded;
- thirdly, the Management structure in the large German companies: their job profile, responsibilities and correlation with each other should be regarded. For conducting this part of the research, besides analysis of the scientific articles and information gathered online experience and knowledge of the researcher, representing an employee of one of the large German companies, will be applied;
- finally, by the support of the PESTLE analysis, the external influences on the application of the different Management styles will be analysed and structured.

3. Findings and Conclusions

This Chapter will represent and define the classification of the different companies' sizes on the German Market, stating out the large German companies. Also, the Management styles application in the large German organizations on various Management levels will be regarded, considering the limitations that might be put on the Management styles application from the outside.

Large German companies – definition and description

Germany is a country in Central Europe, the second-most populous country in Europe after Russia and the most populous member state of the European Union. With a population of over 83 million,

where round about 45,3 Million people are employees, it offers a wide range of different business entity types and company sizes (Statistisches Bundesamt, 2021).

All companies in Germany might be divided into three sectors, according to the annual revenue of the company:

- **'Classic' – Small and medium-sized enterprises firms (SME)**, which account for 99% of German firms (revenue below 50 million EUR);
- **'Upper'-sized firms**, which account for 0.34% of German firms (revenues between 50 million EUR up to 1 billion EUR);
- **Large corporations**, which account for 0,02% of German firms (revenues over 1 billion EUR) and are more well-known companies, including the DAX 30 companies (SME, 2003).

Out of the information above, the research and analysis will be concentrated on only 0,02% of the German companies such as Volkswagen, Daimler, Allianz, BMW, Siemens, Bosch, DHL, Byer, et al. (Statista, 2021).

Different Management styles applied in the large German companies

Through the decades and history, Germans have been known as people who prioritize, have a good structure, put an accent on privacy and punctuality. The German people embrace the values of thriftiness, spend many hours working hard and feel most comfortable when there is clarity and organization in place. Germans tend to strive for perfectionism and precision in each of the areas. They hardly admit faults, even jokingly, and rarely make compliments. They often come over cold, unfriendly and uninterested, but when the ice seems to be broken, Germans appear to be very open-minded, positive, creative and helpful (Bax, 2020).

In the Business World, Germans have a clear chain setup of commands and tasks in each department, and all the information and tasks have been created on the higher

Management level and forwarded to the bottom, which shows that in general the autocratic regime is still highly present, especially in the smaller and middle-size companies. However, this does not mean that all the Management is exclusively autocratic: due to the clear structure and task clearance in each department, the hands-off method has been used by Management in many situations. German managers motivate their employees by providing a comfortable psychological working atmosphere and showing trust. This helps to motivate employees for another extra working hour, knowing that there will be a good financial reward for the work done. At this point, it becomes obvious that there is a high connection between job satisfaction, trust and financial reward (Wael & Farouk, 2017).

At this point, it becomes important to emphasize that due to fast economic and political development and globalization, there is a wide gap between the small and medium companies and the large German companies. The small and medium companies in the first row are not so international and have a number of employees that do not overcome 50.000 people all over the world. Whereas the large German companies, like Daimler, Bosch, VW – have more the

400.000 Employees spread all over the word in more than 100 locations around the world per company (Zutun, 2021). There is a huge difference in the salary and extra hours revege between the large and other German companies: the average loan for the average employee in a large

German company is about 100.000 EUR gross when the medium size and small companies are paying just half of it. Also, the Extra hours in the large German companies have been rewarded in different ways. For example, each extra hour employee is working on top might be able to be taken off, which is not typical for companies of another size (Dahlke, 2020).

Analysing the Management styles in the different sized companies it might be regarded that all the small and mid-size companies are highly guided by the Autocratic Management styles with some touches of the democratic and vary little Laissez-fairs Management style, which is a complete opposite to the Management styles applied in the large German companies (Santander, 2022).

The interesting fact that comes out is that large German companies use to apply all the three Management styles to keep the company profitable and growing. To rule and guide large companies toward their mission, vision and strategy, it is crucial to have strict rules, guidelines and regulations, which have to be followed by the employees. To keep the company structured, there are around 10 Management levels in the large companies. All the structure planning and operative decisions have usually been taken on the Management's middle level due to the fact that the middle Management is close enough to the operative working employee level and not so far from the highest Management. So, middle Management is considered to be an interface between the highest and lower working-class employees (Lussier, 2020).

At the middle level all the important decisions concerning the rules and regulations towards the working class have been made. These decisions have then been communicated to the upper Management Infront – to get the confirmation for the new processes or changes. After the confirmation has been done, the new guidelines and processes get communicated from the middle Management to the employees (Machado & Melo, 2013).

One should not forget that there are fixed strategic rules and goals set up from the highest Management to the higher Management, but those regulations do not change so frequently and have only a strategic manner. This means that the communication from the highest level to the higher level has an authoritative manner, as the highest Management has a sharp focus on the strategic situation on the market and defines the general direction to go, without leaving any space for the adjustments (Taylor, 1985).

The highest Management class considers the corporate goals and tasks that have to be achieved and forwards the information further towards the middle Management class, people who are close to the employees, implementing the aspects of the democratic Management style. There are still strict rules that have to be followed by everybody, but at this level the appears certain flexibility on the task set up. Middle-level managers are now allowed to come up with more concrete ideas on how to achieve the upper set goals and meet the expectations of the highest-class Management (Bannock, 2005).

The workers' level is where most of the Management styles have been applied. Firstly, there is a significant percentage of tasks and systems that have been standardized and have to be handled according to the defined processes, in this case, one can directly feel the presence of the autocratical Management style. Secondly, there are still tasks that might be adjusted and discussed with the direct managers. In case one sees the development potential while proceeding with the task – direct feedback and constructed discussion are appreciated. And last but not least, the workers of the large German companies are generally aware of the guidelines and rules they have to follow. That

knowledge has been transferred to the workers by obligatory seminars, workshops, and training. Reporting and tracing have to be done using the standardized level. Still, each employee in his task is free to find the problem-solving way on his own and apply it to the particular situation, which shows that the level of laissez-fair Management is highly present on the lowest worker level (Slotta, 2017).

Analyzing the information provided above it comes out that the higher is the working position in the large German companies, the more autocratical Management style has been used and the more it comes to the workers level, the more flexibility the employees have to while conducting their tasks.

Macro-Environmental aspect analysis (PESTLE) of the implementation of the different Management styles in large German Companies

One of the most well-known macro-environmental analyses is PESTLE. Analysis of Political, Economic, Social, Technological, Legal and Environmental factors is important in identifying the key factors that might influence business development in large German companies (Bradford, 2020). Analysis of the three main above-named Management styles will help to analyse and compare the background of the implementation of the different Management styles in different companies and potentials in their adjustment and development.

Political and Legal aspects

Because all the large German companies are located in one country, they all have to face equal and similar political and legal issues. The German government strongly concentrates on the fast development and improvement in the production and export field and decrease of the number of unemployed people. For example, there are many production standard requirements and certificates like ISO, GS, IATF, et al. that provide clear guidelines and identification of what the company should be capable of and what standards must be fulfilled and followed (Kymal, 2004).

In addition, there are many regulations concerning the employee policy, and all the large German companies have a works Council. This union has been established to protect the rights and interests of employees. Workers' council organization actively represents the interests of workers in specific industries (Hübler & Jirjahn, 2001). Here, the workers' council members are acting independently from the company and might support faster and easier on the fulfillment and control of the governmental regulations and changes within the policy of the whole country (Heise & Stegen, 2006).

Also, there is legislation regarding personal data protection, information usage restrictions and regulation, rules on data safety, technical infrastructure standards and other points that are required to be fulfilled by the companies providing new products developed on the German market (European Commission, 2020).

Due to the existing workers' council and other strict rules that have to be followed, managers have been put in the particular Management frames; there are many rules and guidelines that have to be followed by each manager in the workplace. What from one perspective makes the working concept more structured and from another might put particular limitations and restrictions on the specific situations with the employees.

Economic aspects

Germany is highly developed and one of the economic leaders globally. Germany has been ranked fourth concerning the budget and revenues, having 1,53 trillion-dollar revenue. German government debt in 2022 is in total around 410 billion euros. The German government has already spent tens of billions of euros on pushing up the economy during the pandemic with cash or loans for companies and financial support for millions of workers on furlough (Rogers, 2021).

Still, the coronavirus pandemic's economic effects were not as crucial as previously expected. "According to data from the Federal Ministry for Economic Affairs and Energy, Germany's GDP fell by 4.6 percent in 2020. In its autumn forecast 2021, the German government cut its GDP growth forecast for 2021 from 3.5 percent to 2.6 percent – mainly due to supply disruptions. For 2022 the government, however, expects a growth of 4.1 percent" (Current Economic Developments, 2021).

The labor market is also recovering. As the Federal Employment Agency reports, unemployment and underemployment rates decrease drastically. The number of people employed is growing from day to day. Due to the global coronavirus pandemic, many new start-ups were half so fast in their development in 2020. Now the new companies are getting back on track and increasing their development speed, which is also crucial for the new beginners (Statistisches Bundesamt, 2021)

"According to the European Commission, large catch-up and carry-over effects in 2021 and 2022 should buoy the German economy, with projected GDP increases of 2.7 percent and 4.6 percent respectively – allowing Germany to reach its pre-crisis level in 2022 at the latest" (European Commission, 2021).

Summing up the current economic situation in Germany, despite the pandemic situation on the market, Germany is still in a good financial situation, and regardless of the shorter working hours in many German companies, employees still receive good support from the government over their working companies. Nonetheless, the situation led to several conflicts between Management and employees. Due to the highly appreciated Home-Office work, many managers were pressured by new Management circumstances and the adaption of the Management styles towards their employees (Parker, 2021).

Sociological aspects

Even if the growth effect might not be noticed at once, the population in Germany is constantly growing all the time. Analysing the whole EU, the largest nations are only increasing due to migration aspect. Germany's population, especially in the Western part of the country, continues to grow but slower than at any time since 2012. Today 83.2 million people live in Germany, which is an increase of 200,000 compared with the previous year (Worldometer, 2022).

Analysis of this growth shows that the total population increase in Germany comes out of the migration aspects. The statisticians revealed that the German population would be shrinking without migration gains. In 2019, it was estimated that between 770,000 and 790,000 people were born in Germany, while roughly 930,000 died. Numerical assessments put the number of new arrivals from abroad at between 300,000 and 350,000, which shows that many people are striving to come to Germany (Deutsche Welle, 2021).

Interestingly, the average age of people who are immigrating to Germany is from 30–36 years old, which means that people are economically active and are mostly interested in getting good jobs and automatically support the financial and economic development of the country. This is a positive aspect for the large companies in Germany as it helps to enlarge and diverse the working conditions and services and raise the working standards (Statista, 2021).

The high level of diversification and internationality might become quite challenging in the Management leading styles. Analysing the cultural dimensions using the Geert Hofstede country comparison analysis, it comes out that Germans are common for the high “Power Distance” and “Masculinity” index. This shows that people have respect from their Management in the company, but there is no high distance between them. Higher than average Masculinity index shows that people in Germany are motivated to work and achieve a better life and working conditions. In contrast, a low Masculinity index stands for an inability and unwillingness to develop further. And this might take an influence on the Management style application when working with the employees that are coming from abroad (Varvouzou & Zasepa, 2013).

The attitude of Germany in the “Individualism”, “Uncertainty Avoidance” and “Long Term Orientation” aspects towards other European countries is similar. It seems that in Europe people tend to be less individual and tend to listen, respect and adopt societal trends and directions. The higher score in “Uncertainty Avoidance” and “Long Term Orientation” indicates that employees in Germany are more likely to accept risk, live in the here and now, and also accept dealing with the challenges and new changes in society more easily (Hofstede, 2015).

Also, this aspect has a strong influence on the application of the Management styles in the big German companies. Management has to be able to make a good balance between letting employees take the risk and being responsible for the projects and tasks they have to work on and, on the other hand, have control and responsibility on the tasks to be fulfilled according to the norms, regulation and companies' guidelines.

Technological aspects

Germany is not only one of the world's best-developed countries economy and policy, but also in a technological manner. Such large German companies as Siemens, Bosch, Daimler, Airbus, et al. might be found in the top lines of the world's innovative companies rankings (Ang, 2021). It is a great benefit for the employees of big technology companies to work in an innovative atmosphere as the level of creativity is automatically increasing. People also start to learn from each other and create new Know-How and problem-solving directions in the groups. It becomes more accessible for the Management to apply the correct Management style as the atmosphere is positive and people tend to be more open-minded for the new things and changes (Ephross & Vassil, 2005).

Besides, large innovative and technological companies tend to apply technology not only for the optimization of the company's production and sales but also for tracking the employee satisfaction level and supporting them in further development: workshops, questionnaires, training, personal development conversations and so on. Further technological development and stabilization in all the areas are one of the critical elements large companies are putting much effort into (Bernstein, 2022).

Environmental aspects

In recent years, due to the rise of many green movements, global warming and other aspects of environmental issues have become one of the main topics in societies worldwide. The importance of recycling, replanting, using bio and organic products, reducing CO₂ emission has increased. People have become more aware of food and its origin, aspects that influence the high level of CO₂ consumption as flights, cars, meat consumption. In response to this, all the large German companies have changed their internal policy and rules (what was partially forced by the governance) to reduce the business's environmental impact (Eriksen, 2019).

This has an important impact on the Management within the company, due to the new regulations and rules, there are many changes in the surrounding that have to be adjusted and accepted by the employees. In many cases, Management has to consider the conflicts that might appear due to the adjustment of the working processes (Segal, 2022).

Conclusions

All the mentioned opinions and conclusions from the survey indicate that being aware and understanding the correct usage of the different Management Styles is a highly important topic and increasingly takes presence in the Management world. Application of the right Management style by the Managers towards their employees is a matter of general need. Experiences show us that applying the random Management Styles by learning a significant number of employees with different backgrounds is not always enough.

The research states that there are several very successful large companies in Germany, which despite the high number and diversity of the employees, manages to apply different Management styles on the different Management levels, which lead companies to further growth and success, despite the outstanding factors that also take a significant influence on the companies' Management putting several restrictions and limitations on the free choice of the Management styles.

So, to manage employees successfully, besides all the obstacles, one should not forget the importance of communicational balance between Managers and employees, especially in crisis situations. Due to the high workload and fast development, all the actions have to be planned and considered effectively. Also, the role of Manager's mental conditions and skills play an important role in leading the employees.

Experiences from long-lasting work in large German companies show that clear communication, open-minded leading, mental flexibility, and understanding of the employee needs lead to a better atmosphere in the company and successful development of the enterprise in general.

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Appendix

Abbreviations

BC – Before Christ

DAX – Deutscher Aktienindex

EFA – Example of First Abbreviation GDP – Gross domestic product

GS – Group standard

IATF – International Automotive Task Force

ISO – International Organization for Standardization SME – Small and medium-sized enterprises firms SVA – Shareholders Value Added

IETEKMĒTĀJU MĀRKETINGA TIRGUS RAKSTUROJUMS *INSTAGRAM* PLATFORMĀ

DESCRIPTION OF INFLUENCER MARKETING MARKET ON *INSTAGRAM* PLATFORM

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Abstract

Influencers' marketing communications on social media have become part of marketing communications and are widely used on a daily basis by brands to reach their consumers, spread information and build credibility for their brand. The aim of the study is to analyse the content of influencers' communication regarding the publication of brand content and to find out the principles of mutual cooperation, which include factors such as cost, frequency, form, advertising and return. The research task was to analyse the theoretical approach of influencer communication, summarize the forms and content of brand communication in the influencer's profile.

The empirical research used structured interviews with Latvian influencers in various categories of followers and represented topics. The study found that 82% of influencers believe that they can influence the views of their followers.

Keywords: influencers, opinion leader, social media communication, Instagram

Ievads

Ietekmētāju mārketinga komunikācija sociālajos medijos kļuvusi par daļu no mārketinga komunikācijas un tiek plaši izmantota ikdienā no zīmolu puses, lai sasniegtu savus patērētājus, izplatītu informāciju un radītu uzticamību savam zīmolam. Ietekmētāju komunikācijā dominē *Instagram* platforma, kur skaitliski pieejami visvairāk ietekmētāju Latvijā. Precīzi dati par ietekmētāju skaitu dažādās kategorijās nav pieejami lokālā mērogā no *Instagram* platformas puses, bet saskaņā ar *Golin Riga* veikto ikgadējo pētījumu 2021. gadā ietekmētāju skaits Latvijā pieaudzis līdz 2000, taču tikai 30 no tiem atzīti par ietekmīgākajiem un veiksmīgākajiem. Ņemot vērā, ka abu pušu sadarbība ir relatīvi nesena parādība sociālajos medijos, tad kļuvis aktuāls jautājums par ietekmētāju darbības principiem, komunikācijas saturu un stilu, kā arī sadarbības zīmolu izvēli, lai palīdzētu uzņēmumiem labāk saprast ietekmētājus un tos efektīvāk izmantot savā komunikācijā.

Pētījuma mērķis: izanalizēt ietekmētāju komunikācijas saturu attiecībā uz zīmolu satura publiskošanu un noskaidrot savstarpējās sadarbības principus, kas ietver tādus faktorus kā izmaksas, biežumu, formu, reklāmas un atdevi.

Pētījuma jautājums: kāda komunikācija dominē ietekmētāju saturā, ko tie veido zīmolu uzdevumā?

Pētījuma periods: no 2020. gada 1. novembra līdz 2021. gada 1. novembrim.

Pētījuma uzdevumi:

- 1) analizēt teorētiskās nostādnēs par ietekmētāju komunikāciju sadarbībā ar zīmoliem;
- 2) noskaidrot ietekmētāju izmaksas, sadarbības biežumu, juridisko formu;
- 3) apkopot sadarbības un komunikācijas formas un saturu ietekmētāju komunikācijā sociālajos medijos;
- 4) balstoties uz pētījumā iegūtajiem datiem, izvērtēt un piedāvāt veiksmīgas ietekmētāju un zīmolu sadarbības pamatnostādnēs.

Empīriskā pētījuma veikšanai tika izmantotas strukturētas intervijas ar Latvijas ietekmētājiem dažādās sekotāju kategorijās un pārstāvētās tēmās, lai aptvertu pietiekami plašu lauku un varētu izdarīt secinājumus par veiksmīgas un efektīvas sadarbības aspektiem komunikācijas veidošanā, ietverot zīmolu saturu.

Teorētiskā daļa

Sociālo mediju platformu pieaugošā popularitāte ir pamudinājusi uzņēmumus izmantot šīs platformas mārketinga nolūkos, kuri arī gadu no gada meklē jaunus veidus, kā būt redzamiem un piesaistīt vairāk patērētāju uzmanības. Viena no mārketinga komunikācijas formām, kas aktualizējusies sociālo mediju platformās, ir ietekmētāju mārketinga – mārketinga forma, kurā ietekmētāji sadarbojas ar uzņēmumiem, lai reklamētu zīmolus un produktus saviem sekotājiem. Ietekmētāji ir sociālo mediju lietotāji, kuri ir saņēmuši ievērojamu uzmanību no citiem lietotājiem un ieguvuši pietiekami lielu sekotāju skaitu. Sekotāji ir tie, kas seko citam lietotājam un labprātīgi saņem informāciju no personām un zīmoliem, kam tie seko. Sekotāji izrāda dedzīgu interesi par ietekmētāju un bieži izmanto ietekmētāju kā informācijas avotu. No otras puses, ietekmētāji var veidot savas auditorijas attieksmi un uzskatus, izmantojot savas ziņas (Samira et al., 2021).

