

European Journal of Economics and Management Sciences

Nº 4 2020

European Journal of Economics and Management Sciences

Scientific journal

№ 4 2020

ISSN 2310-5690

Editor-in-chief Bersirova Saida Halidovna, Russia, Ph.D. of Economics

International editorial board

Adieva Aynura Abduzhalalovna, Kyrgyzstan, Doctor of Economics
Biró Róbert, Hungary, Doctor of Economics
Blahun Ivan Semenovich, Ukraine, Doctor of Economics
Bogolib Tatiana Maksimovna, Ukraine, Doctor of Economics
Chechelashvili Maya Yurevna, Georgia, Doctor of Economics
Cherniavska Olena, Ukraine, Doctor of Economics
Ciobanu Marius, Romania, Doctor of Economics
Dovgal Elena Andreevna, Ukraine, Doctor of Economics
Ischuk Svetlana Alexeevna, Ukraine, Doctor of Economics
Guliyev Iqbal Adil ogy, Russia, Doctor of Economics
George Chiladze, Georgia, Doctor of Economics, Doctor of Law
Karanina Elena Valerevna, Russia, Doctor of Economics
Kestutis Peleckis, Lithuania, Doctor of Economics
Khubaev Georgy Nikolaevich, Russia, Doctor of Economics
Khoutyz Zaur, Russia, Doctor of Economics
Kocherbaeva Aynura Anatolevna, Kyrgyzstan, Doctor of Economics
Kunditsky Alexander Alexandrovich, Ukraine, Doctor of Economics
Kurbanov Tohirdzhon Hakimovich, Russia, Doctor of Economics
Meymanov Bakyt Kattoevich, Kazakhstan, Doctor of Economics
Mizanbekova Salima Kaspievna, Kazakhstan, Doctor of Economics

Morozova Natalay Ivanovna, Russia, Doctor of Economics
Navruzoda Bakhtiyor, Tajikistan, Doctor of Economics
Olgerta Visi, Albania, Doctor of Economics
Osmonkulova Guldana, Kyrgyzstan, Doctor of Economics
Perova Margarita Borisovna, Russia, Doctor of Economics
Pshuk Bogdan Ivanovich, Ukraine, Doctor of Economics
Rodionov Alexandr Vladimirovich, Russia, Doctor of Economics
Salaev Sanatbek Komiljanovich, Uzbekistan, Doctor of Economics
Saif Ullamin, Pakistan, Doctor of Economics
Shamsiev Kamariddin Badrievich, Tajikistan, Doctor of Economics
Sharko Margarita, Ukraine, Doctor of Economics
Stahanov Dmitriy Viktorovich, Russia, Ph.D. of Economics
Yakovleva-Chernysheva Anna Yurevna, Russia, Doctor of Economics
Zelenskaya Tatiana Vasilevna, Russia, Doctor of Economics

Proofreading

Kristin Theissen

Cover design

Andreas Vogel

Additional design

Stephan Friedman

Editorial office

Premier Publishing s.r.o. Praha 8
Karlín, Lyčkovo nám. 508/7, PSC 18600

E-mail:

pub@ppublishing.org

Homepage:

ppublishing.org

European Journal of Economics and Management Sciences is an international, German/English/Russian language, peer-reviewed journal. It is published bimonthly with circulation of 1000 copies.

The decisive criterion for accepting a manuscript for publication is scientific quality. All research articles published in this journal have undergone a rigorous peer review. Based on initial screening by the editors, each paper is anonymized and reviewed by at least two anonymous referees. Recommending the articles for publishing, the reviewers confirm that in their opinion the submitted article contains important or new scientific results.

Premier Publishing s.r.o. is not responsible for the stylistic content of the article. The responsibility for the stylistic content lies on an author of an article.

Instructions for authors

Full instructions for manuscript preparation and submission can be found through the Premier Publishing s.r.o. home page at:
<http://ppublishing.org>.

Material disclaimer

The opinions expressed in the conference proceedings do not necessarily reflect those of the Premier Publishing s.r.o., the editor, the editorial board, or the organization to which the authors are affiliated.

Premier Publishing s.r.o. is not responsible for the stylistic content of the article. The responsibility for the stylistic content lies on an author of an article.

Included to the open access repositories:



The journal has the GIF impact factor .804 for 2019.

© Premier Publishing s.r.o.

All rights reserved; no part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior written permission of the Publisher.

Typeset in Berling by Ziegler Buchdruckerei, Linz, Austria.

Printed by Premier Publishing s.r.o., Vienna, Austria on acid-free paper.

Section 1. Accounting

<https://doi.org/10.29013/EJEMS-20-4-3-6>

*Dr. Duong Thi Quynh Lien,
Faculty of Economics – Vinh University
E-mail: quynhlien140679@gmail.com*

IMPACT OF BLOCKCHAIN TECHNOLOGY TO FIELD ACCOUNTING AND AUDITING

Abstract. Blockchain technology is viewed as an open and decentralized ledger, capable of recording and verifying transactions without trusting any intermediary. Blockchain technology in the field of Accounting and Auditing reduces most of the probability of errors when comparing complex and different information from different sources. Moreover, accounting records will not be editable and changed once they have been saved to the blockchain, even if the owner of the accounting system requires it. The article addresses the theoretical basis and impact of blockchain on accounting and auditing.

Keywords: technology, blockchain, blockchain technology, accounting, auditing.

1. Introduction

Blockchain is a system that can be considered an “accounting ledger” – where transactions are made by one party to everyone on the same network in an extremely accurate and confidential way. If a field or a system uses blockchain, security issues will change. Accordingly, we need to focus not only on the assurance of property and the approval of others. Instead, we need to focus on the binding between blockchain records and the physical world, and more broadly on reflecting the true economic value of transactions in the blockchain.

Blockchain is considered a technological breakthrough, set to create changes in accounting and auditing. It is thought that Blockchain can reduce accounting errors and frauds. Organizations like the Australian government research institution, Australian Scientific and Industrial Research Organization (CSIRO) and Australia Stock Exchange (ASX) are studying the application of this technology. Block-

chain can have a profound effect on supply chain management and transaction accounting; This technology can also create opportunities for accountants to work with customers and colleagues to reap the benefits of technology.

2. The concept and characteristics of blockchain

2.1. Concept

By definition from the wikipedia page: Blockchain, initial name Block Chain is a hierarchical database that stores information in information blocks that are linked by encryption and expand over time. Each information block contains information about the initialization time and is linked to the previous block, with a time code and transaction data. Blockchain is designed to resist data change: Once the data is accepted by the network, there is no way to change it.

Blockchain is guaranteed by the design using hierarchical computing system with high tolerance of byzantine errors. So decentralized consensus can be achieved by Blockchain. Therefore, Blockchain is

suitable to record events, medical records, transaction processing, notarization, identity and proof of origin. This has the potential to help eliminate major consequences when data is changed in the context of global trade.



Figure 1.

The first blockchain was invented and designed by Satoshi Nakamoto in 2008 and realized the following year as a core part of Bitcoin, when Blockchain technology acts as a ledger for all deal. Through the use of peer networks and a hierarchical data system, Bitcoin Blockchain is managed automatically. The invention of Blockchain for Bitcoin has made it the first digital currency to solve the Double Spending problem (spending cheating when money is used twice). This technology of Bitcoin has become an inspiration for a variety of other applications.

Also according to Wikipedia: Blockchain technology is similar to the database, just different from interacting with the database. In order to understand the Blockchain, it is necessary to understand the following five definitions: the Blockchain, the Decentralized Consensus, reliable calculations (Trusted Computing), smart contracts (Smart Contracts) and public evidence. Work (Proof of Work). This computational model is the foundation of creating distributed applications.

As such, Blockchain is a technology to store and transmit information by blocks that are linked together and expand over time, thus being called a block chain. Each block contains information about the initialization time and is associated with the pre-

vious blocks. Blockchain is designed to combat data changes. Blockchain information cannot be changed and only added when there is consensus of all nodes in the system. Even if part of the Blockchain system crashes, other computers and nodes will continue to work to protect the information.

2.2. Characteristics

The first is popularity, Blockchain can provide identical entries for everyone. Regardless of the nature of the information or who receives the information, the blockchain disseminates all the updated information to all who participate in the network.

The second is fixedness, Thanks to the block chain structure, the blockchain fights all information changes once it has been updated into the system. Blockchain does not sign an accounting for an independent transaction after the transaction is confirmed for the previous transaction. Therefore the decentralization of blockchain is very high.

The third is programming, Some typical blockchain such as ethereum blockchain can be programmed to become smart contracts for specific transactions without human involvement.

Especially Blockchain has the ability to transmit data without requiring intermediaries to confirm information. Blockchain system consists of many independent buttons that can authenticate information without requiring “signs of trust”. Basically Blockchain is a series of computers that all must approve a transaction before it can be verified and recorded. It’s like sending a box that everyone confirms that box is yours and not a lawyer or a bank.

3. The impact of blockchain on accounting and auditing

Recently, news about the blockchain – the technology behind the most “hot” digital currency is gaining much attention. However, one thing that people may know less about is that blockchain technology has a great influence on Accounting and is certainly a technology trend that experts in Accounting and Auditing do not can “ignore” in the future. As Blockchain technology develops, one of the first

areas affected is accounting and auditing. So we learn and evaluate the effects of this technology.

Blockchain can influence auditing profession. The block chain creates a real-time traceability record, so if Blockchain technology is widely accepted, the role of auditors in verifying transactions done in Blockchain will no longer be needed. Not only is the accounting and auditing profession facing this influence. Blockchain is a peer-to-peer network that cuts intermediate channels like banks. Australian stock exchanges are considering how Blockchain technology can replace the existing clearing system for stock transactions.

Blockchain can make international payments and money transfers faster, and help authenticate an individual's identity or the company's identity is made safer. That's why the Australian Government and CSIRO research and scientific organization is exploring ways that Blockchain technology can work in government agencies and the private sector. The new blockchain is in its early days on the path of development, but if Blockchain is developed as expected, this technology will dramatically change its accounting and auditing functions. Accountants and auditors will need to reconsider how they work and may need to provide customers with higher value work products related to deep understanding and strategic thinking. Blockchain can open a lot of opportunities.

Blockchain technology is viewed as an open and decentralized ledger, capable of recording and verifying transactions without trusting any intermediary. The technology itself exists as a file to store many of the recorded transactions called blocks. Each block contains a timestamp and a sequence of numbers that leads to the previous block or "fingerprint". Blockchain is designed to disable data modification and cannot be retroactive.

Blockchain technology in Accounting – Auditing greatly reduces the likelihood of errors when comparing complex and different information from different sources. Moreover, accounting records will not be editable and changed once they have been saved to the blockchain, even if the owner of the ac-

counting system requires it. Because on the blockchain platform, every daily transaction is recorded and authenticated, so the integrity of the financial records is guaranteed. In addition to the impressive capabilities mentioned above, this technology also has the ability to reduce or even eliminate the need to audit data source resources.

Here are some applications of blockchain technology in accounting and auditing:

- Audit evidence can be tracked;
- Automatic audit process;
- Authenticate transactions;
- Tracking property ownership;
- Smart contract;
- Registration and inventory system for all assets, from materials to intellectual property

If in an ordinary accounting activity, an accountant needs to write a double entry, then the Blockchain only needs one entry to provide information to all parties without worrying about the authenticity. Accounting records will not be corrected, changed once it has been saved to Blockchain, even if the owner of the accounting system requires it. Because on the Blockchain platform, every daily transaction is recorded and authenticated, so the integrity of financial records is guaranteed.

The development of science and technology along with the establishment of blockchain is bringing positive impacts on the economy in general and the accounting and auditing industry in particular. However, in order to grasp the opportunities provided by this development, accountants must update the trends of these changes to the industry, familiarize themselves with new concepts such as big data (big data), cryptography, the system of ledger (blockchain), payment systems, payment through mobile devices and new platforms connecting providers and users of financial services.

In addition to new opportunities, there are many concerns about the impact of technology on the finance and accounting sectors such as the decline in the demand for accounting personnel (personnel

who play an intermediary role). However, technology does not take away the work of accountants but only contributes to their work more effectively. Accountants do not need to become a true technology expert on blockchain technology, they need to understand the blockchain and its impacts on accountancy to quickly adapt to these changes.

Blockchain application on accounting software

Currently, the use of accounting software in operation is no stranger to any business in Vietnam. The combination of Blockchain technology on accounting software will help accounting work in businesses optimize the security, safety and transparency of accounting information. Most recently, the application of Blockchain technology has started to be deployed on electronic invoicing software. Pioneering in the development of solution solutions and application of Blockchain technology on electronic invoice software has been available. In the field of taxation, MISA developed MeInvoice.vn – the first e-invoice solution in Vietnam that applied Blockchain technol-

ogy to increase the security, safety and transparency of invoices for businesses.

Thus, in order to create a competitive advantage for ourselves in the field of accounting and auditing in the future labor market, in addition to professional knowledge, we need to update information on technology as well as applications. New applications in the industry work environment.

4. Conclusion

Application of science and technology is an inevitable trend in daily work, especially those that always require quickness and accuracy like Accounting and Auditing. Technology is growing, the greater the level of influence is the opportunity and employment of those who have been active in this field. Maybe now, Blockchain has not officially replaced jobs in accounting and auditing, but it is not too soon for us to study this technology and thereby build a reasonable strategy. In the current fast-paced technological context, open and proactive approach to new information is the only way to succeed.

References:

1. Young Intellectuals (2017). Do you know how many jobs in accounting and auditing have been replaced by Blockchain? Cafef.vn (July 10, 2018).
2. Intheblack.com (2017). "Blockchain: How does it work?" (November 9, 2017).
3. ICAEW (2017). Blockchain technology will change the accounting audit industry in the future.
4. Central Vietnam Accounting and Auditing Association (2018). How does blockchain work? Vaa.net.vn (July 10, 2018).
5. Auditing Newspaper (2018). "2018 – The peak year of Blockchain technology application in audit activities". Số 26 + 27 August, 2018.
6. Trinh Xuan Hung. Understanding blockchain technology and its impact on the field of accounting – finance – banking, Journal of Accounting and Auditing. 2018.
7. Chris Sheedy. Blockchain has threatened accounting, INTHEBLACK Magazine (CPA Australia). 2018.
8. Dan Tri newspaper. "Understanding the first electronic bill for Blockchain technology", dantri.com.vn Newspaper, (April 13, 2019).
9. "Blockchain-future-record-keeping" – Intheblack.com Magazine (March 22, 2018).
10. What is the blockchain technology behind bitcoin and how is it applied? Cafef.vn (July 10, 2018).
11. "Learn about the first electronic invoices to apply Blockchain technology".– Newspaper dantri.com.vn (April 13, 2019).

<https://doi.org/10.29013/EJEMS-20-4-7-10>

*Malkina Yana Dmitrievna,
Ph.D, Credit and Budget Institutions Accounting and Economic
Analysis Department Kyiv National Economic University
named after Vadym Hetman, Kyiv, Ukraine
E-mail: malkywa@ukr.net*

UKRAINIAN BANK OPERATIONS WITH NON-RESIDENTS: ACCOUNTING AND TAX INCENTIVES

Abstract. This article focuses on the implementation of the international law system in terms of reducing double taxation of non-residents income in Ukraine. The opportunities for the using tax incentives are described. The article also includes a review of the accounting practices, reposting mechanisms according to results of banking operations with non-residents.

Keywords: non-residents, tax incentives, Ukrainian banks, accounting.

*Малкина Яна Дмитриевна,
Аспирантка кафедры учета в кредитных
и бюджетных учреждениях и экономического анализа
Киевский национальный экономический
университет им. В. Гетьмана Киев, Украина
E-mail: malkywa@ukr.net*

ОПЕРАЦИИ БАНКОВ УКРАИНЫ С НЕРЕЗИДЕНТАМИ: БУХГАЛТЕРСКИЙ УЧЕТ И НАЛОГОВЫЕ ЛЬГОТЫ

Аннотация. Основное внимание в этой статье уделяется внедрению системы современного использования международного права в части уменьшения двойного налогообложения нерезидентов, которые получают прибыль на территории Украины. Описано механизмы организации применения налоговых льгот. В статье также наводится обзор практики учета, механизма отчетности по операциям с нерезидентами Украины в банковских учреждениях.

Ключевые слова: нерезиденты, международное право, банки Украины, бухгалтерский учет.

Введение. Создание надежных условий для развития иностранного инвестирования Украины связано с развитием мировой торговли, интеграционными процессами Европейского союза и не только. Существует ряд международных актов, двусторонних соглашений, разные ставки налогообложения каждой конкретной страны, которые должны быть учтены при вычислении налоговых обязательств нерезидентов. Ведение

нерезидентом деятельности в Украине требует дополнительного надзора со стороны банковской системы и налоговых агентов в процессе проведения операций.

Исследование проблемы учета операций с нерезидентами в части расчетов по обязательствам банков Украины охватывает анализ действующей практики налогообложения банков, национального и международного уровней. Учеными рас-

смаатриваются только некоторые аспекты налоговых правоотношений с участием нерезидентов в рамках проведения научных исследований по вопросам налогового права и налоговых расчетов. Вопросы налогообложения нерезидентов в Украине освещали ученые А. В. Бакун, Н. А. Перепелица, В. М. Желиховский, М. В. Жернаков, Ю. А. Костенко, А. В. Клименко, Ю. В. Онищик, А. И. Сирота. Учет операций с нерезидентами рассмотрены в работах таких известных ученых, как Ф. Ф. Ефимова, А. М. Герасимович, С. Ф. Голов, М. В. Кужельный, Ю. А. Кузьминский, В. Линник, В. В. Сопко.

Предмет, объект и цель исследования. Объектом исследования является совокупность урегулированных нормами права общественных отношений, возникающих в процессе реализации нерезидентом его статуса участника налоговых правоотношений. Изучение особенностей применения международных прав в системе бухгалтерского учета расчетных операций с нерезидентами в части удержания налоговых обязательств составляют предмет исследования статьи.

Цель этой работы заключается в организации бухгалтерского учета банковских расчетов по налоговым обязательствам с нерезидентами Украины.

Результаты исследования. Банки Украины исполняют функции первичного мониторинга клиентов на предмет своевременности и полноты их расчетов по налоговым обязательствам. Например, банк не допускает зачисление заработной платы работникам клиента, которого он обслуживает, если до этого не было проведено зачисления в бюджет на оплату налога по зарплате с соответствующим кодом операции. Операции с нерезидентами предусматривают еще больше процедур, связанных с: проверкой источников доходов иностранного происхождения, самостоятельное начисления налога на доходы нерезидентов, которые были полученные на территории Украины, при условии, что последний не имеет постоянного представительства на

территории Украины (далее – без ППУ) [1; 2]. На практике, такие взимание получили название «налог на репатриацию» иностранцев.

Ведения бухгалтерского учета операций с нерезидентами также затрудняется дополнительными расчетами банка по налоговым обязательствам, соответствующими бухгалтерскими проводками и формированием отчета отдельно по каждому нерезиденту. Украинские банки ответственные за взимание налога на репатриацию в результате получения нерезидентами процентных и дисконтных доходов, начисленных сумм в виде дивидендов, роялти, плату за предоставленный актив в лизинг или аренду, доход от продажи недвижимого имущества, брокерские комиссии, агентские вознаграждения и доходы от осуществления совместной деятельности. Организация бухгалтерского учета операций банка в процессе расчетов по налоговым обязательствам в части начисления доходов в пользу нерезидентов (без ППУ) включает определенные стадии. Рассмотрим основные.

I. Начисление дохода нерезидентам, полученных у источника, находящегося на таможенной территории Украины и определения базы налогообложения налогом на репатриацию.

Под доходами для целей налогообложения понимают сумму выгод в денежном выражении, начисленных и выплаченных нерезидентам. Например, по итогам сберегательных операций база расчета включает доходы в виде вознаграждения по сберегательным вкладам. В системе оплаты труда к базе налогообложения на доходы физических лиц включают суммы фактических расходов на выплату основной и дополнительной заработной платы, также премий и поощрений. База налогообложения отчужденных инвестиционных активов рассчитывается как положительная разница между доходом, полученным от продажи такого актива и документально подтвержденными расходами на его приобретение [1].

II. Начисления (удержания) налогов на репатриацию. Обязательства в бюджет страны рас-

считываются в день перечисления доходов на счет нерезидентов, открытый как в банке-резиденте Украины, так и в иностранном банке. По результатам начисления суммы налогового удержания в бухгалтерском учете на счета коммерческих банков возникает кредиторская задолженность перед бюджетом Украины.

III. Расчет объекта налогообложения и применения международных договоров.

Международным соглашением, как Конвенция об избежании двойного налогообложения между государствами, подписавшими его (далее – Конвенция), разрешено проводить удержания налогов по более низкой ставке или не удерживать налог совсем. Право воспользоваться положениями международного договора предусмотрено п. 141.2 Налогового кодекса Украины (далее – НКУ) [1].

Именно банками оценивается возможности применения льгот и уменьшение налогообложения нерезидентов (за исключением наличия ППУ).

Учитывая сложный характер международных взаимосвязей рекомендуется ввести отдельную систему регистрации расчетов по налоговым обязательствам. Она будет призвана регистрировать возможные льготы в системе налогообложения, возникающие в процессе операций с нерезидентами с целью надлежащего использования Конвенции и других подписанных международных соглашений между государством нерезидента и Украиной. Свод аналитических данных о применении права об уменьшении налогообложения может быть представлено как Ведомость банка о начислении налоговых обязательств по налогу на доходы нерезидентов (таблица 1).

Таблица 1. – Ведомость банка о налоговых удержаниях с доходов нерезидентов в отчетном периоде

Характеристика операции	Наличие ПП	Сумма налоговых обязательств согласно НКУ	Применение международных соглашений		Сумма корректировки	Сумма к уплате
Начислено паевые инвестиционные фонды резидентам Кипра	X	3000,00	✓	Ст.7 Конвенции	3000,00	0
Начислено корпоративные инвестиционные фонды резидентом Кипра (15%)	X	324,00	X	НКУ не противоречит Конвенции	0	324,00
Услуги инжиниринга от резидента Чехии	✓	1420,00	X	НКУ не противоречит Конвенции	0	1420,00

**Источник: создано автором на основе анализа международных актов [3; 4]*

IV. Выплата налоговых обязательств по налогу на доходы, начисленные нерезиденту с учетом международных соглашений, отражается в бухгалтерском учете банковских учреждений проводкой:

- Дебет Расчеты с бюджетом в части удержанных налогов нерезидентов
- Дебет Расчеты с нерезидентами (на сумму, полученную путём вычитания из дохода начисленных и уплаченных налогов)

– Кредит Счет банка, открытый в Национальном банке Украины.

V. Формирование налоговой отчетности в процессе банковских расчетов по обязательствам в виде удержания налогов и сборов с доходов нерезидентов Украины.

По итогам отчетного периода, в котором произошла выплата доходов нерезидентам-юридическим лицам, банки подают декларации по налогу на прибыль и формируют отчетность по начисленным (удержанным) налоговым обязательствам, которые были перечислены. Операции с физическими лицами-нерезидентами вносят в отчет формы 1-ДФ за квартал, в котором имели место такие перечисления в бюджет. Операции с юридическими лицами-нерезидентами вносятся в Декларацию по налогу на прибыль за отчетный период. Уменьшение налога приравнивается в украинском законодательстве к получению льготы и требует дальнейшей фиксации в Приложении «Информация о суммах налоговых льгот» к Декларации по налогу на прибыль за период, в котором было осуществлено расчет. Причем, без регистрационного номера нерезидента, как налогоплательщика в Украине, банк не сможет отразить в налоговой отчетности выплаченные нерезиденту доходы. Банки должны предварительно

позаботиться о предоставлении иностранцем всей информации касательно его страны резидентства. Кроме того, в процессе ведения операций с нерезидентами банк, в качестве плательщика налога на прибыль, должен подавать отчет о контролируемых операциях, если таковые имели место согласно условиям, определении пп. 39.2.1 статьи 39 НКУ [1].

Выводы. В процессе достижения цели исследования усовершенствованно этапы организации бухгалтерского учета расчетов по налоговым обязательствам нерезидентов банками Украины. Выяснили, что использование международных прав об избежании двойного налогообложения между государствами реализовано лишь на третьем этапе. Разработано пример оформления расчетных операций по начислению налоговых обязательств, его представлено как Ведомость банка о налоговых удержаниях с доходов нерезидентов.

Результаты применения Конвенций считаются льготами и должны быть отображены в соответствующих формах налоговых отчетов. На практике, процесс использования льгот в сфере уменьшения стоимости налога на репатриацию обсуждается и учитывается заранее. Особенно если это касается крупных проектов и долгосрочных связей.

Список литературы:

1. Налоговый кодекс Украины: с изменениями и дополнениями от 04.03.2015 года. [Электронный ресурс]. – Режим доступа: URL: <http://zakon4.rada.gov.ua/laws/show/2755-17>
2. Положения об осуществлении банками финансового мониторинга. [Электронный ресурс]: Постановление Национального банка Украины от 19.05.2020 № 65. – Режим доступа: URL: <https://zakon.rada.gov.ua/laws/show/v0065500-20>
3. Конвенция между Правительства Украины и Правительства Республики Кипр об избежании двойного налогообложения и предотвращении налоговых уклонений относительно налогов на доходы. [Электронный ресурс]: Кипр, Кабинет Министров Украины; Конвенция, Протокол, Международный документ от 08.11.2012. – Режим доступа: URL: https://zakon.rada.gov.ua/laws/show/196_016
4. Конвенция между Правительством Украины и Правительством Чешской Республики об избежании двойного налогообложения и предупреждении налоговых уклонений относительно налогов на доходы и имущество. [Электронный ресурс]: Кипр, Кабинет Министров Украины; Конвенция, Протокол, Международный документ от 30.06.1997. – Режим доступа: URL: https://zakon.rada.gov.ua/laws/show/203_005

Section 2. Mathematical and instrumental methods of economics

<https://doi.org/10.29013/EJEMS-20-4-11-16>

Lang Shen,

California, United States

E-mail: shenlang.china@outlook.com

Jinan Liu,

Supervisor: Dr Ph D, Director of Merck Company

FINANCIAL WORRIES OVER HOUSING COST AMONG ADULTS IN2017

Abstract

Aim: This study aims to:

1. Examine the predictors of adults' financial worries over Credit Card Payments in 2017;
2. Build a predictive model for adults' financial worries over housing costs among adults by using a logistic regression model.