Ietekmētāji pārvalda savu profilu kā savu zīmolu ar personīgā satura veidošanu, lai palielinātu sekotāju skaitu. Tā kā sekotāji mēdz novērtēt ietekmētāju padomu, jo viņi ir pieredzējuši noteiktos tematos, ietekmētājiem svarīgi saglabāt savu uzticamību, lai stiprinātu viņu attiecības ar saviem sekotājiem. Pieaugošā, bet joprojām ierobežotā literatūra par ietekmētāju mārketingu, kas ir pieejama, koncentrējas uz vairākām pētniecības jomām – daļa autoru ir mēģinājuši identificēt iemeslus, kāpēc daži indivīdi tiek uzskatīti par ietekmētājiem sociālajos medijos (piemēram, Casal'o, et al., 2020; De Veirman, et al., 2017), citi – analizē uz ietekmētājiem balstītu reklāmas darbību efektivitāti (piemēram, Arora et al., 2019). Tomēr lielākā daļa pētījumu, kas ir analizējuši realizētās komunikācijas ietekmi, ir koncentrējušies uz lietotāju uztveri un atbildes reakciju reklamētajiem produktiem un zīmoliem (piemēram, Mettenheim & Wiedmann, 2021; Reinikainens et al., 2020).

Ietekmētāji pārstāv jaunu viedokļu līderu kategoriju kaut kur starp slavenībām un draugiem, kas ir parādījis līdz ar sociālo mediju iespēju pieaugumu. Ietekmētāji varētu būt raksturoti kā paštaisītas "mikroslavenības". Slavenības jau sen ir izmantotas mārketinga kampaņās, kuru mērķis ir pārnest slavenības tēlu vai vērtību apstiprinātiem zīmoliem; sociālo mediju ietekmētāji pārstāv to kā unikāla un salīdzinoši jaunāka šīs mārketinga taktikas versija. To konceptuālais pamats, slavenības un ietekmētāji pēc būtības atšķiras: tā kā slavenības ir pazīstamas ar savu nesabiedriskumu mediju aktivitātēs (piemēram, sports, mūzika), ietekmētāji "dzimst" sociālajos tīklos ar plašsaziņas līdzekļiem, kur tie attīsta galveno darbību, ar kuru viņi ir pazīstami (Tafesse et al., 2021). Tāpēc

ietekmētāju reputācija izriet tikai no viņu satura ziņām un viņu aktivitātes sociālajos medijos parasti sadarbībā ar viņu sekotājiem. Viņi bieži koncentrējas uz segmentētāku auditoriju, ar kuru viņiem ir līdzīgas intereses, un ir kā sava veida virtuāls draugs. Jo ietekmētāji šķiet tuvāki savām konkrētajām mērķauditorijām, viņi mēdz arī izskatīties uzticamāki vai ticamāki nekā tradicionālais slavenības. Viņi nāk, lai kalpotu kā viedokļu līderi vai eksperti – sekotāji attiecīgajās jomās, tāpēc sekotāji mēdz meklēt vai paļauties uz viņu viedokli informēt savus pirkuma lēmumus, atklājot atbilstību un potenciālu sociālo mediju ietekmētāju ietekmi (Casaló et al., 2020).

Ietekmētāji veido un uztur tiešas attiecības ar vairākiem lietotājiem ar mērķi informēt, izklaidēt un potenciāli ietekmēt viņu domas, attieksmi un uzvedību. Būtisks ietekmētāju jautājums ir viņu paustā uzticamība. Pateicoties savām zināšanām un savu sekotāju interesēm, ietekmētāji tiek uztverti kā uzticamāki nekā slavenības, kā rezultātā viņiem ir lielāka ietekme uz saviem sekotājiem (Belanche et al., 2021).

No attiecību viedokļa ietekmētāju mērķis ir attīstīt dziļāk psiholoģiskas saites ar saviem sekotājiem, lai izveidotu ilgtermiņa attiecības (Tafesse et al., 2021). Ietekmētāji cīnās, lai piesaistītu un noturētu sekotājus jo tas ir veids, kā veidot veiksmīgu kopienu, kas ir to ietekmes pamatā. Tomēr, līdzīgi kā attiecībām starp uzņēmumiem un klientiem, šīs ilgtermiņa attiecības savukārt veidojas no dažādiem saskares punktiem, kas notiek starp ietekmētāju un viņa/viņas sekotājiem. Tas ir svarīgi, ņemot vērā, ka sekotāji, nepārtraukti pieņemot lēmumus par ietekmētāju, vienkārši uz klikšķiem balsta uzvedību. Tāpēc katra publikācija ir svarīga, jo kopumā tas ļauj attīstīt kopienu, kurā ir interesants un atbilstošs saturs par konkrētām tēmām (Belanche et al., 2021). Konta sekotāju kvalitāte ir svarīga ietekmētāja vērtības rādītājs, jo var izrādīties, ka no sekotāju lielā skaita daļa ir boti, viltus profili vai neaktīvi konti, tādējādi mārketingam šīs ir bezjēdzīgas masas vienības bez atdeves.

Ir divu veidu reklāmas ziņojumi: stāstu stāstīšana un informatīvie, kas abi ir plaši pētīti (piemēram, Kawpong, et al., 2007). Stāstu reklāmas (sauktas arī par stāstījumu) nodod auditorijai komerciālus ziņojumus, izmantojot stāstu ar nepieciešamajiem elementiem: kas, kad, kur, kāpēc, kā. Tādējādi stāstu stāstīšana var labi darboties ar parasociālo attiecību intimitātes aspektu un izmantot tā ietekmi uz sekotāju pirkumu nodomu. Informatīvās reklāmas (vai, no otras puses, reklāmas, kas nav stāstījuma raksturs, nenodod vēstījumu stāstu, bet tā vietā iekļaujot informācijas, faktu un skaidrojumu sarakstu par produktu/zīmolu (Eunjin et al., 2017). Pētījumi parādīja, ka informatīvās reklāmas nodrošina lielāku pirkumu skaitu nekā stāstu reklāmas, savukārt citi norādīja, ka stāstu reklāmām ir lielāka ietekme par auditorijas iepirkšanās paradumiem. Nekonsekventie atklājumi liecina, ka efektīvas reklāmas ziņas veids var būt atkarīgs no komunikācijas konteksta vai atbilstības veida specifiskajām īpašībām (Bevelander et al., 2018). Abu veidu ieraksti, t.i., stāstu un informatīvie, ir parasti izmantoti *Instagram* ietekmētāju komunikācijā. Daži ietekmētāji izmanto galvenokārt stāstu vēstījumus, lai reklamētu produktus, savukārt citi publicē informatīvus ziņojumus. Informatīvas ziņas koncentrējas uz faktiem un produktu funkcijām, piedāvājot utilitārāku saturu, tādējādi tie var uzlabot viedokļu līdera ietekmi uz sekotāju nodomu (Hollebeek & Macky, 2019).

Pētījumos par lietotāju motivāciju izmantot sociālos medijos un sekot citiem bieži atsaukas uz lietojumu un gandarījuma teoriju, kas nosaka to, ka auditorija izvēlas lietot konkrētu mediju, lai sasniegtu savas vajadzības un vēlmes, kas sniedz gandarījumu (Katz et al., 1973). Lietotāji iesaistās sociālo mediju aktivitātēs un seko citiem galvenokārt tāpēc, lai izpētītu, ko citi lietotāji dara savā ikdienas dzīvē (Sheldon & Bryant, 2016), baudas iegūšanai un sociālās identifikācijas uzlabošanai.

Saistošs jautājums no ietekmētāja perspektīvas ir tas, kas padara parastu sociālo mediju lietotāju veiksmīgu auditorijas piesaistē un kļūst par ietekmētāju ar ievērojamu auditoriju. Lai gan sociālie mediji padara masu auditoriju potenciāli pieejamu ikvienam, ne visiem izdodas piesaistīt ievērojamu uzmanību. Pētījumi, kas pēta šo procesu, ir saistīti ar ietekmētāju kā kultūras daļu un personības zīmolu (Samira et al, 2021).

Nav vienotas metodoloģijas ietekmētāju ietekmes noteikšanai, autori to apskata un definē no dažādiem aspektiem – ietekmes centrā izvirza ietekmētāja autentiskumu un atpazīstamību, ko grūti izmērīt un noteikt, savukārt citi koncentrējas uz viegli izmērāmiem lielumiem, kā sekotāji, sasniedzamība, publicēšanas biežums, pieauguma tempi un citi kvantitatīvi redzami rādītāji. Šiem rādītājiem nav noteiktas robežvērtības, kas nosaka, vai ietekmētājs ietekmē vai ne (Perret, 2021).

Pārlicināšanas stadijā ietekmētāju mērķis ir mainīt sekotājos attieksmi, viedokli vai uzvedību, izmantojot savus ierakstus, t.i., ietekmētāju mārketingu. Tas ietver auditorijas pārvietošanu cauri AIDA (uzmanības, intereses, vēlmes un rīcības) procesam. Esošajos pētījumos ir izmantoti aptaujas un eksperimenti, lai izpētītu ietekmējošos faktorus ietekmētāju mārketingā. Noteicošie rādītāji ir sekotāju uzvedības nodomi, piemēram, nodoms mijiedarboties, ieteikt un, pats galvenais, pirkt, pamatojoties uz ietekmētāju ieteikumu (Escalas & Bettman, 2017). Šos faktorus lielā mērā var klasificēt kā ietekmētāju atribūtus, piemēram, ietekmētāja sociālā un fiziskā pievilcība un uztvertā popularitāte, sekotāja īpašības, piemēram, tiešsaistes mijiedarbības tieksme, empātija, vientulība, pašcieņa, pārlicināšanas spējas un pieķeršanās, un konta atribūti, piemēram, oriģinalitāte, unikalitāte, kvalitāte un kvantitāte (Casaló et al., 2018).

Situācijas analīze

Ietekmētāju mārketingu galvenokārt tiek realizēts tieši *Instagram* platformā, kam seko tādas platformas kā *YouTube* un *Tik Tok*. *Instagram* ir viena no populārākajām sociālo mediju vietnēm, kas ļauj lietotājiem nekavējoties kopīgot videoklipus un fotoattēlus, pievienojot tiem efektus un tos rediģējot. Nav precīzu datu no *Instagram* platformas, cik tieši lietotāju platformā ir ietekmētāji, bet tiek lēsts, ka platformā darbojas ap 500 000 ietekmētāju, kas veido 39% no visiem profiliem platformā ar lielāku sekotāju skaitu kā 15 000, un 81% no tiem sekotāju bāze veido no 15 000–100 000 sekotājiem. Turklāt *Instagram* ir populāra sociālo mediju platforma, kam bieži dod priekšroku Y un Z paaudzes, un gandrīz 80% *Instagram* lietotāju ir no Y un Z paaudzes (Yilmazdoğan et al., 2021).

Gada sākumā tika aktualizēts *Golin Riga* influenceru reģistrs, un secināts, ka Latvijā kopējais influenceru skaits pieaug ļoti lēni, izteiktu jaunpienācēju īsti nav. Pašlaik vietējā tirgū ir aptuveni 500 influenceru, kuru personības, sekotāju bāze un saturs var ieinteresēt zīmolus sadarboties (Ekonomika.lv). Līdz ar to 93% mārketinga speciālistu šobrīd savās kampaņās izmanto ietekmētājus un 66% no viņiem plāno palielināt budžetu ietekmētāju mārketingam nākamajā gadā. Tā rezultātā ietekmētāju sektors ir sasniedzis gandrīz 10 miljardu ASV dolāru gada ieņēmumus (Belanche et al., 2021).

“Golin Rīga” sadarbībā ar “Norstat” pērnā gada beigās veica pētījumu, lai noskaidrotu, cik liela patiesībā ir influenceru ietekme Latvijā. Šis pētījums atklāj, ka Latvijā vecuma grupā no 16 līdz 65 gadiem ar šo komunikācijas kanālu ir iespēja sasniegt teju pusmiljonu cilvēku. Savukārt vecuma grupā no 16 līdz 29 gadiem vairāk nekā 62% seko kādam influenceru kontam *Instagram*. Tajā pašā

laikā 38% aptaujāto neizmanto *Youtube*, *Instagram*, nelasa blogus vai nezina, kas ir influenceri. Tie visbiežāk ir cilvēki vecumā no 40 līdz 65 gadiem. Aptuveni 17% iedzīvotāju kaut reizi ir kaut ko iegādājušies, iedvesmojoties no influenceru vēstījuma, – lielākoties tās ir bijušas jaunāko tehnoloģiju ierīces, dekoratīvā kosmētika un matu kopšanas līdzekļi. Daļai ir bijis kārdinājums to darīt. Tajā pašā laikā 40% atzina, ka pēc iedvesmotāja ieteikuma nekad neko nav pirkuši (Ekonomika.lv).

Nesen veiktā “Experticity” pētījumā noskaidrots, ka 82%, visticamāk, veiks kādu darbību, balstoties uz mikro ietekmētāja rekomendāciju. Mikro ietekmētāji nodrošina par 22% lielāku konversiju skaitu nekā citi ietekmētāji. Mikro ietekmētājiem ar 1000 līdz 4000 sekotājiem ir 4,5% iesaistes rādītājs (*engagement rate*). Ietekmētāji ar vairāk nekā 100 000 sekotājiem nodrošina tikai 1,7% iesaisti. Ietekmētājiem līdz 1000 iesaiste veido 9,7%. Mega ietekmētāji ar vairāk nekā 5 miljoniem sekotāju veido 1% no visiem ietekmētājiem pasaulē (Warren, 2020). Lielāka uzmanība ir jāpievērš iesaistei, nevis sekotāju skaitam. 23% mārketinga speciālistu pievērš uzmanību satura kvalitātei, 21,2% sasniegtajai auditorijai un 14,2% sekotāju skaitam, bet tikai 12,4% domā par ietekmētāja izmaksām (Simovic, 2022).

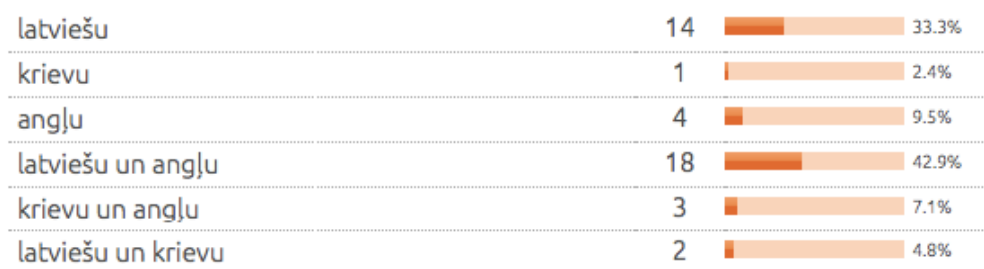
Saskaņā ar *Keller Fay Group* pētījumu mikro ietekmētājiem ir par 10% lielākas zināšanas par produktu nekā sabiedrībai kopumā. Mikro ietekmētājus dēvē par nišas influenceriem, jo tiem ir liela ietekme konkrētā grupā un, iespējams, viņi nav zināmi plašākai sabiedrības daļai, bet viņu sekotāji uzticas ietekmētāja viedoklim un uzskata viņus par ekspertu. 55,4% ietekmētāju izmanto tieši *Instagram* stāstus maksas sadarbības un kampaņu realizācijā, kam seko stāstu izcelšana (*Story highlights*) – 26%, *Instagram* aptaujas (*polls*) un pavelc uz augšu (*Swipe-up*) – (15.3%) (Sargent, 2018).

Ietekmētāju mārketinga saskaras arī ar problēmām, attīstoties patērētāju uztverei par šo mārketinga veidu, patērētāji arvien vairāk iepazīst un ir skeptiski, saskaroties ar neautentiskām ietekmes mārketinga kampaņām. Taču neautentiskums nav vienīgais izaicinājums zīmoliem – viņiem ir arī jāidentificē neētiski ietekmētāji, kuri pērk sekotājus. Līdz ar to atrast atbilstošus ietekmētājus ir sarežģīts process, kas prasa laiku, jāizveido kampaņas, kas auditorijai šķiet dabiskas, nevis rada aizdomas par slēptu reklāmu, lai sekotāji noticētu reklamētajam vēstījumam un pieņemtu, un būtu pozitīvas atbildes reakcijas (Belanche, et al., 2021).

Pētījuma rezultāti

Empīriskajā pētījumā uzrunāti 123 Latvijā zināmi ietekmētāji ar dažādu sekotāju skaitu, lai nodrošinātu vispārīgu aptveri un varētu izdarīt secinājumus, vai sekotāju skaitam ir nozīme ietekmētāju komunikācijas biežumā, stilā un reklāmu izvietojumā. Pētījumam atsaucās 42 ietekmētāji, no kuriem 38,8% izmanto *Instagram* platformu ikdienā un 16,5% *Tik Tok* platformu, citus sociālos tīklus izmantojot retāk. To pavadītais laiks *Instagram* platformā ir ļoti dažāds – sākot no 30 min. dienā līdz pat sešām stundām.

Visbiežāk ietekmētāji komunicē savā profilā par sekojošām tēmām: Mode un dzīvesstils; Skaistumkopšana un veselība; Aktīvs dzīvesveids; Ēdiens; Bērni; Aktuālais mūzikā un kultūrā; Dzīvnieki; Ceļošana; Iedvesma un motivācija. Tiek komunicēts arī par citām tēmām, bet šīs dominēja ietekmētāju atbildēs. Pamatā ietekmētāju komunikācija norit latviešu un angļu valodā (skat. 1. attēlu).



1. attēls. Komunikācijas valoda ietekmētāja profilā

41,5% ietekmētāju ir 1–2 sadarbības mēnesī, savukārt 34,1% – 3–7 sadarbības mēnesī – attiecīgi 36,6% maksas sadarbību saturs veido līdz 5% no viņu kopēja satura jeb ierakstu īpatsvara *Instagram* plaformā, bet trīs ietekmētājiem pat 50% no visa publicētā satura. Ietekmētāji norāda, ka ne visiem visus gada mēnešus ir sadarbība – dažiem tās ir regulāras (ar lielāku sekotāju skaitu), citiem neregulārākas (ar mazāku sekotāju skaitu). Viena ieraksta sagatavošanai lielākā daļa ietekmētāju velta vairāk nekā 1 stundu, bieži pat vairāk nekā divas stundas, un atsevišķi norādīja, ka pat 6 stundas, ja atsevišķi jāveic fotosesija vai jādodas uz kādu speciālu lokāciju (skat. 2. attēlu).



2. attēls. Laiks, ko aizņem viena ieraksta sagatavošana

Pētījumā secināts, ka lielākā daļa sekotāju labprātāk iesaistās ierakstos, spiežot *Like*, nevis komentējot ierakstus, 95,2% ietekmētāju ierakstos ir mazāk nekā 100 komentāru, bet tajā pašā laikā 75% *Like* skaits ir no 100 līdz 1000 pie viena ieraksta, kas norāda uz pasīvāku savas attieksmes izrādīšanu ietekmētāju ierakstos, ko var saistīt ar nepieciešamību ieguldīt mazāk laika un piepūles nekā tas būtu komentāra gadījumā no sekotāja puses. Iesaistes skaits nav tieši atkarīgs no ietekmētāju sekotāju skaita, jo bieži vien lielāka iesaiste pat norādīta no ietekmētājiem ar sekotāju skaitu līdz 5000, nekā tiem, kuru sekotāju skaits pārsniedz 10 000, bet sasniegtās auditorijas apjoms gan ir saistīts ar sekotāju skaitu bez reklāmām un ierakstiem, kas nav veidoti kā sadarbības ieraksti, – to sasniegtā auditorija var ļoti atšķirties. Vidēji tā svārstās no 2000 cilvēkiem līdz 6000–7000 cilvēkiem, bet lielākajiem ietekmētājiem tā vienam ierakstam ir pat virs 20 000 cilvēkiem. Ietekmētāji nekoncentrējas uz konkursu rīkošanu savu sekotāju piesaistei un auditorijas palielināšanai, atstājot to satura ziņā – konkursus 31% izvieto reizi pusgadā un vairāk nekā 30% pat retāk.