Method: Data in NHIS, The National Health Interview Survey, was used in this study. The number of people who are worried about housing costs was calculated. We run a generalized linear model to examine all the predictors. We randomly selected all the participants and put them into two groups: training data and testing data. Then we run a logistic regression model by using the training data. Optional cutoff, misclassification, receiver operating characteristic, sensitivity, and specificity were calculated.

Results: Out of 26,025 participants, 20,856 of them (80.14%) worry about their housing costs and 5,169 of them (19.86%) do not worry about their housing costs.

The logistics regression shows the older population tends to worry less about housing costs. Older populations may have higher income or savings. Females are more likely to worry about housing costs than males, which indicates some extent of gender inequality. The non-Hispanic population is 58% less likely to worry than the Hispanic population. Compared with other races, the black population is 31.5% more likely to worry about housing costs. Compared with people in the South and the West, people in the Midwest are less likely to worry about housing costs. Compared with people who are not working, people who are working are 41.2% less likely to worry about the cost of housing.

The area under the ROC curve is 0.6285. The optional cutoff time is around 0.55. The misclassification error is 0.1953, the sensitivity is approximately 0.24%, and the specificity is almost 100%.

Conclusions: In this study, we determined that there are many predictors for the financial worries over housing costs among adults in 2017. This research can help find the features of the population who are worrying about the cost of housing.

Keywords: Financial worry, housing, cost, logistic regression, model, prediction.

1. Introduction

Nowadays, with the increase in the cost of living, more and more people start to worry about the housing cost among adults. Housing costs are mainly divided into three parts, rent, mortgage, and other housing costs. Other housing costs can include several things, such as internet, electricity, gas, trash, water, sewer, and parking. Renters have to pay the rent and the property owners have to pay the mortgage. Financial worries over housing costs are a universal topic whether you are a renter or a homeowner.

I, as an international student attending U.S. university, have to rent a house. Housing costs for me include an internet bill, electricity, gas, trash, water, sewer, and parking. I need to pay these fees monthly. My monthly rent is approximately \$1,000. While my other monthly housing costs are around \$250. In the winter months, I pay more for electricity and have a higher water bill in the summer months. As a student, I always feel worried about my expensive housing costs.

The constant financial worry over housing costs also caught the publics' attention because it was taking over large cities. "In cities such as San Francisco and New York, a consistent 2.5% annual appreciation above inflation in housing prices and rents has resulted in a quadrupling of housing costs since 1950 and homelessness rates not seen since the Great Depression" (Derek Fidler [1]). It shows the housing cost is increasing without faltering as time goes by. As a result, adults' worries over housing cost also increases. According to The Legislative Analyst's Office (LAO [2]), the housing supply being less than the demand is one of the reasons for high housing costs. Especially in California, considered a beautiful place to live, more and more people want to live here, but the land is limited, which results in high housing costs (Chas Alamo [2]).

One article in GALLUP states 25% of homeowners and 49% of renters are very or moderately worried about not being able to pay housing costs. This article also shows people with lower-income are more likely to worry more about housing costs than people with middle-wage income and upper-wage income are (Jeffery [3]).

This research aims to study the financial worries of people. It determines the predictors of financial worries over housing costs among adults in 2017 and creates a model for financial worries over housing costs among adults in 2017 by using a logistic regression model.

2. Data and Methods

Data:

The main source of the information comes from The National Health Interview Survey (NHIS). The NHIS started in 1957 and collect many types of data covering a wide range of health topics. It collects data from individual household interviews. The NHIS is one of the programs of the NCHS, National Center for Health Statistics. And the NCHS is one part of the center for Disease Control and Prevention (CDC).

The National Health Interview Survey data in 2017 was used in this research paper. URL: https://www.cdc.gov/nchs/nhis/about_nhis.htm

Optimal Cutoff for Binary Classification maximizes a given criterion.

Misclassification Error is the incorrectly classified part of all events in a given probability cutoff score.

Sensitivity is the proportion of positive results out of the number of true positive samples.

Specificity is the true negative divided by all the negative results.

Model:

Logistic regression models were used to calculate the predicted risk. A logistic regression model is one

of the generalized linear models. This model predicts the results from many sets of variables.

The logistic regression model can be expressed as the formula:

$$\ln(P/P - 1) = \beta_0 + \beta_1 * X_1 + \beta_2 * X_2 + \dots + \beta_n * X_n$$

We spilt the data into two parts, train data and test data, and we use train data to run a generalized

linear model. Then we put the generalized linear model to the test data to check the accuracy.

Variable:

The outcome variable is, “How worried are you right now about not being able to pay your rent, mortgage, or other housing costs?” (ASIH CST) Table 1 lists all the variables that this research takes into account.

Table 1.– Variables in this research

SEX	1: male 2: female
1	2
AGE_P	Age>18
HISPAN_I	0: Multiple Hispanic 1: Puerto Rico 2: Mexican 3: Mexican-American 4: Cuban/Cuban American 5: Dominican (Republic) 6: Central or South American 7: Other Latin American, type not specified 8: Other Spanish 12: Not Hispanic/Spanish origin
R_MARITL	1: Married – spouse in household 2: Married – spouse not in household 3: Married – spouse in household unknown 4: Widowed 5: Divorced 6: Separated 7: Never married 8: Living with partner 9: Unknown marital status
MRACRPI2	1: White 2: Black/African American 3: Indian (American), Alaska Native 9: Asian Indian 10: Chinese 11: Filipino 15: Other Asian* 16: Primary race not releasable** 17: Multiple race, no primary race selected

1	2
REGION	1: Northeast 2: Midwest 3: South 4: West
DOINGLWA	1: Working for pay at a job or business 2: With a job or business but not at work 3: Looking for work 4: Working, but not for pay, at a family-owned job or business 5: Not working at a job or business and not looking for work 7: Refused 9: Don't know
ASHCST	1: Very worried 2: Moderately worried 3: Not too worried 4: Not worried at all 7: Refused 8: Not ascertained 9: Don't know

3. Results:

Out of 26.025 participants, 20.856 of them (80.14%) worry about their housing costs and 5.169 of them (19.86%) do not worry about their housing costs.

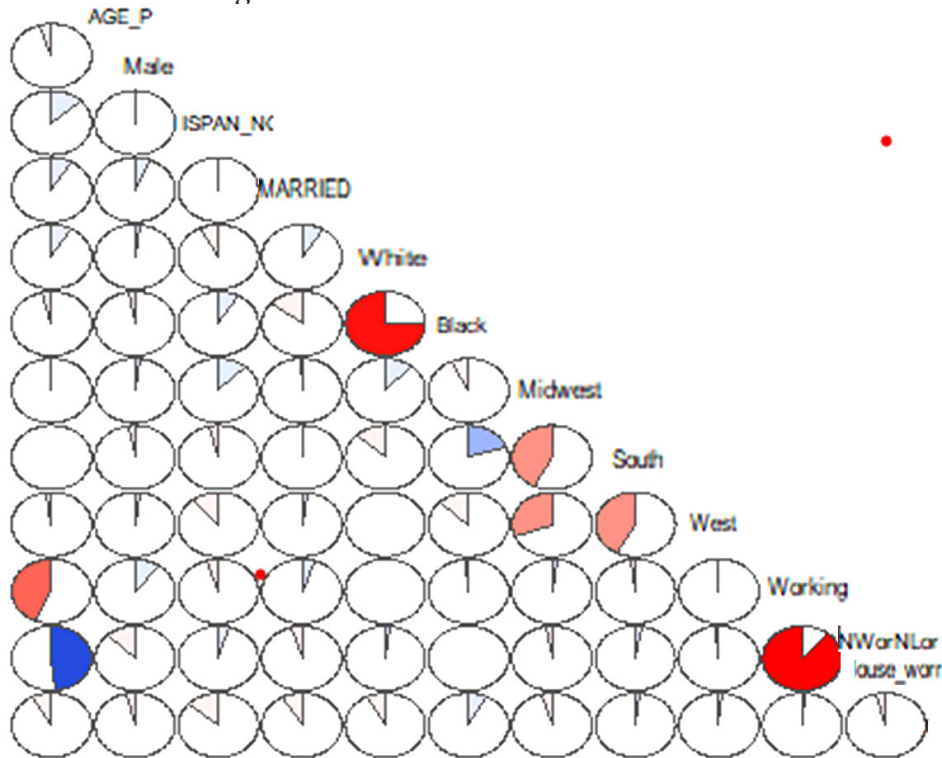


Figure 1. Financial Worries over housring cost. Matrix of correlations between variables

The (figure 1) shows these variables, age, male, hispan_no, married, white, are all negatively correlated with worries of housing costs. The variable, black, are positively correlated with housing wor-

ries, which indicates race inequality may still exist. Compared with people living in the Midwest, people in the South and the West are more worried about housing costs.

Table 2. – Logistic Regression for housing cost

	Estimate	Std. Error	z value	Pr(> z)	
(Intercept)	0.6017805	0.1034199	5.819	5.93e-09	***
AGE_P	-0.0052475	0.0009782	-5.364	8.13e-08	***
Male	-0.1825180	0.0323142	-5.648	1.62e-08	***
HISSPAN_No	-0.8575671	0.0433944	-19.762	<2e-16	***
MARRIED	-0.2293469	0.332243	-10.291	<2e-16	***
White	-0.2293469	0.061452	-3.813	0.000137	***
Black	0.3145143	0.0723105	4.349	1.36e-05	***
Midwest	-0.2177289	0.522893	-4.164	3.13e-05	***
South	-0.0748782	0.470457	-1.592	0.111473	
West	-0.0475053	0.0511635	-0.928	0.353148	
Working	-0.5659221	0.0607217	-9.320	<2e-16	***
Nwor NLor	-0.6384145	0.0649852	-9.824	<2e-16	***

Table 2. Shows all the variables are statistically significant except South and West

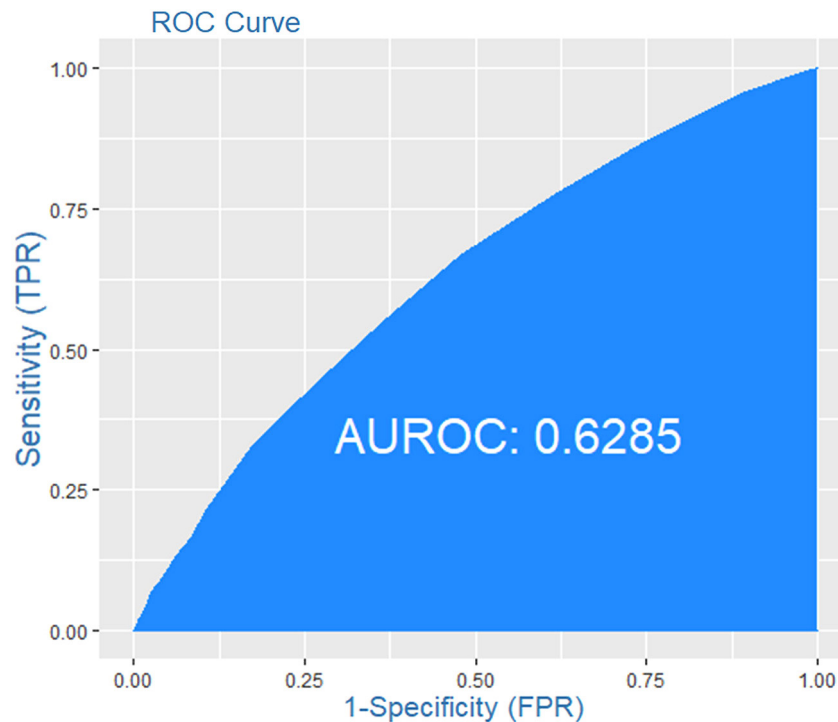


Figure 2. ROC in the testing sample for Logistic Regression

The area under the ROC curve is 0.6285. The optimal cutoff time is around 0.55. The misclassification error is 0.1953. the sensitivity is approximately 0.24% and the specificity is almost 100%.

Table 3. – Odds Ratios according to the Logistic Regression

	OR	Worry increase
Age_P	0.693	–30.7%
Male	0.828	–17.2%
Hispan_No	0.420	–58.0%
Married	0.664	–33.6%
White	0.820	–18.0%
Black	1.315	31.5%
Midwest	0.819	–18.1%
South	1.024	2.4%
West	1.050	5.0%
Working	0.588	–41.2%
NworNLor	0.553	–44.7%

Discussion

Out of 26,025 participants, 20,856 of them (80.14%) worry about their housing costs and 5,169 of them (19.86%) do not worry about their housing costs.

The logistics regression shows the older population tend to worry less about housing costs. Older population may have higher income and savings. Females are more likely to worry about housing costs than males, which indicates some extent of gender inequality. The non-Hispanic population is 58% less likely to worry than the Hispanic population. Compared with other races, the black population is 31.5% more likely to worry about housing cost. Compared with people in the South and the West, people in the Midwest are less likely to worry about housing costs. Compared with people are not working, peo-

ple who are working are 41.2% less likely to worry about housing costs.

There are still many more factors the can be considered in this research, such as family background, level of education, and job type. One article in GALLUP split people into home owners and renters. It states 25% of home owners and 49% of renters are very or moderately worried about not being able to pay housing costs (Jeffery [3]). With more factors being taken into account, the results will be more accurate.

All in all, we determined many predictors for financial worries over housing cost among adults in 2017. The gender inequality and racial inequality showed in the research should be called to attention. When people are less worried about housing costs, they can spend more time being happy.

References:

1. Derek Fidler, Hicham Sabir. (2019. Jan 09). The cost of housing is tearing out society apart. Retrieved September 09, 2020. From URL: <https://www.weforum.org/agenda/2019/01/why-housing-appreciation-is-killing-housing>
2. Chas Alamo, Brain Uhler. (2015. March 17). California's High Housing Costs: Causes and Consequences. Retrieved September 09, 2020. From URL: <https://lao.ca.gov/reports/2015/finance/housing-costs/housing-costs.aspx>
3. Jeffrey M. Jones. (2016. April 27). U.S. Renters Worry More Than Homeowners About Housing Costs. Retrieved September 09, 2020. From URL: <https://news.gallup.com/poll/191102/renters-worry-homeowners-housing-costs.aspx>
4. NHIS – About the National Health Interview Survey. (2019. January 16). Retrieved September 09, 2020. From URL: https://www.cdc.gov/nchs/nhis/about_nhis.htm

Section 3. Innovation management

<https://doi.org/10.29013/EJEMS-20-4-17-25>

*Bayu Joko Mulyono,
Doctoral Programs of Public Administration,
Faculties of Social and Political Sciences,
Diponegoro University, Semarang, Indonesia*

*Sri Suwitri,
Faculty of Social and Political Science,
Tidar University, Magelang, Indonesia*

*Endang Larasati,
Doctoral Programs of Public Administration,
Faculties of Social and Political Sciences,
Diponegoro University, Semarang, Indonesia*

*Kismartini,
Doctoral Programs of Public Administration,
Faculties of Social and Political Sciences,
Diponegoro University, Semarang, Indonesia*

ANALYSIS OF MANAGEMENT ASPECTS OF E-GOVERNMENT IMPLEMENTATION IN SALATIGA CITY GOVERNMENT

Abstract. E-Government is a city government effort to moderate the order of local governments, especially in Salatiga City. Through this system, community can access all information and procedures of public service easily. The System can be accessed in every public place and only requires an Internet connection. In addition, people can also organize their aspirations regarding the procedures of implementing Government as well as the work patterns of government organizations. Based on existing empirical data and the research results show that high analytical ability of e-government mission vision. Almost every e-government project inevitably involves an external government environment consisting of various parties that partner with the government. The implementing network of e-government projects must consist of various parties that are not only working together to build existing applications, but furthermore must complement each other so that the implementation can continue to be sustainable. Management dimension is the determining factor for empowering the dimension of resource capacity of a local device.

Keywords: E-Government; Salatiga City; Organization; Various Parties; and Resources.

I. Introduction

The implementation of e-Government is a demand that must be fulfilled by a Local government in order to realize public services that are fast, effective and efficient. In order to facilitate the achievement above, the local government must carry out the transformation to E-government.

Recognizing the importance of institutional capacity for e-Government development, the Ministry of Information formulates indicators that are the main pillars of Indonesia's e-Government implementation including five dimensions namely (1) Policy, (2) Planning, (3) Infrastructure, (4) Application, and (5) Institutional [1]. These five dimensions become mutually supportive elements and evaluation elements necessary for Technology Information (IT) development and utilization.

In principle, institutional capacity in the context of e-government is an effort to prepare management, working procedures supported by human resources, infrastructure and budget facilities to produce a more flexible, efficient, and effective mechanism of action so that it becomes easier to transform into E-government.

Empirical data shows that Salatiga City has been carrying out communication and informatics functions well in the framework of e-government implementation. Based on the rating of PeGi (E-Government Rating in Indonesia) as one of the methods developed by the government in an effort to further spur the growth of e-government at all levels of government, Salatiga City ranks 19th out of 35 Districts/ Cities. A good index in the implementation of government affairs and the implementation of the process of transforming various affairs into the e-government system makes the reason Salatiga City become a locus of research.

Various shortcomings in the implementation of E-Government in Salatiga City must be addressed in an appropriate way, namely by knowing the conditions that require handling. One aspect that needs to be considered is the capacity of resources in the

institutional context of E-Government because it plays a strategic role. The availability of adequate information technology infrastructure is 50% of the key to successful implementation of E-Government concept [2].

Capacity building is an ongoing process in which people and systems, operating in a dynamic context, enhance their ability to develop and implement strategies in achieving their goals for continuous performance improvement [3].

Empirical data shows that the institutional performance of government affairs in Salatiga City is very good, including the implementation of E-Government based on PeGi rating which ranks 19th among 35 Districts / City around Central Java Province. *Empirical problems* that still occur are not yet one of the elements of institutional capacity of e-Government implementation, namely resources.

This study chose Salatiga City as a locus for several reasons. *First*, Salatiga City has a very good performance in the implementation of mandatory affairs related to basic services as well as non-basic services. *Second*, the implementation of e-government based on PeGi rating, Salatiga City ranks 19th so that it can be said to be good, so that some Regional Device Organizations abbreviated as (OPD) that has, implemented e-government well can be used as a role model for other (OPD). Components assessed through PeGI are aspects of Policy, Institutional, Infrastructure, Application and Planning. *Third*, the transformation process towards e-government should run smoothly but in reality, there are still obstacles.

Novelty expected from this research is a thorough review of the preparation of resource capacity in a Local Government in an effort to accelerate the process of transformation of e-government implementation. Based on the background of the above problem, the problem that will be reviewed in this study is: How does the capacity of resources that Salatiga City Government has in supporting the process of e-government transformation in the Regional Device Organization in Salatiga City?

II. Literature review

[4] formulated the notion of capacity as an ability, skill, understanding, attitude, values, relationships, behavior, motivation, resources, and conditions that enable each individual, organization, network of work/ sector, and broader system to carry out their functions and achieve established development goals over time. Furthermore, [5] mentioned capacity building as a special task, because the specific task is related to factors in a particular organization or system at a certain time [5].

Another definition of capacity understanding according to [6] was “Capacity building is a process

that increases the ability of persons, organizations or systems to meet its stated purposes and objectives” [7] interpreted institutional capacity as the potential to implement its skills and resources to achieve its goals and satisfy the expectations of stakeholders. The purpose of capacity building is to increase the potential performance of the organization as reflected in its resources and management.

The organization’s performance is influenced by its capacity, by its internal environment, and by the external environment in which it operates. This is clearly formulated within the organizational assessment framework as shown in the table below.

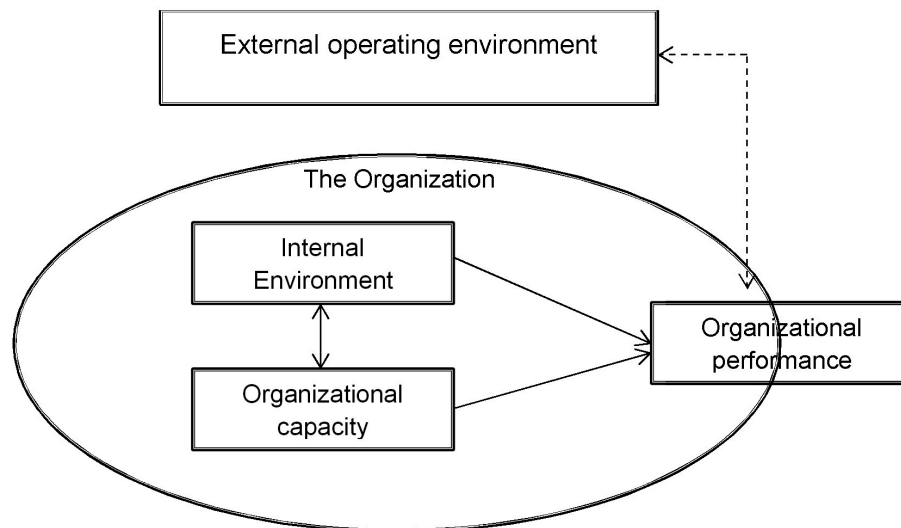


Figure 1. Framework for organizational assessment

[7] explained that this theory looks at institutional capacity through capacity elements namely resources and management. Furthermore, each component is broken down into specific sections as supporting components. The first component is resources, consisting of human resources (employees) and non-human resources that can be in the form of infrastructure, technology and finance. While the management component consists of three parts namely leadership, programs and processes, as well as a network of cooperation. More clearly can be seen in the table below:

According to [8] in the human resources component the most important things are hiring proce-

dures, availability and competency of employees, as well as employee training. Resources include what has traditionally been considered “difficult” capacity, such as infrastructure, technology, finance and staffing. The organization’s resources include personnel, facilities, vehicles, equipment, and funding available to it. Training remains a top priority for most organizations involved in the study, as does improving financial resources.

This study focused on the capacity of E-Government maintenance resources. Review and analyze resource capacity that influences the direction of the organization in realizing E-government.

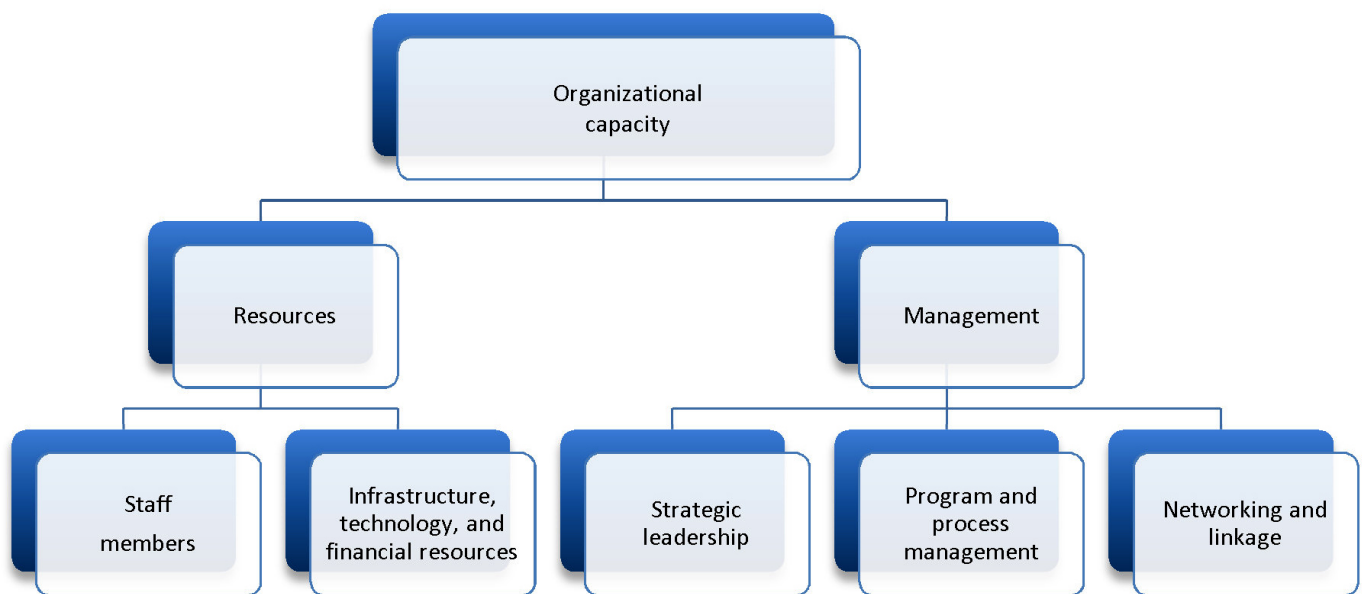


Figure 2. Types of Institutional Capacity

[9] considered that providing the facilities and infrastructures that are in the context of institutional development is a process that can improve the organization's ability to achieve its goals. Strengthening organizational capacity is a process at all levels of the organization at both the individual, organizational and system levels. Furthermore, [10] stated that capacity is built on five core capabilities in all organizations or systems: namely the ability to act, the ability to achieve development outcomes, the ability to relate, the ability to adapt and ultimately, the ability to integrate. This capability improvement process certainly requires infrastructure as a tool to support individual performance.

The development and implementation of E-Government from the resource aspect includes the human resources element, the infrastructure element and the financial resource element. The human resources elements (staff) in the development of E-Government include as follows 1) managing organization E-Government; 2) Increasing human resources capacity; 3) utilization of educational resources and training; 4) development of training guidelines; 5) awarding. Elements of pre-facility facilities include: 1) infrastructure; 2) application/

software and; 3) utility. The third element is the financial resource element. Here is an analysis and discussion of the results of the research related to the above elements [11].