Sadarbības ieraksti ar zīmoliem tiem vienlīdz bieži izvietoti ietekmētāju ziņu joslā un stāstos – 44,9% visbiežāk liek sadarbības ierakstus ziņu joslā un tikpat arī stāstos. Reklāmas izvietošana saviem publicētajiem ierakstiem ļauj sasniegt lielāku auditoriju, taču lielākā daļa neizmanto šīs maksas iespējas, jo tas netiekot prasīts no sadarbības partneru puses, vai arī nav zināšanu reklāmu izvietošanā. Tie ietekmētāji, kas reklāmas sadarbības ierakstiem izmanto, norāda, ka tā ļauj sasniegt vismaz uz pusi lielāku auditoriju un izpildīt zīmolam vēlamos mērķus, lai turpinātu sadarbību

nākotnē. Savu sekotāju skaita palielināšanai reklāmas izmanto vēl retāk, jo tas neesot pašmērķis. Attiecīgi zīmolam ir jāizvērtē, kāds ir to mērķis – sasniegt pēc iespējas plašāku auditoriju vai lielāku tās iesaisti. Dažādās kampaņās būs atšķirīgi mērķi. Ja nepieciešams sasniegt plašāku auditoriju – jāizvēlas ietekmētāji ar lielāku sekotāju skaitu, kas to spēs nodrošināt.

Pēdējos gados aktualizēta tēma par ietekmētāju saturā nepieciešamo norādi uz reklāmu un apmaksātu saturu, joprojām pilnībā netiek izmantotas un izvietotas arī slēptas reklāmas – 16,7% neizmanto tēmturus, kas norāda uz apmaksātu saturu. Tādā veidā tiek pārkāpts likums un maldināti patērētāji – nepieciešama stingrāka ietekmētāju kontrole no sekotāju un valsts institūciju puses, lai šo procesu sakārtotu. Liela daļa problēmas slēpjas ietekmētāju nezināšanā par konkrēto jautājumu, jo tas nav viņu pamatdarbs un viņi tam nepievērš tik daudz uzmanības, kā ietekmētāji ar lielu sekotāju skaitu, kam tā ir profesija un pamatdarbs, kas nodrošina ienākumus. Līdz ar to likumsakarīgi, ka biežākā ietekmētāja juridiskā forma ir vienkārši saņemt autoratlīdzību vai būt pašnodarbinātai personai, tikai 19% aptaujāto ir izveidojuši savus uzņēmumus. Ietekmētāju izmaksas par vienu ierakstu ir nelielas, – 40% par vienu ierakstu pēc nodokļu nomaksas vēlas saņemt līdz 100 EUR, tikai 12% vairāk nekā 300 EUR. Attiecīgi cenu līmenis pret sasniegto auditoriju ir adekvāts. Jo lielāks sekotāju skaits un iespēja sasniegt auditoriju, jo lielākas izmaksas.

līdz 50 EUR	9	21.4%
51-100 EUR	12	28.6%
101-150 EUR	6	14.3%
151-200 EUR	5	11.9%
201-300 EUR	4	9.5%
301-350 EUR	2	4.8%
351-500 EUR	3	7.1%
501-650 EUR	0	0%
Vairāk nekā 651 EUR	1	2.4%

3. attēls. Atalgojums par vienu ierakstu

90% dalībnieki, kas piedalījušies pētījumā, atzīst, ka cenšas ik dienu atbildēt uz visiem komentāriem un vēstulēm, ko saņem, jo vēlas veidot atgriezenisko saiti, un tas prasa daudz laika. 82% pētījuma dalībnieku uzskata, ka spēj ietekmēt savu sekotāju viedokļus, lai gan vairums neanalizē pirkumu skaitu, kodu izmantošanu vai šāda tipa saturu, bet 85% atzīst, ka viņiem ļoti bieži pienāk jautājumi par to, kur konkrētais produkts iegādāts un vai ir kādi atlaižu kodi, kas norāda uz to, ka cilvēki vēlas saņemt informāciju un atlaides no ietekmētājiem un neizjūt pretestību pret šāda tipa saturu. 71,3% ietekmētāju labprāt izvieto atlaižu kodus savā saturā. Cilvēki seko ietekmētājiem, jo vēlas iedvesmoties un uzzināt par jauniem produktiem.

Lai pārliecinātu savus sekotājus, ietekmētāji norāda, ka izmanto gan tekstuālās, gan vizuālās iespējas – izplatītākie veidi no viņu puses ir: dalīšanās ar savu lietošanas pieredzi, arī negatīvo, lai radītu objektivitātes sajūtu, informācijā iekļauj faktus un produkta īpašības, tikai to produktu reklamēšana, ko ikdienā lieto, ar dabiska un patiesa satura radīšanu, kas neatgādina reklāmu.

Secinājumi un priekšlikumi

1. Ietekmētāji ir sociālo mediju lietotāji, kuri ir saņēmuši ievērojamu uzmanību no citiem lietotājiem un ieguvuši pietiekami lielu sekotāju skaitu. Pašlaik vietējā tirgū ir aptuveni 500 ietekmētāju *Instagram*. Latvijā vecuma grupā no 16 līdz 65 gadiem ar šo komunikācijas kanālu ir iespēja sasniegt teju pusmiljonu cilvēku. Savukārt vecuma grupā no 16 līdz 29 gadiem vairāk nekā 62% seko kādam ietekmētāju kontam *Instagram*.
2. Pētījumā secināts, ka 41,5% ietekmētāju ir 1–2 sadarbības mēnesī, savukārt 34,1% – 3–7 sadarbības mēnesī – attiecīgi 36,6% maksas sadarbību saturs veido līdz 5% no viņu kopēja satura. Sadarbības ieraksti ar zīmoliem tiem vienlīdz bieži izvietoti ietekmētāju ziņu joslā un stāstos, – 44,9% visbiežāk liek sadarbības ierakstus ziņu joslā un tikpat arī stāstos. Līdz ar to zīmoli var veidot arī biežākas sadarbības, ja tas nepārsātina izvēlēta ietekmētāja saturu un nerada reklāmas kanāla sajūtu sekotājiem.
3. Iesaistes apjoms ierakstos nav tieši atkarīgs no ietekmētāju sekotāju skaita, bet sasniegtā auditorija gan – jo lielāks sekotāju skaits, jo lielāka iespējamā sasniegtā auditorija bez papildu reklāmas no ietekmētāju puses, līdz ar to zīmoliem ir jāizvēlas kampaņas mērķis – iesaiste vai sasniegtā auditorija, lai noteiktu vēlamos ietekmētājus un to sekotāju skaitu. Ja produkts ir sarežģītāks un prasa lielāku iesaisti no sekotāju puses, mazo un vidējo ietekmētāju kombinēšana būs labākā stratēģija.
4. Reklāmas izvietošana saviem publicētajiem ierakstiem ļauj sasniegt lielāku auditoriju, taču lielākā daļa neizmanto šīs maksas iespējas, kas ļautu sasniegt daudz lielāku auditoriju un arī iesaisti, attiecīgi no zīmolu puses ir jāsaņem prasīt izvietot arī reklāmas (apmaksātus ierakstus), lai izpildītu mērķus, īpaši *Instagram* algoritmam pastāvīgi mainoties. Reklāmas no ietekmētāju puses ļaus sasniegt labākus pārdošanas rādītājus un arī finansiālo atdevi kopumā no sadarbības ar ietekmētājiem.
5. Pēdējos gados aktualizēta tēma par ietekmētāju saturā nepieciešamo norādi uz reklāmu un apmaksātu saturu, joprojām pilnībā netiek izmantotas un netiek izvietotas arī slēptas reklāmas – 16,7% neizmanto tēmturus, kas norāda uz apmaksātu saturu. biežākā ietekmētāja juridiskā forma ir vienkārši saņemt autoratlīdzību vai būt pašnodarbinātai personai, tikai 19% aptaujāto ir izveidojuši savus uzņēmumus. Nepieciešama informējoša sadarbība ar ietekmētājiem un reklāmas aģentūrām no valsts institūciju puses, lai nodrošinātu ietekmētāju izglītošanu par likumiem, kas attiecas uz viņiem kā reklāmu publicētajiem, kā arī juridisko formu sakārtošanu.
6. Ietekmētāju izmaksas par vienu ierakstu ir nelielas, – 40% par vienu ierakstu pēc nodokļu nomaksas vēlas saņemt līdz 100 EUR, tikai 12% vairāk nekā 300 EUR. Attiecīgi cenu līmenis pret sasniegto auditoriju ir adekvāts. Jo lielāks sekotāju skaits un iespēja sasniegt auditoriju, jo lielākas izmaksas.
7. 82% pētījuma dalībnieku uzskata, ka spēj ietekmēt savu sekotāju viedokļus, lai gan vairums neanalizē pirkumu skaitu, kodu izmantošanu vai šāda tipa saturu, bet 85% atzīst, ka viņiem ļoti bieži pienāk jautājumi par to, kur konkrētais produkts iegādāts un vai ir kādi atlaisti kodi. Autore rekomendē ietekmētājus izmantot savās kampaņās kā daļu no komunikācijas gan auditorijas sasniegšanai, gan pārdošanas veicināšanai.

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BEZBĒRNOTĪBAS TERMINOLOĢIJA IEKĻAUJOŠAS DARBA VIDES VEICINĀŠANAI AUGSTĀKĀS IZGLĪTĪBAS IESTĀDĒS

TERMINOLOGY OF CHILDLISSNESS FOR PROMOTING AN INCLUSIVE WORKPLACE ENVIRONMENT IN HIGHER EDUCATION INSTITUTIONS

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Abstract

The problem of an inclusive workplace environment has become a trend over the world in many organizations. Employers speak about different inclusion issues but still there are some that are ignored. Childlessness is one of them, it's unrecognized at the workplace which creates unhealthy attitudes, unfriendly atmosphere and even discrimination. This is mostly because of lack of understanding of childlessness from society, leaders and co-workers.

The purpose of this paper is to compile and create terminology of childlessness in Latvian language for promoting an inclusive workplace environment in higher education institutions.

First steps in this completely new topic have been made by the author of this paper in an integrative literature review about emotional intelligence as an attribute of effective leadership with the main conclusion to review terminology of childlessness not only in English but especially in Latvian. This is another integrative literature review that generates a new conceptual framework of terminology in Latvian language providing a comprehensive understanding of a particular subject.

The importance of the results lies in the fact that there is a lack of terminology in Latvian language. Findings show that only one main concept "childlessness" is officially accepted by formal institutions of Latvia. This paper is the first attempt towards the improvement of the situation in management science and is concerned with such related concepts as "childless not by choice", "childfree" and others. The findings could be significant not only for the development of higher education institutions but also for business organizations in general.

Keywords: childlessness, terminology, inclusive workplace environment, higher education institutions

Atslēgas vārdi: bezbērnotība, terminoloģija, iekļaujoša darba vide, augstākās izglītības iestādes

Ievads

Iekļaujošas darba vides veicināšana daudzās organizācijās ir kļuvusi par tendenci visā pasaulē. Kā norāda Grisoms (Grissom, 2018), dažādība un iekļaušana darbavietā ir ļoti plašs temats, kas aptver daudzas tēmas (piemēram, iekļaujoša kultūra, vadība, diskriminācija, neapzināti aizspriedumi) un grupas (piemēram, sievietes, vīriešus, vecumu, rases, cilvēkus ar invaliditāti, LGBT pārstāvjus). Šis saraksts ir papildināms un atvērts.

Darba devēji runā par dažādības un iekļaušanas jautājumiem, taču joprojām daži no tiem tiek ignorēti. Pētījumi pierāda, ka bezbērnotība (*childlessness*) ir viena no ignorētām un dziļi personiskām tēmām, ko sabiedrībā neatzīst un noklusē. Arī darba vidē tas rada neveselīgu attieksmi, veicina stigmas un diskrimināciju. Galvenokārt tāpēc, ka sabiedrībā vadītājiem un kolēģiem trūkst izpratnes par to, ar ko saskaras un ko pārdzīvo sievietes un vīrieši, kuriem neizdodas kļūt par vecākiem dažādu apstākļu dēļ.

Saskaņā ar Ekonomiskās sadarbības un attīstības organizācijas (OECD, 2018) datiem pēdējos gados strauji pieaug to sieviešu skaits, kurām 40–45 gadu vecumā nav bērnu. Citi pētījumi rāda, ka vidēji katra piektā sieviete sasniedz 45 gadu vecumu bez bērniem. No tām tikai 10% pēc pašu izvēles (*childfree*), 10% neauglības dēļ un 80% dažādu citu apstākļu dēļ (*childless by circumstance*). Par vīriešiem šādu datu trūkst.

Bezbērnu (*childless*) problēma Latvijas sabiedrībā ir salīdzinoši jauna tēma, kas saskaras ar dažādiem šķēršļiem un kurai nav izveidota teorētiska bāze tās pētīšanai, trūkst terminoloģijas latviešu valodā, lai veicinātu tās integrēšanu arī uzņēmumu vadības dienaskārtībā. Piemēram, augstākās izglītības iestādēs nodarbināti ir gan administratīvā, gan akadēmiskā personāla darbinieki, kuri pārstāv dažādas sabiedrības grupas un kuru vajadzības ir būtiskas iekļaujošai darba videi.

Kā atzīst Mards (Mārd, 2020), atšķirības vecāku statusa ziņā darbavietā bieži tiek paslēptas aiz organizācijas formalitātes, taču tas joprojām stipri ietekmē darba vides klimatu. Kolēģu ziņas par grūtniecību, tikšanās ar kolēģu jaundzimušajiem bērniem vai saziņa ar vecākiem, kuri lepojas vai ir noraizējušies par saviem bērniem, bieži vien raksturo ikdienu darbā. Tiem, kuriem nav bērnu pret savu gribu (*childless not by choice*), tas var radīt trauksmi un pat sajūtu par neatbilstību kādam profesionālam virzienam vai darbam, izraisot iekšējus eksistenciālus jautājumus un emocionālu spriedzi.

Atsaucoties uz autores veiktā pētījuma iepriekšējiem rezultātiem (Stiģe-Škuškovnika, 2022), bezbērnotība ir viens no aktuāliem jautājumiem, kam pievērst uzmanību jebkurā darba vietā, arī augstākās izglītības iestādēs, un kas no vadītājiem prasa augstu emocionālās inteligences līmeni. Organizācijām nepieciešams uzlabot iekšējās politikas dokumentus un pilnveidot darbinieku lojalitātes un apmācību programmas ar semināriem par dažādības un iekļaušanas jautājumiem, izglītojot arī par bezbērnotības problemātiku.

Kā atzīst Hannums (Hannum u.c., 2015), pēdējā desmitgadē arī augstākajā izglītībā novērojamas fundamentālas pārmaiņas dažādības un iekļaušanas ziņā, radot pieprasījumu pēc dažāda tipa vadītājiem dažādos līmeņos. Autoru grupas veiktā pētījuma dati liecina, ka, piemēram, sievietes ir nepietiekami pārstāvētas augstākās izglītības iestāžu augstākā līmeņa vadībā dažādu iemeslu dēļ, tajā pašā laikā statistika par sievietēm, kuras darbojas kā vadītājas, liecina par ļoti augstu bezbērnotības procentu (43%) viņu vidū. Autoresprāt, arī šis ir iemesls, lai rakstā analizētā tēma būtu aktuāla augstākās izglītības nozarē.

Tādējādi, atsaucoties uz autores izdarītajiem secinājumiem iepriekšējā pētījuma posmā (Stiģe-Škuškovnika, 2022), ir nepieciešams apkopot bezbērnotības terminoloģiju un noformulēt tai atbilstošus jēdzienus latviešu valodā, lai veicinātu šī temata aktualitāti sociālajās zinātnēs Latvijā un ne tikai, un noteiktu turpmākajā pētījumā izmantojamus jēdzienus. Līdzšinējā izpēte liecina, ka Latvijas formālās institūcijas oficiāli akceptējušas ir tikai vienu jēdzienu *bezbērnotība* (*childlessness*).

Autores veiktais pētījums būs nozīmīgs ne tikai augstākās izglītības iestāžu attīstībai, bet arī biznesa organizācijām kopumā, jo līdz šim sociālajās zinātnēs Latvijā bezbērnotības tematika nav pētīta, taču var pavērt plašas iespējas iekļaujošākas sabiedrības un darba vides veidošanā. Tāpēc šajā rakstā tiks

apskatīti dažādi starptautiskajā bezbērnotības terminoloģijā izmantoti jēdzieni (piemēram, *involuntary* un *voluntary childless*, *childfree* un *childless*, *childless by choice* un *childless not by choice* u.c.), piedāvājot to skaidrojumus un formulējumus latviešu valodā.

Šī raksta mērķis ir apkopot un izveidot bezbērnotības terminoloģiju latviešu valodā iekļaujošas darba vides veicināšanai augstākās izglītības iestādēs.

1. Bezbērnotības konteksts un problemātika

Pirms pievērsties terminoloģijai un tās skaidrojumiem, autore piedāvā ieskatīties bezbērnotības problemātikas vispārīgā raksturojumā, uzsverot, ka autores pētījuma intereses kopumā nav saistītas ar iedziļināšanos medicīniska rakstura pētījumos, skaidrojumos vai apstākļos, bet gan izprast sociālos un emocionālos aspektus bezbērnotības kontekstā, kas ir būtiski iekļaujošas domāšanas veicināšanā. Apzinoties arī šādu dažādības aspektu, augstākās izglītības iestāžu vadītājiem tiek paplašināts priekšstats par saviem esošajiem un potenciālajiem darbiniekiem, veidojot iekļaujošu darba vidi un korporatīvo kultūru.

Bezbērnotība tās vienkāršotajā nozīmē ir *bērnu neesamība*, un tikai salīdzinoši nesen šī tēma ir kļuvusi par pētījumu priekšmetu sociālajās zinātnēs. Iepriekš akcents tika likts uz tādiem tematiem kā ģimenes veidošana un attiecības, dzimstības rādītāji, reproduktīvais vecums un ģimenes stāvoklis (Hadley, 2021a). Līdz ar to neprecētas sievietes un vīrieši, kā arī tie, kuriem nav bērnu dažādu apstākļu dēļ, nav tikuši iekļauti pētījumos.

Pēdējos gados arvien vairāk tiek runāts par globālu demogrāfisko tendenci, kas saistīta ar dzīves ilguma palielināšanos un dzimstības līmeņa samazināšanos. Piemēram, 2017. gadā Amerikas Savienoto Valstu (turpmāk – ASV) pētījumu centrs ziņoja, ka ASV katra piektā amerikāniete noslēdz reproduktīvo vecumu bez bērna piedzimšanas, salīdzinot ar vienu no desmit sievietēm 1970. gadā. Līdzīgas tendences tika konstatētas Austrālijā, Kanādā, Ķīnā, Eiropā, Dienvidāfrikā un Jaunzēlandē (Hadley, 2021a).

Pēdējās desmitgadēs bezbērnotības līmenis ir strauji pieaudzis arī lielākajā daļā Eiropas valstu. Vāciski runājošās valstis ir šīs dinamikas priekšgalā, jo vairāk nekā 20% sieviešu, kas dzīvo Vācijā, Šveicē un Austrijā un kurām tagad tuvojas reproduktīvā perioda beigas, paliek bez bērniem. Taču arī citās Eiropas valstīs, piemēram, Apvienotajā Karalistē un Somijā ir augsts bezbērnotības līmenis. Austrumeiropā un Dienvideiropā vēl pirms desmit gadiem šie rādītāji nebija augsti, taču tagad tie pastāvīgi pieaug, liecina Eiropas demogrāfijas pētījumi (Kreyenfeld un Konietzka, 2016).

Savukārt analītiskais ziņojums “Latvijas ģimenes paaudzēs” (2019) rāda, ka ir novērojamas izteiktas pārmaiņas dzimstības dinamikā, jo pēdējā pusgadsimta laikā Latvijā ir palielinājies bezbērnu ģimeņu skaits un samazinājies ģimeņu skaits ar vismaz trim bērniem. Piemēram, aptuveni vienai desmitajai daļai no 1940.–1949. gadā dzimušo sieviešu un vīriešu nebija bērnu, kamēr 1980.–1989. gadā dzimušo paaudzei nav bērnu vienai piektdaļai sieviešu un divām piektdaļām vīriešu. Jaunākā paaudze vēl joprojām ir reproduktīvajā vecumā, un teorētiski bērnu skaits viņiem var pieaugt.