III. Research method

The research results, discussion and analysis related to the capacity of e-government resources in Salatiga City are as follows:

The institutional capacity of the e-Government in Salatiga City is seen in the ability of very large resources, including staff elements, infrastructure, and financial resources. The capacity of these resources is expected to be optimally used in supporting the institutional capacity of e-Government so that the implementation of e-Government can run effectively and efficiently. The implementation of e-Government is expected to maximize public services in accordance with the duties and functions of regional devices, therefore the institutional capacity must be adequate in order for the implementation of e-Government to run optimally.

IV. Result and discussion

The institutional capacity of e-government in Salatiga City is the institutional capability of Salatiga City in the implementation of e-Government

consisting of resource and management capacities. The elements that are part of the resource capacity, which becomes the object of research, are as follows:

1. Staff Elements

The human resources elements (staff) in the development of E-Government include as follows: 1) managing organization E-Government; 2) Increase human resources capacity; 3) utilization of educational resources and training; 4) development of training guidelines; 5) awarding.

One of the important elements in the development of e-Government is the organization of e-Government management. All regional devices have obligations in the implementation of e-Government, however, as mandated in [12] on e-Government, the Communication and Informatics Office has the authority to foster and supervise the implementation of e-Government by other Regional Devices as the length of the hand of the Mayor. After several structural changes, this organization can only be realized in the form of Office (Echelon II) in 2017.

The pattern of E-Government Organization in Salatiga City in accordance with [13] was that there are five main parts that form the organizational structure including: *Strategic Apex* (Regional Head); *Middle Line* (Regional Secretary); *Operating Core* (Regional Office); *Techno Structure* (Body/Supporting Function); and *Supporting Staff*.

The condition of the organizational structure in the form of the Office has an impact on the budget of various activities needed in the development of E-Government. In the hierarchy, the Office has the great authority needed in carrying out the strategic functions of *operating cores*. The strategic function of *operating core* in the context of E-Government is important because it has to coordinate other agencies and *techno structure* functions contained in the application management organization. The way in which the E-Government is integrated is to coordinate regularly, provide guidance and supervision, education and training, and increase the professionalism of the implementing apparatus.

In the *techno structure* element, there are actually a lot of Technology Information (IT) personnel with computer arrangement positions, but uneven capabilities lead to the formation of application management teams implemented across Regional Device Organizations abbreviated as (OPD).

The management of human resources in the field of E-Government in Salatiga City Government has been going well, although there are still obstacles. The increasingly transparent recruitment process results in better human resources. The development of computer device of arrangement capacity is well coordinated between Salatiga Regional Staffing Agency abbreviated as *BKDiklata* and Communicative Services and Information, thus contributing to the improvement of human resources quality of E-Government managers. Education and training to improve the capabilities of the computer device arrangement is carried out periodically and as needed. The selection and sorting of computer device arrangement that will follow the training is based on the role of the computer device arrangement in an e-government management organization in an Regional Device Organizations abbreviated as OPD. Computers device arrangements that are prioritized following the training come from Communicative Services and Information, Regional Financial Agency, *BKDiklatda*, Regional Secretariat.

The problem experienced by Salatiga Regional Staffing Agency abbreviated as *BKDiklata* in enabling the task of human resources development is the organizational structure of type B, so that Head of Subfield Level only handle the affairs of the training. This caused Salatiga Regional Staffing Agency abbreviated as *BKDiklata* not to carry out a careful analysis of the needs of training due to a lack of resources in the field of training needs analysis. The effort to overcome these constraints is the creation of technical instructions of training, especially functional technical training.

The improvement of training patterns with the creation of technical guidance is an effort to improve

the implementation and decision-making system implemented and will affect the capacity of training institutions. Salatiga Regional Staffing Agency abbreviated as *BKDiklata* has implemented mapping and assessment of the needs of training for computer device arrangement, and is the basis in putting together a training program for computer device arrangement, although it has not been poured in the form of Regional Head regulations.

The pattern of rewarding for Civil Servant staff work performance in the field of e-Government has been well underway, including through promotion, loyalty awarding, and the provision of additional income allowances. The provision of additional income allowance already uses the class of office, thus parallel to the promotion and promotion of the position of a Civil Servant staff. Promotion through Credit Score Assessment (PAK) of computer device arrangement functional office is regulated by the coaching agency in this case is the Central Bureau of Statistics. Based on the existing data, at this time as many as 3 computer device arrangement levels of implementers have successfully risen to the rank level above it namely computer device arrangement advanced implementing computer. A total of 1 computer device arrangement experts have been climbed to the level of computer device arrangement. Based on the above, it is very clear that the merit pattern system is already running for Civil Servant career patterns in the field of e-Government, more advanced than other fields.

The career pattern of Civil Servant Staffs in the field of E-Government is increasing the morale of employees in performing because the additional income allowance is based on the class of office [14]. The income allowance of a Computer Device Arrangement in Salatiga City is even higher than that of a structural officer in the echelon IV/a, which is Approximately IDR. 4,500,000.00 Per month.

Career patterns for structural officials are also going very well. The appointment of structural officials in the Communication and Informatics Office is already based on the competencies held, this is seen from the

competence of structural officials who are in office now and the educational qualifications of structural officials at the technical level come from Bachelor Degree and Master Program of computer science [15].

2. Facility and Infrastructures

Elements of infrastructure in the development of E-Government include as follows: 1) infrastructure 2) application/software 3) utility. The current condition of existing, as well as the results of PeGi assessment, shows that Salatiga City is at the level of eradication that is at the level where consist of a website that is a public service transaction and there is interoperability of applications and data with other institutions. One example of interoperability relationships intertwined with other institutions is a *host-to-host project* with Central Java Bank (Bank Jateng) that has increased the speed of budget disbursement. The quality of the infrastructure available on all regional devices now is excellent.

The results show that almost all regional devices have used computers and laptops with minimal Pentium IV computer specifications with Intel Core i3 processors up to Inter Core i5. The principle for use as mandated in [12] was implemented well by the Office of Communication and Informatics, proven that at this time the procurement of bandwidth has been implemented centrally. With the construction of data center, the Communication Office is able to facilitate the *bandwidth* needs of other regional devices by dividing 150 Mbps *bandwidth* each year through data centers. Data centers are also used to facilitate server needs for regional devices in need. The data communication network in Salatiga City Government is also well established with the support of infrastructure Company, namely PT Telkom. The selection of computer network topology adjusts to the needs of Regional Device Organizations (ODP) network in Salatiga City government, which on average uses network with Star topology.

Various data center requirements have been fulfill, for example in relation to the fulfillment of Indonesian National Standards, related to data center

design and data center management; the availability of facilities for use with central agencies and other local governments; there are security considerations from the head of the agency that conducts government duties in the field of cyber security.

Some strategic places in Salatiga City such as Taman Tingkir, Taman bendosari, Lapangan Pancasila, Library Agency have available *Free Access Points* with the aim of making it easier communities to connect with internet access to reduce the digital gap for the lower class who need free computer access. The effectiveness of free access point is seen with the number of people accessing the city government website that is about 1000 people accessing *Free Access Point* in the park.

The development of the application to the Salatiga City Government has not been fully aligned with the planning as outlined in the application development blueprint. The obstacles experienced by the Communication and Informatics Office in providing general applications as mandated by [16] on Electronic and Local Government System [12] on E-Government is the lack of sufficient human resources available to carry out such a large workload. This is because the computer device arrangement in the service is still carrying out many additional tasks. Nevertheless, the development application that occurred up to now shows a very positive chart. The results show that 33 Regional Device Organizations in Salatiga City Government, as many as 20 Regional Device Organizations have managed 51 applications used to carry out work and serve the community.

When viewed from the complexity and benefits of applications that have been built by Regional Devices shows that Salatiga City is dominated by interact stage applications. Interact applications are applications that have occurred in two-way communication between the government and those concerned. The Communication and Informatics Office of Salatiga City requires that all procurement applications must pass an audit of information and communication technology.

Most applications held by regional devices through third parties do not have complete documentation as stipulated in [12], including as follows:

- a. Document software needs
- b. Architectural or design documents
- c. White paper
- d. Manual documents, and
- e. Other documents specified by the device of the relevant region

Incomplete documentation makes it difficult for the Communication and Informatics Office to carry out interoperability between systems, thus hindering the creation of the *Executive Information System*.

Three important elements of the *utility* in E-Government management are *bandwidth*, service desk and data maintenance. One-door bandwidth management has been done well, although there are certain regional devices that still carry out their own *bandwidth* procurement. Service desks have the potential to interfere with the performance of the programmers, due to the absence of special employees assigned as service desk officers.

3. Budget Recourses

The Office of Communication and Informatics in the implementation of E-Government in Salatiga City has a coordinated role. These roles include as follows:

1. Role in providing infrastructure to be more efficient and effective;
2. Role in providing data centers;
3. Role in domain name management;
4. Management of **Salatiga.go.Id** portal;
5. Role in the provision of general applications;
6. Supervisor in the development of special applications;
7. Implementation of interoperability between Regional Device Organization systems;
8. Salatiga City level data and information manager;
9. Implementing Monitoring and evaluation of application functions;
10. General coaching and supervision in the implementation of e-government.

The role of the Communication and Informatics Office is supported by a large budget and always increases every budget annually. In order to manage

activities directly related to e government, the Office of Communication and Informatics manages the budget as follows:

Table 1.

No.	Budget Funding		
	2017	2018	2019
1.	IDR. 2.156.844.000,-	IDR. 3.233.500.000,-	IDR. 13.217.000.000,-

These three empirical data above show that Salatiga City Government policy in supporting the implementation of e-Government, reviewed from financial resource benchmarks is very consistent, because there is an increase in the number of budgets each year.

V. Conclusion

The capacity of resources in the implementation of e-Government in a Local Government is part of the institutional capacity needed for the implementation of E-Government policy to run smoothly. Theoretically, resource capacity in the context of e-

government is no less important than management capacity, so both are key components in the successful implementation of E-Government. Empirically, the results showed that the capacity of resources owned by Salatiga City Government is very good, thus supporting the achievements of Salatiga City Government in the assessment of PeGi (e-Government Rating in Indonesia). In order to improve further the quality of e-Government implementation in Salatiga City, resource capacity must always be a concern in order to be continuously maintained following the rapid development of technology.

References:

1. Ahmad A. "Perkembangan Teknologi Komunikasi Dan Informasi," Dakwah Tabligh, 2012.
2. Indrajit R. E. "Tata kelola teknologi informasi", CommIT, 2009.
3. Lusthaus C., Anderson G. Murphy E., Lusthaus C., Anderson G., and Murphy E. "The Basics of Capacity, Organizational Capacity Development, and Evaluation". Institutional Assess. A Framew. Strength. Organ. Capacit. IDRC's Res. Partners, 2004.
4. Duit A. and Galaz V. "Governance and complexity – Emerging issues for governance theory," Governance, 2008.
5. Lennan A. Mc and Ngoma W. Y. "Quality governance for sustainable development?" Prog. Dev. Stud., 2004.
6. Rohdewohld R. "17. Decentralisation and the Indonesian bureaucracy: major changes, minor impact?" in Local Power & Politics in Indonesia, 2018.
7. Horton D. et al. Evaluating Capacity Development Experiences from Research and Development Organizations around the World. 2003.
8. Horton D. Evaluating capacity development. 2003.
9. Ferrazzi G. and Rohdewohld R. "The context of functional assignment – decentralization, multi-level governance and the quest for impact," in Emerging Practices in Intergovernmental Functional Assignment, 2018.
10. Dryzek J. S. "Democratization as deliberative capacity building". Comp. Polit. Stud., 2009.
11. Torres L., Pina V., and Royo S. "E-government and the transformation of public administrations in EU countries: Beyond NPM or just a second wave of reforms?," Online Inf. Rev., 2005.

12. Walikota Salatiga. "Peraturan daerah kota salatiga nomor 11 tahun 2018 Tentang penyelenggaraan e-government." salatiga, 2018.– 11 p.
13. Mintzberg H. "The Structuring of Organizations," in Readings in Strategic Management, 1989.
14. Bertelli A. M. "Motivation crowding and the federal civil servant: Evidence from the U.S. internal revenue service," International Public Management Journal. 2006. "Influences of parental occupation on occupational choices and professional values". J. Bus. Res., 2015.
15. Pemerintah RI.SPBE, "Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik," Media Huk., 2018.

Section 4. Management

<https://doi.org/10.29013/EJEMS-20-4-26-29>

Bleza Teneqexhi,
PhD Candidate,
Agricultural University of Tirana, Albania
E-mail: bleza1985@yahoo.com
Ms C. Arjola Mersini,
Financial Specialist

THE IMPACT OF CERTIFICATED SEEDS IN STRENGTHENING THE AGRICULTURAL ECONOMY

Abstract

High results in agricultural production cannot be achieved without quality seed and planting material. No matter how high the agro-technology applied to an agricultural crop, if the seed or sapling does not possess complex positive qualities, then high yields and customer-friendly quality cannot be guaranteed. This paper tends to explain the problem of evaluating seed and planting material through certification, as a legal and decisive process, in defining complex qualities that are totally related to stabilized produce.