Analizējot faktorus, kas ietekmē bezbērnotību, pētījumā, kas veikts pēc Eiropabarometra pārskata analīzes, norādīts, ka, no vienas puses, tas ir atbilstoša partnera trūkums, savukārt no cita aspekta – sabiedrībā pastāvošās sociālās normas un vērtības ietekmē personiskās izvēles un nodomus (Āboliņa, 2016). Taču, autoresprāt, šeit netiek minēti citi būtiski iemesli – gan medicīniski, gan

sadzīviski, kādēļ cilvēkiem nav bērnu, un kuru noklusēšana vai neņemšana vērā uztur minētās sociālās normas, gaidas un veicina stigmas.

Pētījumā “Demogrāfija un ģimenes stāvoklis Latvijā”, uz ko atsaucas Elīna Kursīte (2014), minēts, ka sievietei, lai viņa justos pilnvērtīga, ir vajadzīgi bērni, kam kopumā piekrituši 74% sieviešu un 68% vīriešu. Tas norāda, cik potenciāli liela sabiedrības daļa sievieti uzskata par nepilnvērtīgu, ja tā nedzemdē un neaudzina bērnus. Attieksme attiecībā pret sievietēm ļoti saslēdzas ar idejām par ģimeni, māju, bērniem un laulību, kā rezultātā jēdziena “sieviete” definīcija ir tapusi no jēdziena “māte” koncepta. Pēc autores domām, tieši šādi aspekti veicina sabiedrības stigmas un traucē iekļaujošas sabiedrības attīstībai.

Piemēram, viena no piespiedu bezbērnotības tēmas aktualizēšanas aizsācējām Džodija Deja (*Jody Day*) savā grāmatā (Day, 2020) uzskaita vismaz 50 iemeslus, kādēļ sievietēm un vīriešiem nav savu bioloģisko bērnu. Šis aspekts norāda uz to, ka šie cilvēki ir vēlējušies kļūt par vecākiem, bet dažādu iemeslu dēļ tas nav iespējams. Tie, kuriem bērni nav iespējami kādu apstākļu dēļ, bieži saskaras ar zaudējumu un sērām, depresiju, trauksmi, emocionālo traumu, pašvērtības zudumu (Quilliam, 2016). Lielākoties šīs nav kolēģiem vai sabiedrībai redzamas indikācijas, taču tas nenozīmē, ka bezbērnotības problemātika augstākās izglītības iestādēs vai uzņēmumos nav klātesoša un aktuāla.

Lai vērstu uzmanību šīs tēmas aktualitātei augstākās izglītības iestādēs, jāmin arī pētījumi, kas norāda, ka jaunie zinātnieki biežāk ir bez bērniem, nekā citi augsti izglītoti darbinieki citās nozarēs. Tieši zinātnisko darbinieku kopienās starp sievietēm ir novērojama ģimenes atlikšana uz vēlāku laiku, kas ir jau pēc 35 gadu vecuma sasniegšanas vai pat ievērojami vēlāk (Gewinner, 2020). Tāpat ir izpētīts, ka sievietēm, kuras darbojas akadēmiskajā vidē, ir mazāka iespēja kļūt par mātēm, nekā citām augsti izglītotām, profesionālām sievietēm (Reuter, 2018).

Par bezbērnotību visbiežāk runā sieviešu kontekstā, jo vēsturiskā attieksme par to, ka auglība un ģimenes veidošana attiecas tikai uz sievietēm un vīrieši nav ieinteresēti reprodiktīvajos rezultātos, ir novedusi pie pierādītu datu trūkuma attiecībā uz vīriešu nodomiem un statistikas šajos jautājumos. Taču pēdējos gados arvien plašāk tiek pētīta arī vīriešu puse. Tā, piemēram, pētījumi atklāj (Hadley, 2020a), ka, salīdzinot ar bezbērnu sievietēm līdzīgos apstākļos (šķirušās, atraitnes, neprecējušās), bezbērnu vīrieši piedzīvo augstāku vientulības līmeni. Tāpat kā atraitņiem un šķirtiņiem bezbērnu vīriešiem depresijas līmenis ir krietni augstāks nekā sievietēm līdzīgos apstākļos.

Visbiežāk bezbērnotība tiek attēlota divās kategorijās: pēc izvēles vai piespiedu kārtā. Tomēr pētnieki uzsver, ka ir nepieciešams tās abas stingri nošķirt, norādot uz sievietēm un vīriešiem, kuri vēlējas bērnus, bet nevarēja, un tiem, kuri negrib bērnus (McCutcheon, 2017). Pirmajā gadījumā tas ir pret pašu gribu jeb piespiedu kārtā (*childless*), otrajā – pēc pašu izvēles jeb brīvprātīgi (*childfree*), kas piešķir citu emocionālo fonu un attiecīgi arī attieksmi un sajūtas pret dažādiem iekļaušanas aspektiem un ikdienu kopumā, uzskata autore. Daži autori iesaka iedalīt arī trešo kategoriju tiem, kuri lēmumu par bērniem vēl nav pieņēmuši.

Kā pierāda dažādi statistikas dati, pašlaik desmit līdz 20% sieviešu nav savu bioloģisko bērnu. Bezbērnotība nav tikai bioloģisku iemeslu rezultāts. Ceļš uz to sievietēm ir ļoti dažāds un piespiedu bezbērnotība (neauglība, zema auglība, sterilitāte) izskaidro tikai daļu no tā. Bezbērnotība pēc pašas izvēles var būt konkurējoša ar dzīves mērķu sasniegšanu un lēmumu izdarīšanu. Savukārt, piespiedu bezbērnotība var izraisīt pašcieņas trūkumu, izolētību, nepietiekamības un mazvērtības sajūtu, atsvešināšanos no partnera, depresiju. Katrai divdesmitajai sievietei reprodiktīvajā vecumā,

kurai nav bērnu un kura nav stāvoklī, ir smaga depresija, un trauksmes rādītāji svārstās no 14 līdz 29% (Kuipers u.c., 2021).

Tajā pašā laikā bezbērnotība daļai bezbērnu sievietēm un vīriešiem rada pozitīvas sajūtas (vairāk tomēr tas novērojams, ja bērnu nav pēc pašu izvēles), kas ir saistītas ar personīgajiem sasniegumiem izglītības un karjeras izaugsmē, brīvību dzīves fundamentālajos aspektos (piemēram, ēšana, gulēšana), fizisko veselību, laiku brīvā laika aktivitātēm (piemēram, ceļošanai, izklaidei), radošām un intelektuālām nodarbēm, finansiāli ieguvumi, sociālās un ekonomiskās neatkarības un autonomijas novērtēšana, savas identitātes saglabāšana, enerģija, brīvprātīgais darbs, sapņu piepildīšana un dzimumu līdztiesības pieredze (Kuipers u.c., 2021).

Jāatzīst, ka bezbērnotība kopumā ir ļoti stigmatizēts, sabiedrībā noklusēts temats, kas padara vēl jo sarežģītāku tā iekļaušanu augstākās izglītības iestādēs, lai veicinātu iekļaujošāku darba vidi. Raksta autore atzīst, ka gan piespiedu bezbērnotība, gan brīvprātīgā bezbērnotība ir kategorizējamas kā stigmas, kas, no vienas puses, saistītas ar indivīda raksturu un personīgām izvēlēm, un, no otras, dziļi iesakņotiem vēsturiskiem stereotipiem par vīriešu un īpaši sieviešu lomu sabiedrībā.

Beikere savā pētījumā (Baker, 2010) atklāj, ka ienākumu atšķirība starp sievietēm ar bērniem un bezbērnu sievietēm pieaug līdz ar vecumu, izglītību, darba pieredzi un bērnu skaitu. Līdz 30 gadu vecumam sievietes bez bērniem nopelnīja vidēji 12% vairāk nekā mātes, bet alga pieauga līdz 20% mātēm ar trīs bērniem. Citi pētījumi (Cukrowska-Torzewska & Matysiak, 2020) atklāj, ka atkarībā no valsts algas lielums var atšķirties no 1–13% vienā vai otrā virzienā, jo arī mātes nereti cieš no diskriminācijas bērnu kopšanas un profesionālās darbības pārtraukumu dēļ.

Kā atzīst Robins Hedlijs (Hadley, 2019a), bezbērnotība ir sarežģīts temats, kas bieži tiek novirzīts uz vispārpieņemtu uzskatu, ka, ja nebija bioloģisku iemeslu, tad bezbērnotība lielā mērā ir paša izvēle. Tajā pašā laikā pētījumi par neauglības ietekmi ir pierādījuši, ka vecāku statusa neesamība ir būtisks traucēklis sociālai un pašidentitātei un ka divu vienādu dzīves ceļu nav, jo katrs atrodas atšķirīgā laika nogrieznī un apstākļos, kuri mainās atkarībā no personīgajiem iemesliem.

2. Metodoloģija

Tā kā bezbērnotības terminoloģija padziļināti Latvijā iepriekš nav pētīta, autore izmanto integrēto literatūras analīzes metodi (*integrative literature review*), kas ir viena no piemērotākajām metodēm, lai fokusētos uz jaunu virzienu izpēti.

Ar integrēto literatūras analīzes metodi tiek attīstītas zināšanas un izveidots teorētiskais ietvars. Tas nozīmē, ka rezultātos ir vēlams radīt jaunu koncepciju vai teoriju. Integrētās literatūras analīzes metodes izmantošanas mērķis ir sniegt esošo zināšanu pārskatu, kritiski izvērtēt un paplašināt konkrētās tēmas teorētisko pamatu, to attīstot vai pilnveidojot (Snyder, 2019).

Izmantojot integrēto literatūras analīzes metodi, autore apskatīs starptautiskajā vidē izmantotos jēdzienus un izstrādās teorētisko ietvaru bezbērnotības terminoloģijai latviešu valodā. Tādējādi šajā rakstā **izvirzītie pētījuma jautājumi** ir:

- Kādu bezbērnu terminoloģiju latviešu valodā ieteicams izmantot iekļaujošas darba vides veicināšanai?
- Kādi ir būtiskākie priekšlikumi augstākās izglītības iestāžu kontekstā?

Literatūras avotu meklēšanu autore sāka, izmantojot latviešu valodā zināmus atslēgas vārdus “bezbērnotība” un “bezbērnu”, kā arī angļu valodā starptautiski izmantotos jēdzienus *childlessness*, *childless*, *involuntary childless*, *voluntary childless*, *childfree*, *childless by choice*, *childless not by choice*, *childless by circumstance*, *childlessness and higher education institutions*, *childlessness in education*. Katra raksta provizoriskā atbilstība tika noteikta pēc nosaukuma un norādītajiem atslēgas vārdiem. Ja tā šķita analizēšanas vērtā, autore saglabāja pilnu raksta atsauci, tostarp autoru, nosaukumu, gadu, kopsavilkumu turpmākai izvērtēšanai.

Literatūras avotu atlasei tika izmantotas tādas datubāzes kā *Sage Journals*, *EbscoHost*, *Scopus*, *Science Direct*, *Elsevier*, *Emerald Publishing*, nosakot publicēšanas periodu pēdējiem desmit gadiem (2012–2022). Autore iekļāva publikācijas tikai latviešu un angļu valodā.

3. Rezultāti

Bezbērnotības terminoloģija Latvijā ir neattīstīts virziens, jo raksta tapšanas brīdī formāli apstiprināts ir tikai viens jēdziens “bezbērnotība”, kas angļiski zināms kā *childlessness*. Kā autorei apstiprināja Valsts valodas centra pārstāvis, šis jēdziens iekļauts Latvijas Universitātes “Demogrāfisko terminu skaidrojošā vārdnīcā” (2001), skaidrojot to kā situāciju, kad sievietei, vīrietim vai pārim nav neviena bērna. Meklējot šo jēdzienu Latvijas Nacionālajā terminoloģijas portālā, tas netiek atrasts, tāpat kā tam saistošais jēdziens “bezbērnu”, angļiski – *childless*, jeb tāds, kuram nav bērnu. Tas liecina, ka Latvijas Zinātņu akadēmijas Terminoloģijas komisijā šādi jēdzieni nav apstiprināti, ko autorei minēja arī Valsts valodas centra pārstāvis.

Autoresprāt, tas parāda šīs tēmas aktualitāti un jautājumu, kas jārisina, lai varētu spert nākamo soli iekļaujošas darba vides veicināšanā. Tāpēc šajā rakstā apkopotā un latviskotā terminoloģija tiks piedāvāta iepriekš minētajai terminoloģijas komisijai izskatīšanai un apstiprināšanai.

Pēc dažādu zinātniskās literatūras avotu izpētes un apkopošanas 1. tabulā darba autore atspoguļojusi biežāk izmantoto bezbērnotības jēdzienu skaidrojumu kopsavilkumu, piedāvājot terminoloģiju latviešu valodā.

1. tabula

Bezbērnotības terminoloģija latviešu valodā

Jēdziens		Skaidrojuma kopsavilkums	Autori
Angļu valodā	Latviešu valodā		
<i>Childlessness</i>	<i>Bezbērnotība</i>	Situācija, kad sievietei, vīrietim vai pārim nav neviena bērna. (Iekļauts <i>Demogrāfisko terminu skaidrojošajā vārdnīcā</i> (2001), tāpēc atsevišķi netiek apskatīts.) Emocionālais fons: <i>neitrāls</i> Rekomendācija: <i>Būtu vēlams precizēt “nav neviena bērna” uz “nav bioloģiskā vai adoptētā bērna”, jo turpmāk apskatīto jēdzienu skaidrojumos bezbērnotība ir attiecināma tieši uz bioloģisko vai adoptēto bērnu, nevis, piemēram, partnera bērnu no citām attiecībām.</i>	
<i>Childless (1)</i>	<i>Bezbērnu</i>	Sieviete, vīrietis vai pāris, kurai (kuram) nav bioloģiskā vai adoptētā bērna. Emocionālais fons: <i>neitrāls</i>	Kanazawa, 2014; Nelson u.c., 2014; Panggabean, 2014; Donath, 2015; Hadley, 2019a; Hadley u.c., 2019; Brini, 2020; CukrowskaTorzewska un Matysiak, 2020; Day, 2020; Erato u.c., 2021; Hansen, 2021; Stegen u.c., 2021

Jēdziens		Skaidrojuma kopsavilkums	Autori
Angļu valodā	Latviešu valodā		
<i>Childless (2)</i>	<i>Piespiedu bezbērnotība</i> Sinonīmi: <i>Neizvēlēta bezbērnotība;</i> <i>Negribēta bezbērnotība</i>	Sieviete, vīrietis vai pāris, kura (kurš) vēlētos vai būtu vēlējušies bioloģisko bērnu, bet tas nav iespējams vai nav piepildījies neauglības vai jebkādu citu apstākļu dēļ. Emocionālais fons: <i>Negatīva pieskaņa, jo vārda childless galotne -less ir ar nozīmi, ka kaut kā trūkst, par ko ir žēl.</i> <i>Šādas personas, kurām piespiedu kārtā nav bērnu, raksturo bēdas, skumjas, zaudējums, sāras, nožēla, ciešanas, vilšanās, depresija, vientulība, izolētība, pašcieņas trūkums, nevērtības sajūta, vainas apziņa, kauns.</i>	Malik un Coulson, 2013; Miettinen un Szalma, 2014; Nelson u.c., 2014; Panggabean, 2014; Donath, 2015; Petersen u.c., 2015; Kreyenfeld un Konietzka, 2017; McCutcheon, 2017; Reuter, 2018; Bodin u.c., 2019; Greil u.c., 2019; Hadley u.c., 2019; Hadley, 2018a, 2018b, 2019a, 2019b, 2020a, 2020b, 2021b; Brini, 2020; Chaloupková un Hašková, 2020; Day, 2020; Gewinner, 2020; Iram u.c., 2020; Shreffler u.c., 2020; Stenström, 2020; Andeh, 2021; Erato u.c., 2021; Hansen, 2021; Kuipers u.c., 2021; Mård, 2021
<i>Childless not by choice</i>			
<i>Involuntary childless</i>			
<i>Childless by circumstance</i>	<i>Apstākļu spiesta bezbērnotība</i> Sinonīms: <i>Piespiedu bezbērnotība</i>	Skatīt <i>Piespiedu bezbērnotība</i>	Miettinen un Szalma, 2014; Āboliņa, 2016; Reuter, 2018; Hadley u.c., 2019; Brini, 2020; Day, 2020; Hadley, 2018a, 2018b, 2019a, 2020a, 2021b
<i>Childfree</i>	<i>Brīvprātīgā bezbērnotība</i> Sinonīmi: <i>Izvēlēta bezbērnotība;</i> <i>Gribēta bezbērnotība</i>	Sieviete, vīrietis vai pāris, kura (kurš) apzināti ir izvēlējusies (izvēlēties) neradīt bērnus, jo nav vēlēšanās vai nevēlme aicinājumu kļūt par vecāku. Emocionālais fons: <i>Pozitīva pieskaņa, jo izvēle izdarīta brīvprātīgi.</i> <i>Šādu izvēli lielākoties raksturo vēlme pēc brīvības un neatkarības, bērns kā šķērslis personības vai karjeras attīstībai, bērns kā konkurējošs aspekts dzīves mērķu sasniegšanai un lēmumu pieņemšanai, kā arī aicinājuma trūkums kļūšanai par vecāku.</i>	Kanazawa, 2014; Kursīte, 2014; Miettinen un Szalma, 2014; Panggabean, 2014; Donath, 2015; Hannum u.c., 2015; Kreyenfeld un Konietzka, 2017; McCutcheon, 2017; Reuter, 2018; Hadley u.c., 2019; Hadley, 2018a, 2018b, 2020a, 2021b; Brini, 2020; Chaloupková un Hašková, 2020; Day, 2020; Iram u.c., 2020; Hansen, 2021; Kuipers u.c., 2021; Stegen u.c., 2021
<i>Childless by choice</i>			
<i>Voluntary childless</i>			
<i>Temporarily childless</i>	<i>Pagaidu bezbērnotība</i>	Sieviete, vīrietis vai pāris, kura (kurš) vēl nav nonākusi (nonācis) līdz brīdim, kad ir vēlme izdarīt izvēli vai nepieciešamība pieņemt lēmumu, vai kļūt par vecāku. Emocionālais fons: <i>neitrāls</i> <i>Tas ir pārejošs stāvoklis, ko raksturo īslaicīga bērnu radīšanas atlikšana dažādu iemeslu dēļ.</i>	Miettinen un Szalma, 2014; Āboliņa, 2016; Kreyenfeld un Konietzka, 2017
<i>Undecided</i>			

Lai veicinātu terminoloģijas iekļaušanos latviešu valodas lietojumā, rakstiskajā un mutiskajā komunikācijā autore piedāvā izmantot tikai pamatjēdzienus, kas norādīti 1. tabulā – “bezbērnotība”, “bezbērnu”, “piespiedu bezbērnotība”, “apstākļu spiesta bezbērnotība”, “brīvprātīgā bezbērnotība”, “pagaidu bezbērnotība”, sinonīmus saglabājot kā vienādas vai tuvas nozīmes vārdus skaidrošanai, pētīšanai, izglītošanai un valodas bagātināšanai. Tāpat, veicot integrēto literatūras analīzi, autore secina, ka bezbērnotības jautājuma terminoloģija ir skatāma plašākā kontekstā, jo tā ļoti cieši saistīta ar psihoemocionālo fonu un mentālo veselību, kas būtu ņemams vērā.

Papildus jāpiebilst, ka vairāku pētījumu autori (Kanazawa, 2014; Bodin et al., 2019; Brini, 2020; Chaloupková & Hašková, 2020; Stegen et al., 2021) norāda uz to, ka, piemēram, brīvprātīgā bezbērnotība biežāk raksturīga augsti izglītotām, inteligentām un strādājošām sievietēm nekā vīriešiem un ka tā biežāk novērojama valstīs ar augsti attīstītu labklājības līmeni (piemēram, Zviedrija, Norvēģija). Citi pētījumi (Chaloupková & Hašková, 2020), kuros analizēti dažādi bezbērnotības aspekti terminoloģijas kontekstā,

atklāj, ka lielākajā daļā Eiropas valstu bezbērnotība biežāk sastopama vīriešiem ar zemu izglītības līmeni, jo viņiem ir ierobežoti ekonomiskie resursi, viņi biežāk dzīvo bez partnera nekā vīrieši ar augstāku izglītību.

Savukārt Bodinas autoru grupa (Bodin et al., 2019) norāda, ka Zviedrijā cilvēki vecumā no 36 līdz 40 gadiem visticamāk paliek bez bērniem auglības problēmu dēļ vai nav atraduši īsto partneri, nevis nedrošas finansiālās situācijas dēļ. Līdz ar to bezbērnotības iemesli ir saistīti arī ar dzimumu, vecumu un ģimenes stāvokli. Šādos gadījumos nav skaidrs, vai te jārunā par brīvprātīgu vai piespiedu bezbērnotību.

Pēc autores domām, bezbērnotības terminoloģija ir būtiska teorētiskā bāze, kas palīdz identificēt dažādas sabiedrības grupas, to vajadzības un uzvedību arī darbā. Autores piedāvātie jēdzieni un to skaidrojumi ir pamats diskusijām un bezbērnotības jautājuma aktualizēšanai gan augstākās izglītības iestāžu, gan uzņēmumu vadības un darbinieku dienaskārtībā, tādējādi veicinot iekļaujošas darba vides veidošanos un dažādības integrēšanu korporatīvajā kultūrā.

Secinājumi un priekšlikumi

Pēdējos gados arvien vairāk tiek atzīts, ka uzņēmumi vairs nevar atļauties ignorēt dažādību un ka tā ir atslēga uz panākumiem. Arī autores rakstā veiktās integrētās literatūras analīzes rezultāti norāda, ka dažādības noteikšana pati par sevi negarantē uzņēmumu veiksmi, to nosaka iekļaujošas darba vides veidošana.

Lai arī dažādības un iekļaušanas tēmas ir aktualizējušās arī augstākās izglītības iestādēs, autores veiktais pētījums liecina, ka bezbērnotība kā viens no dažādības aspektiem joprojām tiek noklusēts un ignorēts gan sabiedrībā kopumā, gan darba vidē. Bezbērnotība ir kategorizējama kā stigma, kas cieši saistīta ar vēsturiskiem priekšstatiem par vīriešu un īpaši sieviešu lomu sabiedrībā.

Vairāki autori savos pētījumos (Panggabean, 2014; Hadley, 2018b; Iram et al., 2020) uzsver, ka bezbērnu sievietes un vīrieši ir slēpuši un joprojām slēpj bezbērnotības statusu un iemeslus, lai izvairītos no aizspriedumiem un pasargātu sevi no diskriminācijas. Stigmatizācija, īpaši pret sievietēm, arvien ir ļoti spēcīga, kas skaidrojams ar ciešo saikni starp mātes lomu un sabiedrības gaidām attiecībā uz sievieti. Bezbērnotība, kas ir personisks apstāklis, ir kļuvis par atvērtu un publisku jautājumu ģimenēs, draugu lokā un darba vidē, apdraudot bezbērnu cilvēku attiecības un laulību, kā arī sociālo un psiholoģisko noturību un labbūtību.

Rakstā apskatītie pētījumi (Āboliņa, 2016; Kreyenfeld & Konietzka, 2016; Latvijas ģimenes paaudzēs, 2019; Hadley, 2021a) iezīmē tendenci, ka pēdējās desmitgadēs bezbērnotības līmenis ir strauji pieaudzis ne tikai ASV, Austrālijā, Kanādā, Ķīnā un Apvienotajā Karalistē, bet arī lielākajā daļā Eiropas valstu. Gandrīz katra piektā sieviete sasniedz reproduktīvā vecuma noslēgumu bez bērniem, par vīriešiem precīzas statistikas trūkst, taču dažviet minēts, ka tie ir divi no pieciem vīriešiem.

Attiecībā uz augstākās izglītības iestādēm minēts (Baker, 2010; Reuter, 2018; Gewinner, 2020), ka jaunie zinātnieki un augsti izglītoti darbinieki, kas darbojas akadēmiskajā vidē, biežāk nekļūst par vecākiem, salīdzinot ar citu nozaru profesionāļiem vai zemāk izglītotiem cilvēkiem.

Piedāvājot bezbērnotības terminoloģijas tabulu latviešu valodā, raksta autore atbild uz vienu no izvirzītajiem pētījuma jautājumiem: **Kādu bezbērnu terminoloģiju latviešu valodā ieteicams izmantot iekļaujošas darba vides veicināšanai?**

Izstrādātajā bezbērnotības terminoloģijas tabulā autore ir apkopojusi populārākos starptautiskajā terminoloģijā izmantotos jēdzienus, piedāvājot tiem pamatjēdzienus un sinonīmus, kā arī skaidrojumus lietošanai latviešu valodā. Rakstiskajam un mutiskajam lietojumam ieteiktie pamatjēdzieni ir noteikti "bērnība", "bērnu", "piespiedu bērnība", "apstākļu spiesta bērnība", "brīvprātīgā bērnība", "pagaidu bērnība", veicinot to iekļaušanu valodas lietojumā sabiedrībā kopumā un darba vidē.

Būtiski uzsvērt, ka autore piedāvātā bezbērnotības terminoloģija iekļauj pamatjēdzienus ar dažādu emocionālu fonu, ko ir būtiski ņemt vērā augstākās izglītības iestāžu vadītājiem, izglītojot darbiniekus, atbalstot viņus dažādās dzīves situācijās un integrējot šos jautājumus iekšējās politikas dokumentos, apmācību vai lojalitātes programmās. Iekļaujošas darba vides veicināšanai būtiski respektēt cilvēku izvēles un lēmumus, kas ietekmē arī darbinieku labbūtību un produktivitāti darbā, uzskata raksta autore.

Ņemot vērā rakstā apskatītā bezbērnotības jautājuma aktualitāti gan sabiedrībā kopumā, gan augstākās izglītības iestādēs un uzņēmumos, autore apkopoto un latviskoto terminoloģiju ieteicams piedāvāt izskatīšanai un apstiprināšanai Latvijas Zinātņu akadēmijas Terminoloģijas komisijā, tādējādi veicinot soli pretī iekļaujošas darba vides un sabiedrības veidošanai, kas balstīts pētījumos un kam ir teorētiskā bāze.

Piedāvājot autores izstrādāto bezbērnotības terminoloģiju (1. tabula), autore norāda arī uz rekomendāciju precizēt šobrīd vienīgā formāli apstiprinātā jēdziena "bērnība" esošo skaidrojumu, veidojot vienotu pieeju ar bērnību saistīto jēdzienu skaidrojumiem.

No rakstā veiktās integrētās literatūras analīzes izkristalizējas arī vairāki priekšlikumi, kas sniedz atbildes uz otru izvirzīto pētījuma jautājumu: **Kādi ir būtiskākie priekšlikumi augstākās izglītības iestāžu kontekstā?**

Pirmkārt, augstākās izglītības iestādēs nepieciešams veikt bezbērnotības problemātikas skaidrošanas darbu, izglītojot gan vadītājus, gan darbiniekus izpratnes, iekļaujošas domāšanas un diskusijas veicināšanai.

Otrkārt, ieteicams veikt augstākās izglītības iestāžu darbinieku aptauju, lai noskaidrotu viņu informētību un viedokli par bezbērnotības aspektiem, kā arī personīgo statusu vai pieredzi attiecībā uz šo tēmu, rezultātā apkopojot galvenās tendences un problemātiku augstākās izglītības iestāžu kontekstā.

Treškārt, pilnveidot iekšējās politikas dokumentus un darbinieku lojalitātes programmas iekļaujošākas darba vides veicināšanai, kā arī papildināt iekšējās apmācību programmas ar semināriem par dažādības un iekļaušanas jautājumiem, pievēršot uzmanību arī bezbērnotības problemātikai.

Tā kā bezbērnotības tematika Latvijā ir jauns un nepētīts temats, autoresprāt, rakstā atspoguļotais pētījums un izstrādātā terminoloģija ir nozīmīga ne tikai augstākās izglītības iestāžu attīstībai, bet arī biznesa organizācijām kopumā, kas paver plašas iespējas iekļaujošas darba vides un sabiedrības veicināšanai Latvijā.

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MĀKSLĪGĀ INTELEKTA IZMANTOŠANAS JURIDISKĀS PROBLĒMAS INTEREŠU KONFLIKTA NOVĒRŠANĀ

LEGAL PROBLEMS OF THE USE OF ARTIFICIAL INTELLIGENCE IN THE PREVENTION OF CONFLICTS OF INTEREST

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Abstract

In the article, the author set goals to gain an international understanding of the risks and threats posed by artificial intelligence, as well as to develop proposals for Latvia's national regulation. To achieve this goal, tasks have been set to study Latvia's experience in the regulation of conflicts of interest and the competence of institutions, and to analyse international law on the use of artificial intelligence. The article provided proposals for minimizing risks and threats in the control of the activities of public officials, preventing them from being in a situation of conflict of interest.

Keywords: artificial intelligence, corruption, conflict of interest, public administration, human rights

Atslēgas vārdi: mākslīgais intelekts, korupcija, interešu konflikts, valsts pārvalde, cilvēktiesības

Ievads

Mākslīgais intelekts arvien vairāk un vairāk tiek pielietots dažādās dzīves jomās. Valsts pārvalde nav izņēmums mākslīgā intelekta ieviešanai un izmantošanai. Uzskatīts, ka mākslīgais intelekts valsts pārvaldē var pozitīvi ietekmēt valsts un pašvaldības centienus padarīt valsts pārvaldes procesus par daudz efektīvākiem, ekonomiski izdevīgākiem, kā arī atklātiem un caurspīdīgiem, t.sk. minimizējot korupcijas riskus un neļaujot valsts amatpersonām izmantot gan savu ieņemamo amatu, gan statusu un varu, kā arī iegūt sev, saviem radniekiem un saviem darījuma partneriem personiskus un/vai mantiskus labumus, līdz ar to nepieļaujot kā tādu interešu konflikta situācijas rašanos.

Tomēr, vai viss ir tik labi ar mākslīgā intelekta pielietošanu? Vai tomēr nepastāv kādi riski un draudi mākslīgā intelekta tehnoloģijas ieviešanā valsts pārvaldē? Vai mākslīgā intelekta loma un liktās cerības gadījumā nav pārspīlētās? Savukārt cilvēcei savlaicīgi jau tagad vajadzētu vērst pastiprinātu uzmanību uz tām potenciālām problēmām, ko var radīt mākslīgais intelekts, lai izvairītos no riskiem un draudiem nākotnē.

Likumdevējam vajadzētu jau savlaicīgi vērst uzmanību dažāda veida problēmām, t.sk. izvērtēt mākslīgā intelekta tehnoloģijas izmantošanas juridiskās problēmas, apzināt tās, izanalizēt un izvērtēt, lai savlaicīgi varētu sniegt tiesiskus risinājumus šo risku un draudu minimizēšanai. Jo aiz cēluim mērķiem (t.sk. korupcijas un interešu konflikta novēršanas) mākslīgā intelekta ieviešana var būtiski apdraudēt cilvēku pamattiesības.

Hipotēze

Autors rakstā plāno apzināt, izanalizēt, izvērtēt juridiskās dabas problēmas mākslīgā intelekta ieviešanai un rast atbildes uz jautājumu, kādi saistībā ar mākslīgā intelekta darbību parādās riski un draudi valsts pārvaldei un cilvēku pamattiesībām. Autors plāno izpētīt galvenos ar mākslīgā intelekta darbību saistītus riskus un draudus, t.sk. saistībā ar personu datu aizsardzību.

Mērķis un uzdevumi

Mērķis ir starptautiskās izpratnes iegūšana, izziņāšana un izanalizēšana par mākslīgā intelekta radītiem riskiem un draudiem, kā arī priekšlikumu izstrāde Latvijas nacionālajam regulējumam.

Raksta priekšmets ir starptautisko organizāciju, Eiropas Savienības starptautisko tiesību un dažādu pasaules ekspertu viedokļu izpēte, kurās ir definēti ar mākslīgo intelektu radīti riski un draudi, novēršot valsts amatpersonu rīcību interešu konflikta situācijā.

Autors izvirza šādus uzdevumus mērķa sasniegšanai:

- 1) izpētīt Latvijas nacionālo pieredzi par interešu konflikta tiesisko regulējumu;
- 2) izanalizēt Latvijas institucionālo pieredzi un institūciju kompetenci attiecībā uz interešu konflikta situācijas nepieļaušanu, balstoties uz minēto institūciju praksi un pilnvarām;
- 3) izanalizēt starptautisko tiesisko regulējumu par mākslīgā intelekta izmantošanu;
- 4) apkopot riskus un draudus mākslīgā intelektā izmantošanā un sniegt priekšlikumus risku un draudu minimizēšanai valsts amatpersonu darbības kontrolē, nepieļaujot viņu atrašanos interešu konflikta situācijā.

Rakstā tiek pētīts periods par pēdējiem trim gadiem, izmantojot vispārzinātniskās, kā arī speciālās juridiskās izziņas metodes: analīzes un sintēzes metodes, zinātniskās indukcijas metodi, dedukcijas metodi un salīdzinošo metodi.

Autors uzskata, ka izvēlēta pētījuma tēma ļaus labāk izprast mākslīgā intelekta tehnoloģiju būtību un nodrošinās nākotnē to drošu ieviešanu valsts pārvaldē.

1. Interesu konflikta tiesiskais regulējums

Apvienoto Nāciju Organizācija interešu konflikta regulēšanu pieprasīja no dalībvalstīm ar pievienošanas Pretkorupcijas konvencijai, nosakot, ka **katrai dalībvalstij, ievērojot tās nacionālo normatīvo aktu pamatprincipus, jācenšas pieņemt, uzturēt un stiprināt tādas sistēmas, kas veicina atklātību un novērš interešu konfliktus** (Apvienoto Nāciju Organizācijas Pretkorupcijas konvencija, 2003).

Pirmais interešu konflikta regulējums Latvijā parādījās ievērojamu laiku, pirms Latvija pievienojās Apvienoto Nāciju Organizācijas Pretkorupcijas konvencijai. Tas notika ar Korupcijas novēršanas likuma pieņemšanu, kurā par **interesu konfliktu noteica tādu situāciju, kad valsts amatpersonai ir jārealizē savas pilnvaras jautājumā, kurā līdztekus tās kā valsts amatpersonas interesēm vienlaikus pastāv arī šīs amatpersonas vai tās radnieku materiālās vai citas personiskās intereses** (Korupcijas novēršanas likums, 1995).

Iestājoties Eiropas Savienībā, Latvija būtiski grozīja vairākus normatīvus aktus, t.sk. Korupcijas novēršanas likuma vietā tika pieņemts likums *Par interešu konflikta novēršanu valsts amatpersonu darbībā* (turpmāk – *Interesu konflikta novēršanas likums*), kurā 1. panta 5. punktā tika sniegts

interēšu konflikta termina skaidrojums, proti, **interēšu konflikts ir situācija, kurā valsts amatpersonai, pildot valsts amatpersonas amata pienākumus, jāpieņem lēmums vai jāpiedalās lēmuma pieņemšanā, vai jāveic citas ar valsts amatpersonas amatu saistītas darbības, kas ietekmē vai var ietekmēt šīs valsts amatpersonas, tās radnieku vai darījumu partneru personiskās vai mantiskās intereses.**

Protams, tikai ar vienu terminu nebūs pietiekami, lai valsts amatpersonas atturētu no nonākšanas interēšu konflikta situācijās. Nepieciešams **atbilstoši nacionālo normatīvo aktu pamatprincipiem veidot tādu pasākumu un sistēmu ieviešanu** (likums Par Apvienoto Nāciju Organizācijas Pretkorupcijas konvenciju, 2005), kas atturētu valsts amatpersonas no nonākšanas interēšu konflikta situācijā. Tādējādi *Interēšu konflikta novēršanas likumā*, izpildot Pretkorupcijas konvencijas prasības, valsts amatpersonām ir paredzēti ar amata pienākumu pildīšanu saistītie ierobežojumi un aizliegumi, t.sk. administratīvo aktu izdošanas, uzraudzības, kontroles, izziņas vai sodīšanas funkciju veikšanas un līgumu slēgšanas ierobežojumi.

Šis ierobežojums noteikts *Interēšu konflikta novēršanas likuma* 11. panta pirmajā daļā, nosakot, ka **valsts amatpersonai ir aizliegts, pildot valsts amatpersonas pienākumus, sagatavot vai izdot administratīvos aktus, veikt uzraudzības, kontroles, izziņas vai sodīšanas funkcijas, slēgt līgumus vai veikt citas darbības, kurās šī valsts amatpersona, tās radnieki vai darījumu partneri ir personiski vai mantiski ieinteresēti.**

Ievērojot to, ka *Interēšu konflikta novēršanas likuma* mērķis ir nodrošināt, lai valsts amatpersonas savas darbības pildītu sabiedrības interesēs, novēršot jebkuras **valsts amatpersonas, tās radnieku vai darījumu partneru personiskās vai mantiskās ieinteresētības ietekmi uz valsts amatpersonas darbību, kā arī veicināt valsts amatpersonu darbības atklātumu un atbildību sabiedrības priekšā, kā arī sabiedrības uzticēšanos valsts amatpersonu darbībai** (*Interēšu konflikta novēršanas likums*, 2002), tādējādi valsts amatpersona atradīsies interēšu konflikta situācijā tikai gadījumā, kad tā realizēs savas valsts amatpersonas amata pienākumus (pilnvaras) jautājumos, kas skar vai varētu skart šīs valsts amatpersonas, viņa radnieku vai darījumu partneru personiskās vai mantiskās intereses.

Aizliegtas ir ne tikai tās darbības, kas ir definētas likumā kā interēšu konflikts, bet arī **jebkuras citas darbības**, kas attiecas uz valsts amatpersonu pienākumu pildīšanu, ar nosacījumu, ka šīs darbības vai darbību rezultātā *Interēšu konflikta novēršanas likumā* noteiktām personām (t.i., pašai valsts amatpersonai, tās radniekiem vai darījumu partneriem) rodas kāds labums.

2. Institucionālā piekritība un kompetence pārkāpumu izskatīšanā un faktu pārbaudē

Interēšu konflikta situācijas novēršanai Latvijā ir paredzēta vesela ierobežojumu un aizliegumu sistēma, t.sk. deklarācijas iesniegšanas prasības valsts amatpersonām. Kontrole par valsts amatpersonu nenonākšanu interēšu konflikta situācijā pārsvarā ir uzticēta Korupcijas novēršanas un apkarošanas birojam. Atsevišķas kontroles funkcijas uz ļoti ierobežotu valsts amatpersonu loku ir piešķirtas Satversmes aizsardzības birojam, Valsts ieņēmumu dienestam un Ministru prezidentam. Tādējādi autors darbā koncentrē savu uzmanību uz Korupcijas novēršanas un apkarošanas biroja kompetenci **kontrolēt *Interēšu konflikta novēršanas likuma* izpildi, kā arī citos normatīvajos aktos valsts amatpersonām noteikto papildu ierobežojumu ievērošanu,**

kā arī noteiktajā apjomā pārbaudot valsts amatpersonu deklarācijas (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Tādējādi Korupcijas novēršanas un apkarošanas birojs nākotnē varētu koncentrēt iespējas izmantot mākslīgo intelektu interešu konflikta situācijas novēršanai, līdz ar to arī saskarties nākotnē ar iespējamām juridiskajām problēmām mākslīgā intelekta izmantošanā, realizējot savas funkcijas ar mākslīgā intelekta sistēmas palīdzību.