Regarding the legislation perspective on seeds and seedlings, the opinion of the specialists of district agriculture: Korça, Devoll, Pogradec, on the certification of seeds and seedlings. The classification of this process (certification) is treated in 3 (three) categories and specifically:

- a) Fully uncertified planting material.
- b) Partially certified planting material.
- c) Fully certified planting material.

Interestingly, for vegetable and fruit crops, the opinion of specialists is unique in favor of fully certified materials. For cross-pollinated vegetable crops such as cabbage, onions, peppers, etc., experts believe that seed materials must be certified in order to guarantee high quality, stabilized products. While, for cereal crops, such as wheat, barley, etc., experts have stated through the interview that they are in favor of certified materials, but with a lower probability than for vegetable crops.

On the other hand, for the maize plant, the opinion of specialists on certified and partially certified seeds is more positive than on wheat. It is easily understood that maize seeds tend to rapidly degenerate against cereal plants such as wheat, barley, etc.

Keywords: Certification of planting material, productivity, vegetable crops, fruit trees, cereals etc...

Introduction

When analyzing the productive “architecture” of an agricultural crop in time and space, we will mention two basic pillars underlying it and specifically: the quality of seed and sapling with all their parameters, and the level of agrotechnology applied.

The role of seed and sapling in increasing agricultural production is crucial. Historically speaking, seed use marks the transition from the human food collection, as well as the first wanderer civilizations, to the first sedentary civilizations. Early civilizations were based on the cultivation of various plants, gradually improving towards new traits or features. Nowadays, the development of agriculture in any country is closely related to the availability and the usage of the most suitable seed and planting material.

For the last three decades, agricultural production has been characterized by a fundamental varietal revolution, without which the ever-growing needs of the inhabitants of this planet cannot be understood.

It is clear that the activities related to planting material (seeds) are extensive. With this type of activity, the mutual interests of those who produce and trade are related to those who use them.

In this mutual activity, there is a need to operate a regulatory system called seed legislation. The purpose of this legislation is to protect the mutual interests of those who produce and trade with those who use them. The purpose of this legislation also tends to protect the interest of growers, with the aim of increasing the country’s agricultural productivity.

Methodology

In order to address this issue as scientifically as possible, we have compiled a comprehensive questionnaire, based on the most positive domestic and foreign experiences. In this questionnaire, we have paid attention to the problem of certification as a process that relies both on laws and on scientific achievements. There were interviewed a total of 53 highly educated and experienced specialists, 20 of whom belonged to the Korça region, 18 to the Maliqi

field area, as an intensive crop cultivation region, and 15 to Devolli area specialists, with specificities differentiated into cultivation of vegetable plants such as: potatoes, onions and fruit trees, for example, apples, pears and plums. Agricultural crops are divided into cereals, including wheat and maize crops; in vegetables where the plants are divided into: tomatoes, peppers, onions, cabbage, leeks and in fruit trees with species: apples, plums, nuts and grapes. The classification of certification is based on the three evaluation categories, such as:

- A) Completely non-certified materials;
- B) Partially certified materials;
- C) Fully Certified Materials.

Certification is an evaluation process, which is carried out by specialized, experienced and supported employees based on legislation approved by bylaws and unified acts.

Results and discussion

In order to make the study more valuable and to be convinced of perfection, we are analyzing an applied research conducted in the region of Korça, regarding the role and effects on productivity of certified versus non-certified seeds, which is essentially nothing but mixed genetic material, and bio-genetically degenerate. The study was carried out on beet – sugar, potato, maize and cabbage – grains, in certified and completely non – certified seed varieties.

The following table introduces us to the results in production among the variants under study.

As it can be seen at (table no. 1), there are significant differences in yields between certified and fully certified seed variants.

Thus, in the maize plant, the difference in production is: 24.76 kv/ha, in the potato 249 kv/ha in the cabbage – grain 236 kv/ha, while in the beet – the difference in sugar reaches up to 183 kv/ha. If these differentiated productive values are converted into monetary ones, then the additional sales revenue of these products results would be:

Maize 99.040 lek, Potato 622.500 lek, Cabbage – grain 354.000 lek, and Beet – sugar 91.500 lek. If we

statistically analyze the productive levels among the variants under study for maize culture, we will find that there will be strong correlations with correlation coefficient value $u = + 0.78$

Table 1. – Summary table for kv/ha yields according to the study variants and ecological environment, in Korça

No.	Naming Material Planting	Naming The Ecological Region	Type Of Agricultural Crop			
			Corn Quintals/Ha	Potato Quintals/Ha	Cabbage – kv/Ha	Beet sugar kv/Ha
1.	Completely certified seed and sapling	Region of Korça	52.5	560	510	625
		Region of Pogradec	67.5	530	480	480
		Region of Kolonja	77	460	560	620
2.	Seed and seedling completely uncertified	Region of Korça	27.3	278	320	378
		Region of Pogradec	41.2	285	150	320
		Region of Kolonja	54.2	240	310	480

Note: The study was conducted by the Faculty of Agriculture, “Fan S. Noli” University of Korça

No.	Certified seeds	Productivity kv/Ha	Uncertified seeds	Productivity kv/Ha
1.	Corn	65.66	Corn	40.56
2.	Potato	516.60	Potato	267.60
3.	Cabbage – Grain	516.50	Cabbage – Grain	260.00
4.	Sugar-beet	575.00	Sugar-beet	392.60

$$X_1 = 52.5$$

$$X_2 = 67.5$$

$$X_3 = 77$$

$$\bar{x} = 65.66$$

$$\sqrt{x} = 10.09$$

$$\sqrt{x} \cdot \sqrt{y} = 111.69$$

$$\bar{x} \cdot \bar{y} = 2659.23$$

$$x \cdot y = 2801.01$$

$$R = \pm \frac{\sqrt{x} \cdot \sqrt{y}}{x \cdot y - \bar{x} \cdot \bar{y}} = \frac{111.69}{141.78} = 0.78$$

$$y_1 = 27.3$$

$$y_2 = 41.2$$

$$y_3 = 54.4$$

$$\bar{y} = 40.50$$

$$\sqrt{y} = 11.07$$

Regarding the interviews conducted through the questionnaire, a unique opinion emerges about the values of certified seed materials.

Table 2. – Clearly presents this opinion of the agricultural specialists

No.	Type of agriculture crop	No. of agricultural specialists (opinion)		
		Totally Uncertified	Partially Certified	Completely Certified
1	2	3	4	5
1.	Wheat seed	2	17	34
2.	Corn seed	–	11	42
3.	Tomato seed	2	10	41
4.	Pepper seed	3	12	38
5.	Onion seed	1	10	42
6.	Cabbage seed	4	7	42
7.	Leek seed	–	12	41

1	2	3	4	5
	Seedlings			
8.	Apples	–	5	48
9.	Grapes	–	7	46
10.	Plums	–	6	47
11.	Nut	–	5	48
12.	Cherry	–	7	46

As can be seen from (Table 2), which expresses the opinions of the specialists interviewed, we find out that for fruit-growers, where the investment is long-term and the productivity of the cultivated species lasts over 10–15 years, the planting materials must be fully certified.

It will be considered a huge monetary loss for farmers if their orchards have non-certified seedlings, where their production will be unstable, scarce and of poor quality. The same situation is observed for vegetable crops where their genetic and biological structure of flora does not allow for the sowing of degenerate seed materials resulting from lack of certification. On the other hand, it seems to be more tolerant the situation regarding planting of seeds of cereal plants such as wheat, where the tendency for degeneration is less towards vegetable plants.

Conclusions

1. Certified seed material has high productive value in all plants analyzed, compared to non-certified material, in all ecological settings of Korça Region.

2. From the calculated correlation analysis, it turns out that we have strong correlation coefficients of correlation coefficient value $u = +0.78$ to the maize plant between variants, certified seed and non-certified.

3. For vegetable plants, the opinion of the interviewed agricultural specialists remains unique as to the superiority of certified seed material over non-certified seed.

4. For fruit and vegetable crops analyzed in the questionnaire such as apples, pears, plums, grapes and nuts, the opinion of specialists is totally for the cultivation of fully certified seedlings versus non-certified seedlings.

References:

1. Cromwell E., Friis-Hansen E., Turner M. The Seed Sector In Developing Countries, 1992. – P. 6–18, 73–88.
2. Key N. and Runsten D. Contract Farming Smallholders, and Rural Development in Latin America: The Organization of Agro-processing Firms and the Scale of out Grower Production, World Development, 1999. – Vol. 27. – P. 381–401.
3. FAO. Seed Trade in Rural Markets. Implications for Crop Diversity and Agriculture Development, 2010.– 224 p.
4. Von Oppen M., Njehia B. & Ijaimi M. Policy arena: The impact market access on agricultural productivity: lessons from India, Kenya and Sudan. Journal of International Development, 1997; 9(1): 177–131.
5. Coleman D., Young T. Principles of agricultural economics: Markets and prices in less developed countries. WYE studies in agriculture and rural development. Cambridge University Press, UK, 1989. – P. 167–262.
6. Kamara A. B. The Impact of Market Access on Input Use And Agricultural Productivity: Evidence From Machakos District, Kenya; Agrekon, 2004. – Vol 43. – No. 2. – P. 202–216. URL: <https://core.ac.uk/download/pdf/6678976.pdf>

<https://doi.org/10.29013/EJEMS-20-4-30-33>

Bezo Ylber,
Assoc Prof., College University of Business
Tirana Albania, Vangjel Noti, Tirane
E-mail: ybezo@kub.edu.al

INFORMAL ECONOMY AND LAW REGULATION

Abstract. The concept of informality is a concept which began to be used around the 50s-60s of the last century. Through this concept, scholars sought to find an explanation for all those actions and omissions committed by individuals in order to realize material and property gains, but avoiding the control of state authority. However, it should be noted that to date there is no single definition of the notion of “informality” or “informal economy”. Informality or the informal economy are analyzed from different perspectives and refer to a high number of activities.

This is why not only the definition but also the name itself are the subject of discussion. The informal economy is also known in practice as “shadow economy”, “cash economy”, “hidden economy”, “illegal economy”, “informal sector”, “underground economy”, etc. Informality has been the subject of discussion and academic circles of economists since the 1950 s and 1960 s.

Although the black economy is clearly a subset of the informal economy, for the purposes of this study criminal activities are excluded from the definition. As we use this term in this material, we will understand that informal economics includes those enterprises and activities that may not comply with standard business practices, tax regulations and / or reporting required by businesses but are not included in criminal activities. This paper is a theoretical view about the informality.

Keyword: informal economy, informal sector, underground economy, etc.

1. Introduction

All goods and services that family members provide for themselves are also excluded from the informal economy. Kacapyr (1998) estimates that so far the type of these products that are not included in official accounts are both legal and ethical. Car repairs, cooking and cleaning, planting vegetables, caring for their children, caring for elderly family members and much more are included in this classification – almost anything people do can be done by someone else if paid for should.

A definition given by the Milwaukee Journal Sentinel (2001): the informal economy exists because it is financially viable – at least in the short term – for both the employer and the employee. The demand side (employer) requires a job per-

formed at the lowest possible cost, the supply side (employee) requires cash.

2. The link between the formal and informal sectors

The informal economy consists of both employment and self-employment. This section describes the characteristics of both types of informal work and how each relates to the formal sector. For some people, self-employment in the informal sector is the main source of income. However, more often in the informal economy the income from self-employment is combined with the income from a regular employment (declared wages), transfers such as public benefits, private investment or savings (Raijman [2]; Ferman & Berndt, 1981, Hoyman, 1987; Morales, 1997 a, 1997 b; Tienda & Raijman, 2000; Uzzell, 1980). In

other words, informal self-employment is usually part-time employment that provides additional income for people's primary employment (Alden, 1981). This often involves switching between economic sectors (formal and informal) during the same business day [1].

As can be seen from the above treatment, participation in the informal economy comes from a variety of sources. People can respond to the lack of economic opportunities in the formal economy by creating new activities in the informal economy or by joining existing informal businesses (Raijman [3]). Informal economic activities serve as an economic shock absorber when a person is unemployed or can provide additional income in a low-wage labor market (Hart 1970, Light & Roach, 1996; Morales, 1997; Stepick, 1989; Tienda & Raijman [4]). Informal labor agreements can also be a strategy imposed by the process of economic restructuring of large firms, which to minimize costs and increase flexibility shift their production to subcontractors (Raijman [3]). In this arrangement, they push employees out of the formal economy, thus motivating the rise of informal work. Raijman [3, 48] notes: "In the context of economic restructuring, the informal sector not only offers employment opportunities, but also implies a new form of exploitation: individuals are forced to work without the minimum level of protection provided by the legal system., and political mobilization of workers through unions is limited" (Aponte, 1997; Castells & Portes, [1]; Goan, 1997).

Raijman [3] article briefly summarizes Portes and Sassen-Koob (1987) four of the commonalities between formal and informal economics. These are:

1. Informal marketing chain. This marketing chain is used by industries to eliminate the costs involved in retaining permanent sales staff. What appears to be a disorganized mass of street vendors and traders is currently well-coordinated by a group of intermediaries dependent on formal firms (Portes, 1994 a, 1994 b) [2].