Spēkā esoši normatīvie akti Korupcijas novēršanas un apkarošanas biroju pilnvaro, piemēram, pārbaudot deklarācijas, pieprasīt un saņemt informāciju un dokumentus no attiecīgās valsts amatpersonas, publiskas personas institūcijām, komersantiem, sabiedriskajām vai politiskajām organizācijām un to apvienībām, reliģiskajām organizācijām vai citām institūcijām, kā arī no tām personām, kuras norādītas vai saskaņā ar šā likuma noteikumiem bija jānorāda attiecīgajā deklarācijā (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Gadījumā, ja pārbaudes gaitā atklājas fakti, kas varētu liecināt par valsts amatpersonas iespējamo pārkāpumu, t.i., atrašanos interešu konflikta situācijā vai noteikto ierobežojumu un aizliegumu neievērošanu, Korupcijas novēršanas un apkarošanas birojam ir pienākums veikt attiecīgo faktu vai informācijas pārbaudi. Pārbaudes ietvaros, ja nepieciešams, Korupcijas novēršanas un apkarošanas birojam ir tiesības pieprasīt un saņemt rakstveida paskaidrojumus un dokumentus no jebkuras personas, kā arī, iesaistot Valsts ieņēmumu dienestu, pārbaudīt amatpersonas mantas, tai skaitā finanšu līdzekļu, gūšanas tiesiskumu (Interesu konflikta novēršanas likums, 2002).

Pārkāpumu konstatēšanas gadījumā Korupcijas novēršanas un apkarošanas birojs veic administratīvā pārkāpuma procesu un soda valsts amatpersonas par noteikto ierobežojumu un aizliegumu pārkāpšanu, par valsts amatpersonas funkciju veikšanu interešu konflikta situācijā, kā arī noteikto pienākumu nepildīšanu attiecībā uz interešu konflikta novēršanu (Interesu konflikta novēršanas likums, 2002).

Minēto pienākumu pildīšanai Korupcijas novēršanas un apkarošanas birojam korupcijas novēršanā atļauts apkopot un analizēt informāciju par veiktajām pārbaudēm, valsts amatpersonu iesniegtajām deklarācijām, konstatētajiem pārkāpumiem to iesniegšanā un par likumā noteikto ierobežojumu neievērošanu, analizēt valsts iestāžu praksi korupcijas novēršanā un atklātos korupcijas gadījumus, iesniegt attiecīgajai ministrijai un Valsts kancelejai priekšlikumus konstatēto trūkumu novēršanai, kā arī atļauts izvērtēt citu institūciju veikto pārbaudžu saturu un rezultātus (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Savukārt korupcijas apkarošanā Korupcijas novēršanas un apkarošanas birojs ir tiesīgs realizēt sodošo funkcijas, t.i., likumā noteiktajos gadījumos saukt valsts amatpersonas pie administratīvās atbildības un piemērot sodus par administratīviem pārkāpumiem korupcijas novēršanas jomā (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Lai realizētu minētās funkcijas un kompetenci, Korupcijas novēršanas un apkarošanas biroja darbinieki ir apveltīti ar tiesībām, t.sk. veikt administratīvā pārkāpuma procesu par administratīvajiem pārkāpumiem, pieprasīt un saņemt no valsts pārvaldes un pašvaldību iestādēm, uzņēmumiem (uzņēmējsabiedrībām), organizācijām, amatpersonām un citām personām informāciju, dokumentus un citus materiālus neatkarīgi no to slepenības režīma, saņemt informāciju no kredītiestādēm, brīvi iepazīties ar reģistrētās datu bāzēs esošo visu veidu informāciju neatkarīgi no tās piederības, iegūt,

saņemt, reģistrēt, apstrādāt, apkopot, analizēt un glabāt informāciju (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Visas minētās tiesības Korupcijas novēršanas un apkarošanas biroja amatpersonām ir jāpilda apzinīgi, jādarbojas sabiedrības interesēs, kā arī jāatbild par savu rīcību normatīvajos aktos noteiktajā kārtībā. Gadījumā, ja Korupcijas novēršanas un apkarošanas biroja amatpersonas nepildīs savus amata pienākumus atbilstoši normatīvajos aktos noteiktajai kārtībai, tad viņus sauc pie disciplināratbildības, kas neatbrīvo no iespējamās civiltiesiskās, administratīvās un kriminālās atbildības (Korupcijas novēršanas un apkarošanas biroja likums, 2002).

Korupcijas novēršanas un apkarošanas biroja darbinieku pilnvaru apjoms ir ļoti ievērojams. Informācijas aprīte minētajā iestādē arī ir ievērojama un prasa ļoti lielus laika un cilvēkresursus tās apstrādei, lai kontrolētu valstī 54 460 (Finanšu ministrijas paziņojums, 2022) esošās valsts amatpersonas. Pie tam KNAB štats ir tikai 161 darbinieks (Korupcijas novēršanas un apkarošanas biroja gada pārskats par 2021, 2022), no kurām kontroli par valsts amatpersonu darbību varētu nodrošināt aptuveni tikai 25 darbinieki. Mākslīgais intelekts šajā situācijā varētu minēto kontroli par valsts amatpersonu darbību nodrošināt daudz plašāk, daudz efektīvāk un daudz racionālāk.

3. Mākslīgā intelekta izmantošanas juridiskās problēmas

Neskatoties uz to, ka mākslīgais intelekts jau pastāv mūsu dzīvē, tomēr valsts pārvaldē (t.sk. Korupcijas novēršanas un apkarošanas birojā) mākslīgā intelekta esamība vēl nav tik plaši izplatīta, lai tai būtu noteicošā loma lēmumu pieņemšanā un institūciju kontroles un uzraudzības funkciju realizēšanā. Taču tad, kad valsts pārvaldē mākslīgais intelekts tiks plaši pielietots, tas var būtiski ietekmēt amatpersonu lēmumus, kā arī dos nepareizu priekšstatu iedzīvotājiem par procesiem valsts pārvaldē. Tādējādi jau pašlaik pastāv nepieciešamība, ja ne mākslīgā intelekta tiesiskā regulējumā, tad vismaz izpratnē par juridiskām problēmām, ar kurām var saskarties valsts pārvalde (autora gadījumā – Korupcijas novēršanas un apkarošanas birojs), ieviešot mākslīgo intelektu informācijas analizēšanas un lēmumu pieņemšanas procesos.

Šobrīd pasaulē nav vienotas pieejas mākslīgā intelekta tehnoloģiju tiesiskai regulēšanai. Tas ir saistīts ar vairākām problēmām, kurām nav viennozīmīga risinājuma. Starp tiem ir līdzsvars starp personas datu aizsardzības prasībām un nepieciešamību tos izmantot mākslīgā intelekta apmācībai, kā arī mākslīgā intelekta izmantošanas tiesiskā regulējuma priekšmeta un robežu noteikšanas.

Turklāt mākslīgā intelekta izmantošanā veidojas problēmu virkne:

- 1) atbildība par kaitējuma nodarīšanu;
- 2) mākslīgā intelekta rezultātu tiesiskais režīms;
- 3) ticamības novērtējums lēmumu pieņemšanā
- 4) un dažos gadījumos neiespējamība pilnībā izskaidrot pieņemto lēmumu (mākslīgā intelekta lēmumu pieņemšanas procesa caurskatāmības problēma).

4. Mākslīgā intelekta izmantošana valsts pārvaldē

Valsts arvien vairāk pārvēršas par digitālu platformu efektīvas kontroles īstenošanai un sabiedrisko pakalpojumu sniegšanai, taču "digitālās valsts" veidošanas uzdevums tiek virzīts uz administratīvo procedūru standartizāciju un automatizāciju. Tam nepieciešams izstrādāt un ieviest revolucionāras,

uz mākslīgā intelekta balstītas tehnoloģijas ne tikai uzkrāto datu apjomu apstrādei un analīzei, bet arī lēmumu pieņemšanas sistēmas attīstībai. Mākslīgā intelekta tehnoloģijas var būtiski uzlabot likuma izpildes kvalitāti izpildvarā. Mākslīgais intelekts var ievērojami paātrināt un vienkāršot šīm struktūrām piešķirtās pilnvaras, tostarp ar tiesībaizsardzību saistīto pilnvaru īstenošanu. Bez tam mākslīgais intelekts spēj optimizēt daudzas administratīvās procedūras, paātrinot jautājumu risināšanu, izslēdzot no procesa cilvēcisko faktoru, tādējādi palielinot darba rezultātu efektivitāti.

Parādās principiāli jaunas tehnoloģiju izmantošanas iespējas, izmantojot mākslīgo intelektu valsts institūciju pilnvaru īstenošanai gan drošības jautājumos, gan korupcijas apkarošanā un interešu konfliktu novēršanā.

Tomēr mākslīgā intelekta izmantošana valsts pārvaldē prasa atrast optimālu kompromisu starp mākslīgā intelekta spēju piekļūt informācijai, ko izmanto tiesībaizsardzības iestādes, un iedzīvotāju tiesībām uz šīs informācijas konfidencialitāti. ANO Ģenerālās asamblejas 2013. gada 18. decembra Rezolūcijā Nr. 68/167 "Tiesības uz privātumu digitālajā laikmetā" tiek norādīts, ka strauja tehnoloģiju attīstības temps palielina valdību spēju pārtvert un vākt informāciju, kas var ierobežot vai pārkāpt cilvēktiesības (īpaši tiesības uz privāto dzīvi). Nepieciešamība aizsargāt sabiedrisko drošību var attaisnot dažas jūtīgās informācijas vākšanu un aizsardzību, taču valstīm ir jānodrošina, lai tās pilnībā ievērotu savas starptautiskās cilvēktiesību saistības.

5. Atbildība par mākslīgā intelekta izmantošanu

Būtiskākā mākslīgā intelekta regulēšanas problēma ir arī atbildības problēma: kurš ir atbildīgs par robota, īpaši mākslīgā intelekta darbībām. Novērojama novēlota tiesiskā reakcija uz mainīgajām sociālajām attiecībām, kas saistītas ar zinātnes un tehnikas sasniegumu izmantošanu noziedzīgajā pasaulē. Perspektīvs virziens krimināltiesiskās aizsardzības jomā ir mākslīgā intelekta izmantošanas tiesību aizsardzība. Piemēram, daži pētnieki uzskata par nepieciešamu *Krimināllikumā* ieviest jaunu noziedzīgā nodarījuma sastāvu, paredzot atbildību par mākslīgā intelekta izmantošanu noziedzīgos nolūkos (Hallevy, 2013: 177). Atbildība par šādu mākslīgā intelekta izmantošanu jāuzņemas personai, kas to radījusi, un tiešajam izpildītājam. Viens no autoritatīvajiem speciālistiem Izraēlā "robotu tiesību" jomā norāda, ka kriminālatbildību par mākslīgā intelekta darbībām būtu jāattiecinā uz "ražotāju, programmētāju, lietotāju un visām pārējām iesaistītajām personām (Аверинская & Севостьянова, 2019: 95).

Mākslīgā intelekta kā instrumenta izmantošanu krimināltiesībās un kriminoloģijā var saistīt ar noziegumu, tai skaitā korupcijas, izdarīšanas prognozēšanu (Шецрак, 2019: 201): mākslīgais intelekts spēj sniegt prognozes par to, kur, kad un kas var izdarīt noteikto korupcijas noziegumu, kā arī novērtēt iespējamību valsts amatpersonas atrašanai interešu konflikta situācijā. Tādējādi pieaug nepieciešamība normatīvajos aktos iekļaut normas, kas nosaka iespēju izmantot mākslīgo intelektu kā leģitīmu procesu, lai pierādītu, ka valsts amatpersona atrodas interešu konflikta situācijā vai neievēro noteiktos ierobežojumus vai aizliegumus. Šajā gadījumā pašmācības mākslīgā intelekta programmu darbība var radīt arī sabiedrības apdraudējumu un kaitēt sabiedriskajām attiecībām, nemaz nerunājot par valsts amatpersonas likteni vai reputāciju, ja mākslīgais intelekts patstāvīgi rada rezultātu, kuru nevar pārbaudīt un pārliecināties par tās pareizību, kā arī pārliecināties par mākslīgā intelekta izdarīto secinājumu un lēmumu pareizību. Līdz ar to nepieciešams jau savlaicīgi veidot ar mākslīgo intelektu saistīto noziedzīgo nodarījumu subjektu

loku, piemēram, programmatūras veidotājs, ar mākslīgo intelektu aprīkotu produkciju ražotājs vai pārdevējs, ar mākslīgo intelektu aprīkotu produktu lietotājs un citas personas.

Mākslīgā intelekta izmantošanas procesā varētu pastāvēt četras situācijas, kuras prasa krimināltiesisko noregulējumu:

- 1) veidojot mākslīgā intelekta sistēmu, tika pieļauta kļūda, kas noveda pie noziedzīgā nodarījuma izdarīšanas;
- 2) mākslīgā intelekta sistēmā ir veiktas manipulācijas, kā rezultātā ir bojātas vai mainītas tās funkcijas, kā rezultātā izdarīts noziedzīgs nodarījums;
- 3) spējīgs pašapmācīties mākslīgais intelekts ir pieņēmis lēmumu veikt darbības/bezdarbību, kas kvalificējama kā noziedzīgs nodarījums;
- 4) mākslīgo intelektu radīja noziedznieki, lai veiktu noziedzīgu nodarījumu.

Atklāts paliek jautājums, kam būtu jāatbild par mākslīgā intelekta darbībām, kas, piemēram, ir spējīgs pašapmācīties un nolēmis veikt noteiktās darbības/bezdarbību, kuras var kvalificēt kā noziedzīgu nodarījumu.

Personas datu aizsardzība, izmantojot mākslīgo intelektu

Valsts institūcijas, kontrolējot valsts amatpersonu darbību, veic datu analīzi, ko valsts amatpersonas savās deklarācijās norāda un iesniedz Valsts ieņēmumu dienestam. Mākslīgā intelekta izmantošana var nodrošināt priekšnoteikumus katras valsts amatpersonas digitālā profila izveidei. Klasificētu datu kopumu par amatpersonu var veidot, ne tikai analizējot informāciju valsts amatpersonas deklarācijās, bet arī izmantojot informāciju no dažādu valsts institūciju datu bāzēm, anketām, kā arī analizējot valsts amatpersonas uzvedību. Tas dod iespēju modelēt valsts amatpersonas uzvedību nākotnē un potenciāli samazināt risku valsts amatpersonai nākotnē nonākt interešu konflikta situācijā. Mākslīgais intelekts ļaus arī valstij optimizēt Korupcijas novēršanas un apkarošanas biroja un Valsts ieņēmumu dienesta darbību, samazinot šo institūciju ievērojamas izmaksas, bet būtiski palielinot to darbības rezultātus. Tādējādi valsts saņem papildu iespējas kontrolēt valsts amatpersonu darbību, nepieļaujot valsts amatpersonu nonākšanu interešu konflikta situācijās, kā arī novēršot korupcijas riskus to darbībā, prognozējot valsts amatpersonu uzvedību. Tomēr minētās ieceres realizēšanai datu ieguves izmantošanas tiesiskais regulējums vēl nav noteikts.

Autors uzskata, ka valsts plašā kontroles un uzraudzības instrumentu izmantošana, kas balstīta uz mākslīgo intelektu, attiecībā uz valsts amatpersonas darbībām, kas analizē viņu datus, ar kuriem var identificēt valsts amatpersonu, salīdzinot datus ar informāciju no ārējiem avotiem – datubāzēm internetā, sociālajiem tīkliem utt., prasa nākotnē izstrādāt normas par valsts amatpersonu personas datu aizsardzību vai arī attiecīgu citu tiesību nozaru ietvaros izveidot personas datu aizsardzības sistēmu saistībā ar darba attiecībām kopumā.

Mākslīgā intelekta izmantošanas iespējas šādā veidā ļaus atklāti iesaistīties amatpersonu privātajā dzīvē (Филипова, 2018: 242). Tās veido nākamo problēmu – cilvēka tiesības uz privātumu un personas datu aizsardzību, jo "ikvienai personai ir tiesības uz savas privātās un ģimenes dzīves, dzīvokļa un saziņas neaizskaramību". "Ikvienai personai ir tiesības uz savu personas datu aizsardzību. Šādi dati ir jāapstrādā godprātīgi, noteiktiem mērķiem un ar attiecīgās personas piekrišanu vai ar citu likumīgu pamatojumu, kas paredzēts tiesību aktos. Ikvienam ir pieejas

tiesības datiem, kas par viņu savākti, un tiesības ieviest labojumus šajos datos.” (Eiropas Savienības Pamattiesību Harta, 2012)

Taču ievērojamais datu apjoms un globālais datu apgrozījums ir svarīgākie faktori un nepieciešamais nosacījums mākslīgā intelekta tehnoloģiju attīstībai. Šajā sakarā, lai aizsargātu personas datus un aizsargātu personas privātumu, 2018. gada 25. maijā stājās spēkā Eiropas Vispārīgā datu aizsardzības regula (Eiropas Parlamenta un Padomes Vispārīgā datu aizsardzības regula, 2016), kas “noteica jaunu globālu standartu, koncentrējoties uz cilvēktiesībām, atspoguļojot Eiropas vērtības, un ir svarīgs elements uzticības veidošanā mākslīgajam intelektam” (European Commission Coordinated Plan on Artificial Intelligence, 2018). Tomēr regulā norādīts, ka “Tiesības uz personas datu aizsardzību nav absolūta prerogatīva; tās ir jāņem vērā saistībā ar to funkciju sabiedrībā un jālīdzsvaro ar citām pamattiesībām saskaņā ar proporcionalitātes principu” (Eiropas Parlamenta un Padomes Vispārīgā datu aizsardzības regula, 2016). Vienlaikus Eiropas Komisijas vēstījumā “Mākslīgais intelekts Eiropai” jau ir norādīta ES institūciju nostāja, norādot uz tendenci sašaurināt personas tiesības, pēc saviem ieskatiem iegūt un rīkoties ar informāciju par sevi, taču pagaidām kā aicinājums: “Valsts politikai būtu arī jāveicina plašāka privāto datu pieejamība, vienlaikus nodrošinot pilnīgu datu aizsardzības tiesību aktu ievērošanu” (European Commission “Artificial Intelligence for Europe”, 2018). Tas nozīmē, ka saņemtie personas dati (piemēram, informācija par elektronisko ierīču lietošanu, par maksājumu veikšanu, par personas un personu transportlīdzekļu ģeolokācijām vai sociālo tīklu palietošanu un darbībām tajos u.c.) var nepalikt pie personas, kas tos saņēmusi kā operators vai datu administrators, bet gan varētu tikt nodoti trešajām personām, šajā gadījumā, piemēram, Korupcijas novēršanas un apkarošanas birojam vai Valsts ieņēmumu dienestam ar mērķi novērst iespējamus korupcijas riskus, kā arī izvērtēt iespējamu valsts amatpersonas atrašanos interešu konflikta situācijā.

Tādējādi “personas tiesību neievērošana uz privāto dzīvi (it īpaši uz personas informācijas konfidencialitāti), izmantojot mākslīgo intelektu, ne vienmēr var būt saistīta ar tā operatora (vai datu administratora) acīmredzami neatbilstošu rīcību vai ar prettiesisku mērķu sasniegšanu, šai darbībai var būt cits iegansts, lai sasniegtu svarīgus mērķus, kas atbilst vispārējām sabiedrības interesēm” (Mopxat, 2017: 107), piemēram, korupcijas un interešu konflikta novēršana valsts amatpersonas darbībā.

Tomēr, pēc autora domām, ir nepieciešams tiesiski nostiprināt līdzsvaru starp (valsts amatpersonas) personas datu izmantošanu no mākslīgā intelekta puses un personas datu apstrādes noteikumu ievērošanu. Ņemot vērā, ka mākslīgais intelekts tiek pilnveidots, apstrādājot lielu informācijas apjomu, tajā skaitā personas datus, valstij visos iespējamajos veidos būtu jāveicina šo datu konfidencialitātes ievērošana, jo jebkurā gadījumā tehnoloģiju attīstībai nevajadzētu būt par pamatu personas tiesību neievērošanai, kas saskaņā ar *Satversmi* ir augstākā vērtība (Satversme, 1922).

Cita starpā valstij, veidojot savus procesus, būtu jāņem vērā mākslīgā intelekta tehnoloģiju izmantošanas radītā kaitējuma iespējamība. Šajā situācijā likumdevējam nepieciešams iestrādāt nacionālajos normatīvajos aktos tādu regulējumu, kas noteiktu mākslīgā intelekta operatora atbildību par viņa funkciju izpildes procesā veiktajām darbībām. Proti, Korupcijas novēršanas un apkarošanas biroja un Valsts ieņēmumu dienesta kā mākslīgā intelekta operatora atbildība informācijas apkopošanā, jautājumu izvērtēšanā un lēmumu pieņemšanā par valsts amatpersonas darbības izvērtēšanu interešu konflikta situācijā gadījumā, ja mākslīgais intelekts pieļaus kļūdu savos secinājumos. Ņemot vērā, ka mākslīgais intelekts joprojām ir savas attīstības rītausmā, tomēr

šis jautājums tiks aktualizēts arī turpmāk, pretējā gadījumā valsts amatpersonas un iedzīvotāji nevarēs prasīt likumā noteikto tiesību atjaunošanu.

Secinājumi un priekšlikumi

1. Nepieciešams radīt līdzsvaru starp personas datu aizsardzības prasībām un nepieciešamību tās izmantot mākslīgā intelekta apmācībai, kā arī noteikt mākslīgā intelekta izmantošanas apjoma regulējuma priekšmetu un robežas ar mērķi novērst korupcijas riskus un noskaidrot, vai valsts amatpersonas atrodas interešu konflikta situācijā.
2. Nepieciešams noteikt personu iespējamās atbildības jomas par kaitējuma nodarīšanu, izmantojot mākslīgo intelektu, pieņemot lēmumus par amatpersonu darbības kontroli un uzraudzību, novēršot tās nonākšanu interešu konflikta situācijās.
3. Priekšlikums noteikt subjektu, kurš ir atbildīgs par mākslīgā intelekta darbībām ar pašmācības spēju, kurš nolēmis veikt darbību/bezdarbību, kas kvalificējama kā noziedzīgs nodarījums, vai ar minēto lēmumu ir nodarījis kaitējumu valsts amatpersonām.
4. Noteikt iespēju izmantot mākslīgā intelekta sistēmas kā legītīmu procesu, lai pierādītu, ka valsts amatpersona atrodas interešu konflikta situācijā vai arī neievēro valsts amatpersonām noteiktus ierobežojumus un aizliegumus.
5. Samazināt mākslīgā intelekta "neobjektivitātes" risku, t.i., mākslīgā intelekta problemātiskās prakses fiksēšana, mākslīgā intelekta sistēmas obligāta valsts uzraudzība, tās detalizēta dokumentēšana, ļaujot valsts regulatoram un iedzīvotājiem saprast, kā mākslīgais intelekts darbojas, izskaidrojot pieņemto lēmumu un veiktās darbības.

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INTROSPEKCIJA KRĪŽU KOMUNIKĀCIJAS KONCEPCIJĀ – SOCIĀLĀ KOGNITĪVĀ TEORIJA, STRESA KOGNITĪVĀS AKTIVĀCIJAS TEORIJA UN PLĀNOTĀS UZVEDĪBAS TEORIJA, KĀ ATSAUCES TEORIJAS NĀKOTNES PĒTĪJUMIEM

INTROSPECTION IN THE CONCEPT OF CRISIS COMMUNICATION – SOCIAL COGNITIVE THEORY, STRESS COGNITIVE ACTIVATION THEORY AND BEHAVIORAL PREDICTION THEORY AS REFERENCE THEORIES FOR FUTURE RESEARCH

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Abstract

In order to formulate effective risk communication and intervention strategies to respond to the lack of preparedness for terrorism crises resulting from human-made disasters, researchers have developed models describing the interrelationships between factors associated with emergency preparedness decision making. Many scholars have tested the aspects of Social Cognitive Theory (SCT), Theory of Planned Behaviour (TPB) and Stress Cognitive Activation Theory (SCAT) from the psychological, sociological and communication perspective. The present research aims to test the appliance of the Social Psychology theories in the context of psychological aspects of accepting information and acting upon it adequately.

The present research focuses on first- how we can improve the quality of social dialog in the risk communication field? How we can apply this enriched dialog in security crisis situations with society and individuals? In the conclusion, the research aims to construct an interdisciplinary methodology that would combine multiple disciplines, such as social psychology, sociology, communication sciences in the field of terrorism risks perception and communication and to design a risk and crisis communication plan in terrorism cases useful for national authorities.

Keywords: crisis communication, risk communication, psychology theories in crisis communication

Atslēgas vārdi: krīžu komunikācija, riska komunikācija, psiholoģijas teorijas krīžu komunikācijā

Ievads

Katras koncepcijas veidošanā kā viens no fundamentāliem pasākumiem ir nepieciešamība veikt teoriju izpēti, nosakot arī zinātnisko teoriju jeb teorijas, uz kurām savukārt tiks bāzēts tālākais pētījums, pētījuma rezultātā radusies koncepcija. Kopera (Coper, 1988) ieskatā, ir svarīgi ievērot noteiktu sistēmu un likumsakarības veiktajā pētījumā, kas atļaus veikt iespējami pamatotu pētījumu, izdarīt secinājumus un iegūt augstvērtīgu rezultātu. Šajā pētījumā tiek apskatīts

jautājums, kas saistās ar krīžu komunikāciju, precīzāk, krīžu komunikācijas psiholoģiskajiem aspektiem terorisma gadījumos. Veicot pētījumu analīzi un izskatot zinātnieku viedokļus, tādējādi bija iespējams uzsvērt trīs teorijas, kas viennozīmīgi ietekmē komunikācijas izveidi un norisi terorisma gadījumu izraisītās krīzēs, lai nodrošinātu maksimālu vēstījuma uztveršanas precizitāti no auditorijas puses. Tās ir – sociālā kognitīvā teorija, stresa kognitīvās aktivācijas teorija un plānotās uzvedības teorija.

Komunikācijas nodrošināšanai ir nepieciešami gan kanāli, kas darbosies kā informācijas piegādātājs auditorijai un katram ir savas prasības, lai sasniegtu mērķi – gan informatīvo kā informācijas nogādi saņēmējam, gan arī, kas ir ne mazāk svarīgi, – nodrošinātu šīs informācijas uztveri no saņēmēja puses un atbilstošo rīcību pēc informācijas uztveršanas. Pētījuma ietvaros apskatāmajos gadījumos, kad uzsvars ir uz krīžu situācijām un specifiski situācijām, kuras ir piedzīvotas vien retajam un par kuru iepriekšējo pieredzi, no kuras varētu pasmelties ticamu un pierādāmu faktu kopumu, statistiku un citus pētniecības procesā svarīgus datus, ir svarīgi vērsties arī pie iepriekšējiem zinātniskajiem atklājumiem, kuriem var būt nozīme indivīdu un sabiedrības drošības un labklājības nodrošināšanā.

Tādējādi šī pētījuma ietvaros uzsvars būs tieši uz psiholoģijas zinātniskajām teorijām, kuras visas ir ciešā saistībā ar komunikācijas aspektiem.

1. Sociālā kognitīvā teorija krīžu komunikācijas kontekstā

Par sociālās kognitīvās teorijas (angl: *Social Cognitive Theory* – SCT) vienu no pamatlicējiem un izcilākajiem pētniekiem ir uzskatāms Alberts Bandura (Bandura, 1986, 1991, 2000, 2002). Sociālās kognitīvās teorijas pamatā ir cilvēka uzvedība kā efektīvas mācīšanās atslēga. Cilvēki, būdami sociālas būtnes, ir vienmēr paļāvušies uz sociālās kultūras normām kā galveno paraugu jeb piemēru. Sociālā kognitīvā teorija sākās kā pasākumu kopums, kas attīstījās no sociālās mācīšanās teorijas, ko izveidoja Millers un Dollards 1941. gadā. Vēlāk A. Banduras izstrādātā SCT skaidro ar triju elementu (Bandura, 1986) savstarpēju cēloņsakarību. Liela daļa šīs teorijas agrīnajā fāzē tika balstīta uz biheiviorisma principiem, kas ietvēra uzvedības “ievades-izejas” modeli (McLeod, 2016), uzvedību skaidro kā iekšējo zināšanu apriti, bet neietekmē uzvedību mācīšanās kontekstā. Šajā kontekstā cilvēka uzvedību veidoja un kontrolēja automātiski un mehāniski vides stimuli. Teorētiskais SCT ietvars savukārt ilustrē cēloņsakarību starp uzvedību, kognitīviem faktoriem un vides notikumiem, kuriem ir savstarpēja divvirzienu ietekme vienam uz otru.

A. Bandura izveidoja SCT, definējot sociālās kognitīvās teorijas trīs aspektus, kas ir īpaši svarīgi kultūras apguvei un organizācijas jeb reakcijas darbības uzlabošanai, attiecīgi – terorisma krīžu komunikācijas kontekstā – vistiešākā nozīme cilvēka informācijas un situācijas uztverei, lai adaptīvi rīkotos, samazinot apdraudējumu sev un iespējami palīdzot apkārtējiem. Šie aspekti vienlaikus ir arī kompetences, kas veidotas prasmju un meistarības modelēšanas ceļā, stiprinot cilvēku pārliecību par savām spējām.

A. Banduras teorija izvirzīja pieņēmumu, ka cilvēka sensorās, motorās un smadzeņu sistēmas ir instrumenti, ko cilvēki izmanto, lai sasniegtu noteiktus uzdevumus un mērķus, kas piešķir nozīmi un apmierinātību dzīvē (Bandura, 1991). Zinātnieks arī uzsvēra, ka cilvēka prāts ir ģenerējošs, radošs, proaktīvs un reflektīvs, ne tikai reaģējošs. Šī izpētes joma lielā mērā ir vērsta uz prāta

iekšējās darbības mikroanalīzi, apstrādājot, attēlojot, izgūstot un izmantojot iegūto informāciju, lai pārvaldītu dažādas uzdevumu prasības un noteiktu smadzeņu darbības veidu katrā konkrētā situācijā. Kognitīvo procesu izpētē parasti tiek ņemtas vērā starppersonu attiecības jeb mijiedarbība, mērķtiecīga darbība un pašrefleksija. Eksperimentālās situācijās pierādījās, ka situāciju dalībnieki cenšas noskaidrot, ko no viņiem vēlas; viņi konstruē hipotēzes un reflektīvi pārbauda to atbilstību, izvērtējot savas darbības rezultātus; viņi izvirza personiskus mērķus un citādi motivē sevi veikt darbības tādā veidā, kas rosina uz rezultātu (Bandura, 2001). Kad cilvēki nonāk grūtībās, viņi iesaistās iekšējā dialogā, kas veicina atbilstoša rezultāta sasniegšanu vai turpretī – veicina stresa rašanos.

Otrā SCT teorijas līnija ir vērsta uz sociālo faktoru makroanalītisko darbību cilvēka attīstībā, adaptācijā un pārmaiņās. Šajā teorētiskajā ietvarā cilvēka darbība tiek analizēta kā sociāli savstarpēji atkarīgu, kontekstualizētu un nosacīti sakārtotu dažādu sabiedrības apakšsistēmu dinamika un to mijiedarbība. Tomēr mehānismi, kas saista sociāli strukturālos faktorus ar pašu darbību šajā makroanalītiskajā pieejā, lielā mērā nav izskaidroti. Lai noskaidrotu sociālstrukturālās ietekmes darbību, ir jāņem vērā dažādi psiholoģiskie mehānismi, kas palīdzētu radīt atbilstošos uzvedības prognozes modeļus.

Tātad, kā jau iepriekš atspoguļots, A. Bandura izvirzīja cilvēka rīcībai un tās izpētei sekojošus raksturlielumus.

Reaktivitāte. Cilvēkam šī formulējuma kontekstā ir jābūt ne tikai plānotājam un domātajam, bet arī motivētajam un pašregulētajam. Cilvēka uzvedības modelis un kognitīvo un vides apstākļu ietvars, kā arī šo apstākļu mijiedarbība ir pirmais solis. Bandura uzskatīja, ka ikviena darbība rada “pašreagējošu” ietekmi, salīdzinot sniegumu ar personīgajiem mērķiem un standartiem. Mērķi, kas sakņojas vērtību sistēmā un personiskās identitātes apziņā, ietver sevī izvēlētas rīcības modeļa jēgu un veidu. Kompetenču attīstībā standarti tiek pakāpeniski paaugstināti, paplašinoties zināšanu apjomam un kompetencēm, savukārt sociālajā un morālajā uzvedībā pašregulācijas standarti ir stabilāki. Cilvēki laika gaitā būtiski nemaina to, ko viņi uzskata par pareizu vai nepareizu vai labu vai sliktu. Pēc tam, kad cilvēki pieņem morāles standartu, viņu atbildība savā priekšā par darbībām, kas pārkāpj viņu personīgos standartus, kā arī gandarījumu par ieturētajiem morāles standartiem spēj piešķirt jēgu morālās rīcības brīvībai. Morālās rīcības brīvības īstenošanai ir divi aspekti — kavējošs un proaktīvs. Kavējoša forma izpaužas spējā atturēties no necilvēcīgas uzvedības, savukārt morāles proaktīvā forma izpaužas spējā uzvesties humāni. Tomēr zinātnieka uzskatā morāles normas nefunkcionē kā fiksēti iekšējie uzvedības regulatori.

Pašrefleksijas spēja. Cilvēki ir ne tikai darbības veicēji, bet arī savas darbības pašpārbaudītāji. Metakognitīvā spēja reflektēt par sevi un savu domu un darbību piemērotību ir vēl viena būtiska cilvēka rīcības spējas iezīme. Tādējādi cilvēki novērtē savu motivāciju, vērtības un dzīves jēgu. Individīdi tieši pašrefleksijas līmenī izvēlas rīkoties par labu vienam vai otram modelim. Cilvēki vērtē savas paredzamās domāšanas pareizību, salīdzinot savu darbību ar rezultātiem, kā arī ietekmi, ko tā rada uz citu cilvēku rīcību. “Starp personīgās rīcības mehānismiem neviens nav svarīgāks vai visaptverošāks, kā cilvēku pārliecība par viņu spēju kaut kādā mērā kontrolēt savu darbību un vides notikumus” (Bandura, 1999). Efektivitātes uzskatiem ir viena no vadošajām lomām A. Banduras sociālās kognitīvās teorijas cēloņsakarības struktūrā, jo uzskati par efektivitāti ietekmē pielāgošanos un izmaiņas ne tikai paši par sevi, bet arī caur to ietekmi uz citiem noteicošajiem faktoriem.

Nejaušības jeb gadījuma faktors. SCT ir uzsvērts kāds specifisks faktors, lai kaut kādā mērā kontrolētu savu pašattīstību un dzīves apstākļus, taču ir arī daudz nejaušību, kas var būtiski ietekmēt rīcību gan katrā konkrētā situācijā, gan arī ilgtermiņā – sistēmiski. Tā nejaušs notikums sociāli mediētos gadījumos var darboties kā noteicošais faktors cilvēka rīcības izvēlei. Šajā kontekstā terorisma gadījumos pat iepriekš izveidots un iegūts rīcības algoritms personai var tikt mainīts, ja kādā brīdī tiek demonstrēts piemērs, kas ir pretrunā ar cilvēka personiskajām morāles normām un iemaņu kompleksu (bieži iedomātam), tomēr spēj noteikt viņa rīcību, kas var novest pie negatīva situācijas iznākuma. A. Banduras izvirzītajā SCT ir uzsvērts, ka dažādu notikumu (arī pieredzes un mācību) attīstības trajektoriju cēloņsakarību analīzēs maz tiek ņemti vērā nejaušie jeb gadījuma faktori, taču tie ir būtiski nākotnes uzvedības realizācijā un negatīvu seku novēršanā (Bandura, 1999).

Apkopojot augstāk izskatīto, sociāli kognitīvā teorija ir viena no sociālas psiholoģijas teorijām, kam ir būtiska loma, veicot pētījumus par krīžu komunikācijas terorisma izraisītu incidentu situācijās. Tās ietekmi nosaka gan tās izteiktais mācīšanās faktors, par kuru ir veikta virkne pētījumu, un plaši pazīstamākie ir pētījumi, kas saistīti ar mācīšanos no medijiem un televīzijas filmām (Rosmawati, et al., 2015), gan arī, kas atsevišķos gadījumos var būt vēl noteicošāks, indivīda vēlme un motivācija iespējami paaugstināt savu sniegumu.

2. Stresa kognitīvās aktivācijas teorija

Otra no pētījuma ietvaros apskatāmajām teorijām ir stresa kognitīvās aktivācijas teorija (angl. *Cognitive Activation Theory of Stress* – CATS). CATS ir būtiska ietekme indivīda uzvedības plānošanai jeb modelēšanai krīžu situācijās. Lai gan indivīdam stress var radīt diskomfortu, kā arī citus svarīgus aspektus smadzeņu darbībai, Stresa kognitīvās aktivācijas teorija (Ursin & Eriksen 2004) liecina, ka atkārtota pieredze ar stimulu ļauj indivīdiem pielāgoties un regulēt savu uzvedību. Uzbudinājuma mērķis ir piespiest indivīdu noņemt stresa “trauksmes” avotu un pašu trauksmi. Savukārt, ja stresors netiek noņemts, indivīds spēj uzturēt kontroli un rīcībspēju, kas nepieciešama, lai pārvarētu stresa faktorus. Līdz ar to stresa pieredze ir daļa no adaptīvas un attīstošas sistēmas, kas ir izturējusi evolūcijas pārbaudi. CATS apgalvo, ka stresā rodas trauksme, ja ir neatbilstība starp vēlamu un to, kas ir realitātē, tādējādi indivīdi sasaistīs trauksmes atcelšanas iespējamību ar tās avota esamību. Formulējot to citādi, ja cilvēks kontrolē un sagaida vēlamu rezultātu, tad trauksme netiks iedarbināta, ieskaitot apstākli, ka stresa faktori nebūs jūtami ne psiholoģiski, ne fizioloģiski. Tomēr, ja nākotne ir neparedzama un/vai indivīdam nav nepieciešamo resursu, lai sastaptos ar kritisko situāciju, tiek aktivizēta trauksme. Autore piekrīt zinātnieku viedoklim un uzskata, ka teroristu radītu krīžu situācijās viens no svarīgākajiem aspektiem ir trauksmes rašanās.

Turklāt zinātnieku pētījumos ir aprakstīti gadījumi, kad indivīdiem nav nepieciešamo resursu, lai risinātu situāciju un izklūtu no tās (piemēram, izvairīšanās risināt situāciju, iemācīta bezpalīdzība u.c.), tādējādi iesaistoties pasīvā atbildē, kas izraisa pozitīva iznākuma gaidas, mazinot stresa aktivizēšanos. Līdzīgi kā iepriekšējie pētījumi liecina par novērtējuma un izziņas nozīmi stresa pārvarēšanā, skaidri redzams, ka stresa pieredzes kognitīvais novērtējums ir būtisks CATS elements. Piemēram, tiek apgalvots, ka iepriekšējās pieredzes novērtējumi balstās uz prāta darbības modeļiem, kas ir vienkāršots sevis un vides attēlojums, un ka indivīdi veic novērtējumus, izmantojot kontrolētu vai automātisku informācijas apstrādes mehānismu. Līdzīgā veidā CATS

(Ursin & Eriksen, 2004) uzskata, ka novērtējumi ietver nākotnes attīstībā ietvertās gaidas. Stimulēšanas gaidas attiecas uz izpratni, ka konkrēts stresa izraisītājs noved pie konkrēta notikuma, un tas nodrošina indivīdiem spēju psiholoģiski aizsargāties pret stresa faktoru vai tā uztverē izmantot visus resursus. Notikuma rezultāta gaidas indivīdi saista reakciju uz stresa situāciju ar šīs reakcijas iznākumu, un indivīdi attīsta paredzamās iznākuma prognozes, kas atspoguļo pozitīvu, t.i., pārvarēšanu, kā arī var atspoguļot negatīvu, t.i., bezcerību rīcību vai arī bezdarbību, t.i., bezpalīdzības stāvokli.