2. Informal supply chain. Informal workers serve as suppliers of inputs to domestic buyers, who, in turn, sell the product to the central wholesaler, and the last link

in the formal industry (Fortuna & Prates, 1989; Goan, 1997). What is involved in the informal economy

In this issue addressed, more essential is the identification of what is excluded from the informal economy. It is clear from the above treatment that the definition of informal work is complicated. The literature generally distinguishes criminal activities as part of the black economy. Although the black economy is clearly a subset of the informal economy, for the purposes of this study criminal activities are excluded from the definition. As we use this term in this material, we will understand that informal economics includes those enterprises and activities that may not comply with standard business practices, tax regulations and / or reporting required by businesses but are not included. in criminal activities.

All goods and services that family members provide for themselves are also excluded from the informal economy. Kacapyr (1998) estimates that so far the type of these products that are not included in official accounts are both legal and ethical. Car repairs, cooking and cleaning, planting vegetables, caring for their children, caring for elderly family members and much more are included in this classification – almost anything people do can be done by someone else if paid for should.

A definition given by the Milwaukee Journal Sentinel (2001): the informal economy exists because it is financially viable – at least in the short term – for both the employer and the employee. The demand side (employer) requires a job performed at the lowest possible cost, the supply side (employee) requires cash.

3. The link between the formal and informal sectors

The informal economy consists of both employment and self-employment. This section describes the characteristics of both types of informal work and how each relates to the formal sector. For some people, self-employment in the informal sector is the main source of income. However, more often in the informal economy the income from self-employment is combined with the income from a regular employment (declared

wages), transfers such as public benefits, private investment or savings (Raijman [3]; Ferman & Berndt, 1981, Hoyman, 1987; Morales, 1997 a, 1997 b; Tienda & Raijman, [4]; Uzzell, 1980). In other words, informal self-employment is usually part-time employment that provides additional income for people's primary employment (Alden, 1981). This often involves switching between economic sectors (formal and informal) during the same business day.

As can be seen from the above treatment, participation in the informal economy comes from a variety of sources. People can respond to the lack of economic opportunities in the formal economy by creating new activities in the informal economy or by joining existing informal businesses (Raijman [2]). Informal economic activities serve as an economic shock absorber when a person is unemployed or can provide additional income in a low-wage labor market (Hart 1970, Light & Roach, 1996; Morales, 1997; Stepick, 1989; Tienda & Raijman [4]). Informal labor agreements can also be a strategy imposed by the process of economic restructuring of large firms, which to minimize costs and increase flexibility shift their production to subcontractors (Raijman, 2001). In this arrangement, they push employees out of the formal economy, thus motivating the rise of informal work. Raijman [3, 48] notes: "In the context of economic restructuring, the informal sector not only offers employment opportunities, but also implies a new form of exploitation: individuals are forced to work without the minimum level of protection provided by the legal system., and political mobilization of workers through unions is limited" (Aponte, 1997; Castells & Portes, 1989; Goan, 1997) [3].

Raijman [3] article briefly summarizes Portes and Sassen-Koob (1987) four of the commonalities between formal and informal economics. These are:

1. Informal marketing chain. This marketing chain is used by industries to eliminate the costs involved in retaining permanent sales staff. What appears to be a disorganized mass of street vendors and traders is currently well-coordinated by a group of intermediaries dependent on formal firms (Portes, 1994 a, 1994 b).

2. Informal supply chain. Informal workers serve as suppliers of inputs to domestic buyers, who, in turn, sell the product to the central wholesaler, and the last link in the formal industry (Fortuna & Prates, 1989; Goan, 1997).

I.1. Forms of informal economy

The presence of the informal economy in the economy can be seen mainly in two forms: the measure of circulation and use of "cash" money, and tax evasion. The trend of informal economic activity is based on the use of tangible money. This practice makes the economy appear as a "cash" economy. The Overseas Money Index (CBI) in our country continues to be high, compared not only with developed countries, but also with those in transition. Thus, the ratio of PJB to money supply (aggregate M3) in recent years has been about 30 percent compared to about 20 percent that have this indicator countries in the region, or about 7 percent developed. It is thought that the circulation of dirty money outside Albanian banks reaches up to one billion euros. The practice of tax evasion appears in the use of both balance sheets and fictitious reporting of income and losses [4].

The informal economy, and tax evasion as a direct expression of it, can be the result of a number of factors. These factors can be grouped into four main groups: of a legal nature, of a socio-cultural nature, and of a policy-making and administrative nature.

In the group of legal factors, two of the sources of informal economy and tax evasion can be considered adapted legislation and law enforcement. In the case of Albania, laws related to the informal economy are legislation adapted by different countries. The problem with these laws is that in most cases, they do not take into account the stage of development of the Albanian economy, the cultural level of our people. Also, these laws are not based on a good study of the concrete conditions of our country, the proper knowledge of the mentality and the environment where this legislation will be implemented. Problems are also evident in the quality of law enforcement agencies. Often, employees in the tax administration, customs or other

links do not have the proper training. In other cases, the lack of professional skills is compounded by moral, ethical, or legal responsibility, as opposed to what should characterize a civil servant.

In the group of socio-cultural factors, two of the sources of tax evasion are related to individual-state relations, and the concept of public-private relations. Unfortunately, within the Albanian society, but especially in the business society and economic and trade companies, there is a considerable mass of individuals who in their mentality do not see the state as their partner and protector of their vital and economic activity, but as an extortionate institution, as an adversary of their interests, activity, and good. Albania ranks among the countries with a low level of governance in the field of taxation. The OECD notes that the private sector is not taxed at around one billion euros. The share that pays the obligations to the budget (taxes) is approximately 46 percent. In Albania, a perfection of forms of tax evasion is observed. It is no longer a street evasion, but a camouflaged one, based on elaborate and carefully thought-out strategies and tactics, and which also takes into account the anti-evasion war strategies of the tax administration. Qualified advisers manage to find elaborate and sophisticated forms within the gaps of fiscal legislation, in order not to pay the state what is due to be paid. The use of legal space to avoid paying taxes has stimulated the practice of

“legal evasion.” These practices have become a more normal, preferred, stimulated and quite profitable action. The OECD notes that in Albania enterprises have become better able to take advantage of the lack of competition to systematically report their profits below fair value [5].

Conclusion

In the group of factors of policy-making and administrative nature, an important factor remains the role and practices of the Government and the Tax Directorate. The main argument of this paper is that the degree of informality and tax evasion reflect to a considerable extent the practices and attitudes held by both the current government and its agencies such as the Directorate of Taxes and Taxes.

One problem is the shallowness that characterizes them in recognizing the phenomenon of tax evasion. Neither the government nor the Directorate of Taxes call it their job to conduct studies or analyzes on the causes of deep tax evasion, on social and psychological factors, or more simply on behavioral economics.

The second problem concerns the practices and actions taken by them. What is observed is that the current government and the Directorate of Taxes are characterized by an emphasis on the “revenue plan”. The Directorate of Taxes considers that its first and only task is the realization of revenues; that the realization of the revenue plan is so important that it justifies [6].

References:

1. Castel V., & Portes R. The role of internal audit in optimization of corporate governance at the groups of companies. *Theoretical & Applied Economics*, 1989. – 17(2).
2. Rajmon R. M. & Smith A. J. Transparency, financial accounting information, and corporate governance. *Financial Accounting Information, and Corporate Governance. Economic Policy Review*, 2001. – 9(1).
3. Rajman A. & Ruebottom T. Stakeholder theory and social identity: Rethinking stakeholder identification. *Journal of Business Ethics*, 2001. – 102(1). – P. 77–87.
4. Tienda A. & Rajman A. A handbook of corporate governance and social responsibility. Fanham: Gower. 2000.
5. Loayza T., Himmelberg C. P., Hubbard R. G. & Palia D. Understanding the determinants of managerial ownership and the link between ownership and performance. *Journal of Financial Economics*, 1999. – 53(3). – P. 353–384.
6. Jensen M. C. & Meckling W. H. Theory of the firm: managerial behavior, agency costs and ownership structure. *Journal of Finance Economics*, 1976. – 3.

Kasra Falaki,
NJ, United State
E-mail: Kasrafa02@gmail.com

THE EVALUATION AND PRIORITIZATION OF KEY LEADERSHIP SKILLS FOR MANAGEMENT OF TEAM PROJECTS

Abstract

Purpose: The presence of project managers with several competencies is essential. Selecting a manager based on competencies and performance is a challenging issue during recent years in the different industries, especially in developing countries.

Design/methodology/approach: Researchers have presented theoretical and empirical researches for showing conceptual models and measuring them by statistical methods. Studies have also investigated competencies of project managers in different international standards for project management. Previous studies have investigated some specific aspects of the competencies for project managers, and multimodal models for describing the importance of these competencies. This study investigates and suggests most important key parameters of an ideal project manager with the highest qualifications. The main objective of this research is to determine the most important competencies of project managers in construction industry projects.

Originality/value: This study reviews and evaluates theoretical foundations in this field, and competencies for project managers. The present study investigates literature review, divides factors into several categories for structured skills, and presents most important variables related to the competencies of managers in the field of job leadership in projects. This study investigates the competences provided by various international organization project, previous descriptive and empirical research's, the framework and theoretical concepts related to research.

Keywords: Qualifications, Key competencies, Project managers, Functional skills, Construction projects.

1. Introduction

The qualified project managers have several key competencies that help to obtain success in the projects. In 1959, Mr. Gaddis [15] was the first person who offered the ideal project manager as a requirement. Afterwards, he received much attentions from researchers for identifying the basic characteristics of the merits of project managers. Project managers in the engineering sciences must understand the variables, organizational and technical constraints of the foreign and correct behavior. These factors can complete the assigned tasks and objectives in the best possible way.

The standard ASCE has thus defined different areas of knowledge and individual skills regarding following topics:

- Solving problem;
- Identification of critical situation and uncertainty related to emergency situations;
- Management of project;
- Communications;
- Public policy;
- Public administration & business;
- Globalization;
- Leadership;
- Teamwork;
- Attitudes;
- Lifelong learning;
- Professional and ethical accountability.

Cornick [10] reported a large percentage of issues in existing construction projects are due to

actions taken by project managers in different phases of the project. Increased the knowledge of project managers especially in relation to advances in technology of economic and professional pressures in different phases of project implementation is very important. Gray and Hyde [15] have reported that only complexities do not cause challenges, but the inability of project managers for considering these issues is a very influential matter. Management is essential for more project efficiency throughout the project life cycle.

Project managers have a direct and important role in some projects and influence the success of projects (Gignac and Szodorai [17]), due to their role in different stakeholders that can influence the objectives of the project. Increased need for improving the competencies of project managers is felt in the competencies and attitudes of project managers. Despite the sensitivity of the issue, little attention is paid to distinctive properties of project manager's competencies, especially in terms of competencies required for management of the team and shareholders.

Koskela et al. [23] found that correction of approach for project design management and engineering, especially in construction industry is not still provided, due to the lack of recognition of the competencies of project managers in the early stages of project design and implementation.

In addition, information technology & telecommunication association has introduced project management as one of the most prestigious standards for educational programs in different industries (valid standards for programs in the field of educational technology and educational relations, 2002). It can be easily understood that project management is a vital part for projects, and it is necessary for selecting project managers. The most relevant competencies required by project managers are properly identified and managers are entered into professional jobs.

Morris criticized PMBOK in his research for its breadth of performance in terms of scope for commenting and providing accurate information on the

project's strategy. The project management department evaluates only a small range of definitions and terms, and ignored the role of technology management for developing leadership and project management and provides insignificant information's for team development in the projects (Morris et al. [31]). Also, Morris et al. [31] studied the issue in current project management standards and the relevance of project management for learning and education. Instead of addressing the competence of the project manager in the Standard PMBOK, the researchers proposed an example for exploring the competencies required for project managers (Morris et al. [32]).

On the other hand, Gignac and Szodorai [17] in his research identified project management standards for developing and evaluation of project managers for two reasons. Firstly, it recognized standards required for providing models for the qualifications of project managers. Secondly, Gignac and Szodorai [17] stated that the criteria and variables mentioned in most of the project management standards are not based on empirical research, but based there is a positive relationship between them. Empirical evidences suggest that leadership should be recognized as a core in management of project. In sum, a logical definition of leadership associated to project management should be empirically validated. In the standard knowledge management structure project, the licensing requirements for selecting the project manager and training programs must be considered.

In most of these studies, efforts have been made to identify the most important needs of project managers for creating more efficient leadership for management skills and personal characteristics.

The main purpose of this research is to determine the most important competencies of project managers in construction projects. This review article investigates the present theoretical foundations in this area by reviewing the literature for competencies of project managers. By dividing the identified factors into several categories of structured skills, the most important variables related to the competencies of

managers in field of effective leadership in projects are identified and presented as a conceptual framework. With regards to proposed parameters, prioritization variables should be evaluated by multicriteria decision-making methods.

2. Theoretical Foundations

2.1. Leadership Styles

Before reviewing the competency of project managers, it is better to look the leadership styles developed in different industries. As understood from the study of literature, different leadership styles define the qualifications and competencies of project managers. Based on Muller and Turner's research (2010), six modern leadership schools have been introduced in recent years. These styles included:

1. Personality characteristics (1930 s-1940 s): The main idea is that effective leaders have common characteristics. Leaders are not made but born. F Kirkpatrick and Locke (1991) have conducted study for this style.