Kad cilvēks paredz, ka izvēlēta reakcija uz stresa faktoru radīs pozitīvu rezultātu, šī persona ir spējīga labāk tikt galā ar situāciju. Pētījumos pierādīts, ka krīzes stresa situāciju pārvarēšana nav ne stratēģija, ne uzvedība, bet gan gaidīta un pozitīva rezultāta pieņemšana neatkarīgi no darbībām (piemēram, uz problēmu vērsta rīcība, izvairīga uzvedība), ko cilvēks ir vai nav veicis, reaģējot uz stresa faktoru. Tā kā šī teorija ietver bezpalīdzības jēdziena izpratni, tās ir situācijas, kad indivīds neuztver nekādu saistību starp savu rīcību un krīzes iznākumu; citiem vārdiem formulējot, cilvēks nejūt nekādu kontroli vai ietekmi pār iznākumu. Lai gan parasti tas izraisa pastiprinātu stresa aktivizāciju, ilgstošas bezpalīdzības stāvoklī indivīdi fizioloģiski var izjust samazinātu uzbudinājumu, it īpaši, ja tas rada noteiktu labumu vai atbalstu no citiem. Šādās situācijās bezpalīdzība teorijas ietvaros būtu līdzīga situācijas pārvarēšanai. Taču bezpalīdzības reakciju terorisma krīzēs var radīt apdraudējumu personām.

CATS stresa procesa skaidrojumā, zinātnieku Ursina un Eriksena skatījumā, tiek piedāvāti četri stresa procesa komponenti. Pirmā daļa ir stresa stimuli (t.i., stresa faktori) vai slodze. Tiek apgalvots, ka stresa reakciju izraisa nevis stimula fiziskās īpašības, bet gan cilvēka novērtējums jeb procesa otrais posms, pamatojoties uz iepriekšējo pieredzi un nākotnes gaidām, kas situāciju pašu par sevi pārvērš stresa pilnā pieredzē. Protams, daži stresa faktori tiek uzskatīti par negatīviem attiecībā uz personām, laiku un situāciju, kamēr individuālās atšķirības piemēram, iepriekšējā izglītība, personība, situācijas kontekstuālais uzstādījums, visticamāk, ietekmēs vairuma stresa faktoru novērtējumu. Otrais stresa procesā ir stresa pieredze, t.i., iepriekš novērtētais un izjustais stress. Literatūrā visbiežāk minētie stresa faktori ir tie, kas izriet no pašas stresa pieredzes. Tās ir fiziskas, fizioloģiskas, psiholoģiskas un emocionālas prasības, ko izjūt indivīds, un tas tiek uzskatīts par zaudējumiem vai draudiem. Trešā daļa ir indivīda vispārējā reakcija jeb "trauksme" uz stresa pieredzi. Līdzīgi kā stresa teorijas pamatlicējs Hans Selje (Meur & Mervewe, 2011) apgalvoja, ka trauksmes reakcija notiek pirms adaptācijas. Šajā fāzē, kā apgalvo Ursins un Eriksens (2004), indivīdam ir paaugstināts uzbudinājums, un tiek novērota īpaša reakcija, lai novērstu trauksmes cēloni. Tāpat kā iepriekš, individuālajam un atšķirīgajam ir nozīme trauksmes reakcijā (piemēram, trauksmes stiprums un ilgums), kas indivīdam tiek izraisīts šajā posmā. Tā kā uzbudinājums ietekmē daudzas fizioloģiskas sistēmas, šī ir visvairāk analizētā cilvēka reakcija. Atsevišķi zinātnieki uzskata, ka ir pārāk vienkārši apgalvot, ka noteiktas stresa pārvarēšanas uzvedības vienmēr ir "adaptīvas", piemēram, uz problēmas pārvarēšanu vērsta vai "neadaptīvas", piemēram, uz emocijām vērsta, jo reakciju uz stresa faktoru nosaka cerības ka pārvarēšana, jeb pozitīvs iznākums iestāsies, nevis konkrētas pārvarēšanas stratēģijas. Secīgi, indivīda iekšējais stāvoklis nav saistīts ar izvēlēto pārvarēšanas stratēģiju, jo to lielā mērā ietekmē fizioloģija.

Procesa pēdējā sastāvdaļa ir personas pieredze par stresa reakciju. Pēc reakcijas uz stresa faktoru indivīds saņem atgriezenisko saiti par savas reakcijas rezultātiem, un šī atgriezeniskā saite var ietekmēt stresa sajūtu. Pamatojoties uz šo atgriezenisko saiti, indivīds var arī mainīt uztveri par

stresa faktoru un/vai iznākuma gaidām attiecībā uz turpmāko pieredzi. Ursins un Eriksens (2004) norāda, ka atgriezenisko saiti bieži mēģināta novērtēt, izmantojot anketas, piemēram, medicīnas sfērā. Taču viņi apgalvo, ka respondentiem būtu grūti atšķirt stresa pieredzi (procesa 2. solis) un atgriezeniskās saites reakciju, jo stresa stimulu novērtēšanai ir nepieciešama atgriezeniskā saite. Zinātnieks un stresa pētnieks Lazarus (Meurs & Mervewe, 2011) apgalvoja, ka, detalizēti aprakstot stresa procesu, ir jāizvērtē četri jēdzieni, tostarp: stresa izraisītājs (vai izraisītājs); stresa izraisītāja novērtējums, nošķirot stresa reakcijas aktīvajā un pēc incidenta fāzē; procesi, kādos cilvēks tiek galā ar šīm stresa prasībām; un sekas vai stresa reakcijas individuā. Zinātnieki pieturas pie nostādnes, ka ir skaidra atšķirība starp fizioloģisko stresu un psiholoģisko stresu, un tā ir stresam piešķirtā “personiskā nozīme”, tomēr vairumā gadījumu zinātnieki pieturas pie skatu punkta, ka visas augstākminētās stresa procesa galvenās sastāvdaļas ir nozīmīgas, veicot pētījumus par stresa kognitīvo aktivāciju.

CATS teorijas izpētes ieguldījums uz indivīdu reakcijām stresa izraisītāju laikā liecina, ka biežāka un spēcīgāka reakcija uz stresa faktoriem ir primāriem stresa izraisītājiem.

Lai gan maz pētījumu ir snieguši tiešus testu rezultātus par paredzamā stresa nozīmi, pētījumā, kurā tika pētīta kortizola stresa reakcija, zinātnieki Gaabs, Rohleders, Naters un Ehlersts (Meurs & Mervewe, 2011) konstatēja, ka personības faktori, tādi kā kompetence un kontroles orientācija ietekmē kortizolu (viens no stresa hormoniem) reakciju, izmantojot situācijai raksturīgu novērtējumu jeb paredzamo stresu. Turklāt paredzamais kognitīvais novērtējums parādīja spēcīgāku saistību ar kortizola reakciju nekā personība vai retrospektīvs kognitīvs novērtējums. Šie rezultāti apstiprina argumentu svarīgumu, paredzot stresu uz bioloģisko stresa reakciju. Kognitīva reakcija dažkārt liecina par atteikšanos uztvert apdraudošu informāciju. Autore uzskata, ka šim aspektam ir jāpievērš būtiska nozīme, veidojot komunikāciju kā notikušu krīžu situāciju gadījumos, tā arī izvērtējot risku komunikāciju. Daži pētījumi (Pieper, et al., 2007) atbalsta uzskatu, ka uztraukumam, kas rodas, paredzot negadījumu, varētu būt ciešāka saistība ar veselību nekā stresu veidojošam notikumam, jo pieredzē uztraukums par stresa faktoru parasti ir ilgāks nekā paša notikuma gadījumā. Pētījumi rādīja, ka uztraukums par nākotni un stresa notikumiem ir līdzīgs organisma pārciestajam stresā, kā arī tie izraisīja sirdsdarbības ātrumu mainīgumu. Turklāt pētījumā, kurā tika novērtēta sirdsdarbības reakcija pēc negatīvām un pozitīvām emocijām, atklāja, ka sirdsdarbības ātrums pēc negatīvas emocionālas pieredzes bija garāks nekā sirdsdarbības aktivitāte pēc pozitīvas epizodes, kas liecina par primāro atšķirību starp pozitīvo un negatīvo emocionālo reakciju ietekmi. Tika konstatēts, ka personības faktori (t.i., kompetence un kontrole) ietekmē kortizolu reakciju, izmantojot situācijai raksturīgu novērtējumu (t.i., paredzamo stresu). Turklāt paredzams kognitīvais novērtējums parādīja spēcīgāku saistību ar kortizola reakciju nekā personības aspekti vai retrospektīvs kognitīvs novērtējums.

Autore uzskata, ka zinātnieku veiktie pētījumi, jo īpaši zinātnieku, kuri savus pētījumus par stresu un cilvēka rīcību stresa situācijās ir veikuši bioloģijas, fizioloģijas vai medicīnas nozarēs, ir būtiski, izstrādājot dažādas komunikācijas teorijas, un, izvērtējot šo pētījumu rezultātus komunikācijas koncepciju izstrādes laikā, ir iespējams ne tikai paredzēt sabiedrības un indivīdu reakcijas uz krīžu aspektiem, bet arī novērst situācijas iespējamu pasliktināšanos.

3. Plānotās uzvedības teorija

Trešā sociālās psiholoģijas teorija, kuras izskatīšana kalpo kā pētījuma zinātniskais ietvars, ir plānotās uzvedības teorija (ang. *Theory of Planned Behaviour* – TPB). Lai prognozētu uzvedību saskaņā ar plānotās uzvedības teoriju, faktisko uzvedību izskata kopā ar konkrētās uzvedības nodomu. Zinātnieki uzskata, ka, lai prognozētu precīzu rezultātu, ir jāievēro vairāki nosacījumi. Pirmkārt, nodoma un plānotās uzvedības kontroles pasākumiem ir jāatbilst vai jābūt saderīgiem ar prognozējamo uzvedību (Ajzen & Fishbein, 1977). Tas nozīmē, ka nodomi un plānotās uzvedības uztvere ir jānovērtē saistībā ar konkrēto interesējošo uzvedību, un noteiktajam kontekstam ir jābūt tādām pašām kā tam, kurā rīcībai jānotiek. Otrs nosacījums precīzai uzvedības prognozēšanai ir tāds, ka nodomiem un uztvertajai uzvedības kontrolei jāpaliek stabilai intervālā starp to novērtēšanu un uzvedības novērošanu. Papildu vai neplānotie notikumi var izraisīt izmaiņas nodomos vai uzvedības kontroles uztverē, kā rezultātā sākotnējie šo mainīgo lielumu pasākumi vairs neļauj precīzi prognozēt uzvedību. Trešā prasība par paredzamo uzvedību ir saistīta ar uztvertās uzvedības kontroles precizitāti.

Krīžu vai risku komunikācijas plānošanas kontekstā plānotās uzvedības teorijai ir būtiska nozīme, identiski, kā tas ir iepriekš minētajām teorijām. TPB nosaka trīs konceptuāli neatkarīgus uzvedības nodomu noteicošos faktorus:

- **pirmā** ir attieksme pret uzvedību, un tā attiecas uz pakāpi, kādā personai ir labvēlīgs vai nelabvēlīgs attiecīgās uzvedības novērtējums vai novērtējums;
- **otrs** ir sociāls faktors, ko sauc par subjektīvo normu, un tas attiecināms uz sociālo spiedienu veikt vai neveikt uzvedību;
- **trešais** nodomu indikators ir uzvedības kontroles pakāpe, kas attiecas uz plānoto uzvedības vieglumu vai grūtībām, un tiek pieņemts, ka tas atspoguļo pagātnes pieredzi, kā arī paredzamos šķēršļus vēlamā rezultāta sasniegšanai.

Zinātnieki ir konstatējuši, ka TPB ietvaros, izņemot vienu izņēmumu, attieksme pret dažādām uzvedībām būtiski veicināja nodomu prognozēšanas iespējamību, turpretim subjektīvo normu rezultāti bija dažādi, bez skaidri saskatāma modeļa, kas savukārt liecina, ka attiecībā uz plānoto uzvedību personīgie apsvērumi mēdz prevalēt pār sociālā spiediena ietekmi.

Atbilstoši savam mērķim izskaidrot cilvēka uzvedību, nevis tikai to paredzēt, plānotās uzvedības teorija aplūko attieksmju, subjektīvo normu un plānotās uzvedības kontroles priekšmetus. Tiek izšķirti trīs galvenie uzskatu veidi: uzvedības uzskati, kas, domājams, ietekmē attieksmi pret uzvedību, normatīvie uzskati, kas veido subjektīvo normu pamatā esošos noteicējus, un kontroles uzskati, kas veido uzvedības kontroles uztveres pamatu, jeb – uzvedības, normatīvo un kontroles aspektus. Ajzens (Ajzen, 2002) apgalvo, ka visi uzskati interesējošo uzvedību saista ar kāda veida atribūtu, vai tas būtu iznākums, normatīvas cerības vai resurss, kas nepieciešams darbības veikšanai.

Dažkārt pētnieku vidē ir izteikts viedoklis, ka vismaz noteiktos kontekstos TPB jāņem vērā ne tikai uztvertais sociālais spiediens, bet arī personīgā morālā pienākuma vai atbildības sajūta veikt noteiktu uzvedību vai atteikties no tās. Pagātnes uzvedības pieredzei teorijas ietvaros arī ir nozīmīga loma, jo, to zinot, kā arī zinot citus faktorus, neatkarīgi no tā, vai tie ir indivīda iekšējie vai ārējie, kas nosaka konkrēto uzvedību, tad uzvedību var paredzēt ar lielu precizitāti. Kamēr šis faktoru kopums paliek nemainīgs, uzvedība arī laika gaitā paliek stabila. Nostādne, ka pagātnes

uzvedība ir labākais nākotnes uzvedības prognozētājs, piepildīsies, ja šie nosacījumi būs izpildīti. Pieņemot, ka noteicošie faktori ir stabili, pagātnes uzvedības mērījumu var izmantot, lai pārbaudītu jebkura modeļa, kas paredzēts turpmākās uzvedības prognozēšanai, pietiekamību (Ajzen, 2002). Tomēr TPB ietvaros pagātnes uzvedību vislabāk var uzskatīt nevis par ieraduma mērauklu, bet gan kā visu faktoru atspoguļojumu, kas nosaka interesējošo uzvedību. Korelācija starp pagātnes un vēlāko uzvedību liecina par uzvedības stabilitāti.

Plānotās uzvedības teorija nodrošina noderīgu konceptuālu ietvaru cilvēku sociālās uzvedības plānošanai. Teorija ietver dažus sociālos un uzvedības zinātņu centrālos jēdzienus, un tā definē šos jēdzienus tādā veidā, kas ļauj paredzēt un izprast konkrētu uzvedību noteiktos kontekstos (Brooks, 2021). Parasti tiek konstatēts, ka attieksme pret uzvedību, subjektīvās normas attiecībā uz uzvedību un uztvertā kontrole pār uzvedību var paredzēt uzvedības nodomus ar augstu precizitātes pakāpi.

Secinājumi

Visas apskatītās sociālās psiholoģijas teorijas kopumā sniedz labu priekšstatu par veicamo pasākumu kopumu, lai prognozētu cilvēku uzvedību dažādās situācijās, tostarp arī krīžu situācijās. Autore piekrīt viedoklim, ka arī krīžu situācijās plānotās uzvedības teorijas pamatnostādnes simbiozē ar sociālās kognitīvās teorijas un stresa kognitīvās aktivācijas teoriju ir piemērojamas un to pētījumu rezultāti var tikt izmantoti veiksmīga komunikācijas modeļa izveidē (Cinar, et al, 2016), kas rezultātā ļaus veiksmīgi vadīt krīžu situācijas, taču pirmskrīžu fāzēs sniegs rīkus riska aspektu modelēšanai un novēršanai.

Modelēšana kā metode biežāk ir asociējama ar matemātisko un ekonomisko procesu veikšanu notikumu, biznesa izaugsmes plānošanai un prognozēšanai. Psiholoģijā savukārt šo procesu asociē ar jēdzienu profilēšana jeb profailings. Tas tiek plaši izmantots ar labiem rezultātiem, lai attīstītu intelektuālās, sociālās un uzvedības kompetences. Sistēmas, kas izmanto uzvedības faktoru, vides un kognitīvo faktoru mijiedarbību, atļauj prognozēt veidus, kā nodrošināt sistēmu kopumu un darbību, kas ir saskanīga ar cilvēka sociālās kognitīvās uztveres aspektiem. Savienojot matemātisko modeli ar pētījuma ietvaros apskatītajām sociālas psiholoģijas teorijām, ir svarīgi atpazīt novērojamās vērtības atšķirību starp iepriekš gūto pieredzi kāda gadījuma refleksijā, vai tas būtu video, teksta vai dzirdētais vārds un indivīda iekšējiem pārdzīvojumiem atrodoties situācijas iekšienē.

Tāpat otrs elements, kas ir jāievēro, – savas uzvedības atkārtojums parasti nerada lielus uzlabojumus. Prasmju pilnveides pamatā ir sociālā mijiedarbība, lai pozitīvi stiprinātu pašapziņu, vienlaikus ieviešot pakāpeniskas prasmju uzlabošanas iespējas. Visbeidzot, lai notiktu prasmju integrācija, tās ir jāpraktizē. Līdzīgi kā mācoties jaunu valodu, prasmju līmeni lielā mērā ietekmē to pielietojums un atkārtošana. Sociālā kognitīvā teorija to sauc par pārneses programmu.

Apkārtējie faktori, kā arī iepriekšējās uzvedības un pieredzes faktori aktīvi ietekmē plānotās uzvedības rezultātus. Zinātnieka A.Banduras izveidotā un pētītā sociālā kognitīvā teorija uzsver aspektu par visu iesaistīto faktoru savstarpējās mijiedarbības ietekmi uz gala rezultātu. Gan SCT, gan plānotās uzvedības teorija analizē un uzsver sociālā konteksta un sociāla viedokļa nozīmīgumu indivīda vai sabiedrības uzvedībā. Šie faktori savā saturā vienlaikus ir gan informatīvi, gan ietekmējoši, gan arī var regulēt nepieciešamās rīcības (Škuškovnika, 2010). Autore piekrīt daudzu

zinātnieku paustajam viedoklim, ka masu mediju, tostarp sociālo mediju ietekmei ir nozīmīga loma sabiedrības izglītošanā.

Pretstatā krīžu gadījumiem, kas tiek apskatīti ekonomiskā kontekstā, kura galvenais fokuss ir ekonomiska labuma gūšana vai ienākumu samazināšanās, drošības krīzēm piemīt arī citi faktori, kuri ir jāanalizē papildus. Kā viena no zinātniskajām metodēm – stresa kognitīvās aktivācijas teorija ir devusi būtisku ieguldījumu ar veiktajiem pētījumiem. Cilvēka fizioloģiskās reakcijas krīžu situācijās ir viens no mazāk paredzamajiem aspektiem, tomēr teorijas ietvaros ir aktualizēts, ka viens no elementiem, kas ļautu veiksmīgāk paredzēt cilvēku nākotnes uzvedību un rīcību, ir iepriekšējās pieredzes esamība. Lai gan šāda pieredze nav plaši izplatīta, tomēr modelēšanas un prognozēšanas nolūkos ir izmantojamas saturiski pielīdzināmas darbības, kā, piemēram, mācības, kas tiek organizētas evakuācijas veikšanai no iestādēm, tāpat arī evakuācijas nodrošināšana civilās aizsardzības kontekstā.

Kulturālais konteksts arī tiek virspusēji apskatīts visās izskatītajās teorijās, tomēr tā ietekmes noteikšanai ir jāveic papildu pētījumi. Autore uzskata, ka kulturālā konteksta mainība ir vienlaikus viens no mainīgajiem aspektiem, kura ietekme var būt gan noteicošs faktors atsevišķās situācijās, kā arī drošības krīzes situācijās tam var nebūt būtiska nozīme, ja vien darbojas informācijas nodošanas un saņemšanas kanāli un ir nodrošināti elementi informācijas uztveršanai (valoda, skaidrs vēstījums ar iekļautu sagaidāmo darbību algoritmu u.c.).

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