2. Behavioral Features (1940 s-1950 s): The main idea behind this style is that effective leaders adopt a particular style or behavior, and project leadership skills can be developed. Some researchers have attempted for this style.

3. Compatibility (1960 s-1970 s): The main idea behind this style is what makes an influential leader depends on the situation, and this is the issue of leadership consistency. Researchers such as Fiedler (1967) is among the scholars for this genre.

4. Visionary or charismatic (1980s- 1990s): The main idea behind this style depends on the style that is attached to this school. Evolutionary is related to relationships, while exchanging is related to the process. In 1990, Bass was among the scholars of this genre.

5. Emotional intelligence (MacCann et al. [25]): The main idea behind of the style is that emotional intelligence over reason has more effect on the effective management of the project. Gulman et al. (2002) have had a lot of research in this field.

6. Competency: The main idea behind of the style is that effective leaders display certain skills

in different situations, characteristics, emotional behaviors and styles, process behaviors and styles, wisdom behaviors and styles, and different faces of merit. Dulewicz and Higgs [12] are scholars for this genre.

Other studies have also highlighted the role of leadership styles as an important idea in the competence of project managers, including the following researches: El-Sabaa [13], Sotiriou and Wittmer [36], Zimmerer and Yasin [38].

2.2. Skills of project management

Maleki et al. [27] reported that expressing the skills of project managers, are mainly taken into account in their qualifications in different researches. Attention to managerial skills should be consistent with the work competence, professionalism in the field, professional competence in management, political qualifications and moral competence are not considered and individuals are only selected based on qualifications as project manager (Maleki et al. [27]).

Maleki et al. [27] considered work competencies for all the skills identified as skills and/or behavioral techniques. Maleki et al. [27] defined communication or data analysis, professional skills (competences related to subject areas) as merits in the field of linear organizational principles such as social security or specific work related to the organizational structure of the organization human resource management. It is important to note that project managers cannot use their professional or political qualifications in the right way without moral skills. Maleki et al. [27] also emphasized that without political skills, project managers cannot achieve political legitimacy.

2.3. Project manager merits

The tasks of the project manager include a range of activities and specifications related to the establishment and guidance of the project team that can be achieved by implementing them in the life cycle for the success of project. Successful implementation of project management thus relies on a unique set of capabilities and competencies (Huemann et al. [20]). Based on Deist and Wintertin (2005) report, there

are confusion and discussion in relation to concept of merit that makes it impossible and one cannot easily understand the exact definition of this concept. Researchers have provided different definitions of the competence of project managers. Based on the theory of Sugzdibien (2006), the approach for qualification is to identify the competencies of the knowledge and behavior needed to meet the selection of employees and helping bridge the gap between the competencies required by a project and creating a career or organizational strategy, especially are available options. Based on the qualification model of the International Project Management Association (IPMA), which is called the Qualification Framework, if IPMA (ICB), the suitability of the Project Manager is described in three different domains:

1. The scope of technical competence (Describing the qualification elements of the basic project management).
2. The range of behavioral qualifications (Describing the qualification elements of a personal project management).
3. Content eligibility range (Describing project management eligibility elements related to project content).

Boyatzis [6] proposed an integrated model of managerial competence that explains the relationship between these attributes and their relationship with managerial performance and internal organizational environment. He stated that qualification is defined as a fundamental feature that can be caused the motivation, the attribute, the skill, and the aspect of the self-image of itself or the social role or body of knowledge that it uses.

Kajonius and Giolla [21] defined merit as a personality attribute that leads to better performance, such as competence, knowledge and skills, and the basic elements of merit such as attributes and motivations.

As seen from above definitions, it is important to pay special attention to core competency that the most important of these are from individual and or-

ganizational point of view (Meisenberg [28]). Briley and Tucker-Drob [8] concluded that the merits are not the same for all project managers, and depends on the organization and its operation. It was also reported that the structure of competencies varies between project, and production or financial managers. Individual competence usually mentions to a cluster of data related to knowledge, skills, the experiences, attitudes and valuable judgments that are directly related to individual job. Competencies for a job include conceptual (cognitive, knowledge and understanding) and operational (operational, spiritual-motional and applied skills) skills. Competencies associated with individual influence include conceptual (extraordinary, including, learning operational, social competence, i.e. behavior and attitude). It can be assumed that the suitability of a person or, personnel is related to job performance. It measures the competence of individuals against accepted standards and improves it by training and practice (Herling and Provo [18]).

In qualification definition of standards approach, it mentions issues such as the PM, PMBOK and ASCE standard. The Standard Project Management Institute (PMI), categorizes the competence of project managers in three areas of knowledge competence, competence in its performance and individual competence (PMBOK [34]). In addition, the International Project Management Association has defined the technical and behavioral competencies as the main competencies of the project management (PMI [35]). American Society of Civil Engineers (ASCE) has defined the performance of construction project managers as follows:

“The operation of management and engineering relationships among management tasks related with organization of work, planning and financing, and human resources in the production and research of engineering and services”.

3. Research background

Since a strong relationship is between the success of the project and effectiveness of the project manager's work, the conditions that guarantee this

effectiveness today are one of the main concerns for researchers. Studies have conducted to identify the competencies of project managers that have a significant effect on the effectiveness of the work of project managers. Lockenhoff et al. [24] defined the main competencies of the project manager as follows: ability to have an accurate understanding of classical management practices, ability to complete tasks within the specified time frame without any information in the early stages of the project by identifying future project risks, power and influence for organizing the subordinates, troubleshooting skills, planning, avoiding crises, sales and resale's abilities of project-, the ability motivating and movement the project for obtaining successful.

Dulewicz and Higgs [12] identified 15 skills in three general categories as the main competencies of project managers as follows:

1. Mental skills (The power of problem analysis, critical judgment, impartial insight, imagination in making changes, strategic perspective).
2. Management Skills (Working with communication, management resources, empowering, achieving to development).
3. Emotional Skills (Self-awareness, emotional flexibility, motivation, sensitivity, intuitionism, moralism and conscientiousness)

Hopwood and Donnellan [19] investigated the main characteristics of project managers, and introduced the following characteristics as the most important factors affecting on effectiveness of the role of project manager in organizations:

Individual leadership abilities, initiative, long-term cooperation and sweat, creativity, flexibility and adaptability, commitment, insight and high self-esteem, the ability to convince and the effectiveness of the changes help to make critical decisions, identify challenging issues, and organize subordinates. Cheng et al. [11] evaluated the merits of project manager's behavior and provided the most important managerial skills for achieving job competencies that led to better performance of project managers in the construction

industry. The results of their research showed that occupational competencies are highly specified to the industry, where the project manager is engaged and the managerial qualities are more general in nature. Mount's study [30] showed that seven emotional competences include effectiveness, self-confidence, teamwork, organizational awareness, compatibility, empathy and motivation for advancement as a set of behavioral skills that project managers must have and learn for obtaining complete successful. Mount [30] concluded that project managers with higher emotional intelligence should provide better behavioral response for solving new challenges and problems that may be unique in each project.

Brill et al. (2006) reviewed the competencies required for an efficient project manager, used the web-based Delphi method and assessed how to direct experienced project managers based on 78 recognized qualifications. Mulder et al. [33] have categorized competence definitions as three categories of general and cognitive behavioral factors. The proposed model included factors related to project manager traits and could be used as a reference in the development of an integrated approach for managing construction projects. Wirick [39] emphasized that project managers are faced with some managerial challenges in public sector construction projects, such as the inability for relating performance ratio to rewards, the failure to provide compensatory systems for reducing run-time, failure for selection of team members based on expertise, work in high-uncertainty environments, and continuous political interventions in project implementation and management. It was also evaluated the competencies required by project managers for design phase of building housing projects in Ghana, and showed that from of the perspective of senior executives of projects. It was expected that project managers to have competencies such as job knowledge about the types of contracts in mass production projects, functional characteristics for designing, technical quality of strategies for managing the process of designing, rules and regulations assessment (Ahadzie et al., [1]).

Zhang et al. [37] recognized and evaluated key social competencies of construction project managers in China. In this study, an institutionalized competency model of human resources management theories was adopted as the basis for the theoretical framework for investigating the social competencies of construction project managers. Four dimensions of social competence were identified for managers of construction projects that include working with others, stakeholders, management, leadership and social awareness.

Research on project management has long been involved with various aspects of the critical competencies of project managers. However, in most studies, it is not a complete model for identifying project management competencies. To educate and train managers in various construction projects, it is important to analyze the most important indicators needed by managers.

Recent studies have shown that although different researchers have used a lot of organized efforts to describe the most important competencies of project managers, the study of these researches indicates that each study has considered a limited range of competencies, and in some cases, the identified factors in this field do not have sufficient credibility to measure this issue.

4. Research Methodology

We identified and presented structured categories of the most important skills of project managers for achieving the maximum competencies and qualifications, as well as variables related to each of these skills. The used method in this study is qualitative and descriptive that reviewed literature review. This study is based on technical literature that covers all the related issues in project management, the competencies required by the project manager in various industries, particularly construction projects in the construction industry. The findings from the research literature are used for building a template and categorizing the key competencies identified based on the most important key skills of project managers. After determining the

desired pattern, it was used the multi-criteria decision-making methods based on the TOPSIS method. It attempts to prioritize identifiable variables, so that the principled guidelines for selecting appropriate managers in future projects will be based on identified priorities as key skills of project managers. For this purpose, the details of numerical calculations are presented with the help of the TOPSIS method.

4.1. TOPSIS method

The TOPSIS method was first developed. In this method, options (m) are evaluated by indicators (n). The principle logic of this model defines the positive ideal solution and negative ideal solution. The positive ideal solution is a solution that will increase the benchmark for profit and reduce the benchmark for losses.

The optimal option has the smallest distance from the ideal solution and at the same time the furthest distance from the ideal negative solution (Maleki and Rajaei [26]). In general, the TOPSIS method has seven steps, and each step of calculation and prioritization is presented with this method.

Step 1 – Formation of decision matrix

In the TOPSIS technique, n criteria are used to evaluate m options in decision matrix $n \times m$. Therefore, each option gives a score based on each criterion. These concessions can be based on quantitative and realistic, or qualitative and theoretical values.

Step 2 – Normalization of decision matrix

The vector method is used to normalize the values. In contrast to the simple linearization method, the approach is determined by transforming the existing decision matrix into a dimensionless matrix using the following equation.

Step 3 – The formation of a normal weighted decision matrix

The next step is the formation of a normal weighted decision matrix based on the weight of the criteria. Weighing is very simple and the weight of each criterion is multiplied in the layout of criterion.

Step 4 – Calculation of positive and negative ideals

In this step, for each indicator, a positive ideal (A^+) and a negative ideal (A^-) are computed. To investigate

criteria with a positive charge, the positive ideal is the largest criterion, and the negative ideal is the smallest value of the criterion. For criteria with a negative charge, the positive ideal is the smallest criterion, and the negative ideal is the largest value of the criterion.

Step 5 – Calculation of the ideal solution

In this step, the relative closeness of each option to the ideal solution is computed.

Step 6 – Calculation of the ideal solution or relative proximity

In this step, the relative closeness of each option to the ideal solution is calculated. The following formula can be used for it:

$$d_d^- \quad CL_i^* = \frac{d_i^-}{d_i^- + d_i^+} \quad \text{for } i = 1, 2, \dots, m \quad (1)$$

The value of CL parameter is between 0 and 1.

Step 7 – The final step is the ranking of options

In the last step, based on the descending order of CL+, it is possible to rank the available options of the given problem.

5. Conceptual Model

The issue in that the competencies and qualifications of project managers and the identification of the key parameters of this issue have become one of the interested subjects for researchers in various industries, such as the construction industry. In this regard, providing a conceptual and multidimensional framework of competencies and qualifications of project managers in the whole process of project life cycle is essential.

As previously mentioned, researchers have developed many models in recent years for identifying key competencies of project managers. For example, Ahadzie and Badu [2] proposed a competency theory based on the Task-background skills that originally proposed by Borman and Motowidlo [7]. The model has been approved by other researchers (Gellatly and Irving [16]; Miller and Werner [29]). The functional background skills are defined as the skills of the managers and expertise for organization of project activities. On the other hand, functional-background skills is defined as activities that do not contribute to the organization of the core of the

project, but it supports the social and psychological environment in which organizational goals are pursued. Functional-background skills is not only included behaviors such as assisting colleagues or being trusted by an organization, but it also provides suggestions for improving working methods in all the life cycle of a project. The task skills are related to the individual's ability for managing the project, while the background skills are related to the personality and motivation of a person in management of a project. Functional skills are more prescriptive and include in-person and interpersonal behaviors, while merit is considered to be more discriminatory and outspoken. Functional skills theory denotes the ability of a manager for improving job performance, such as the cognitive ability of professional knowledge and occupational skill, while the theory of underlying skills expresses the capabilities of a manager for job performance and personality performance and interpersonal abilities.

In addition to functional-background skills and functional-task skills, other researchers point out functional-behavioral skills as the third category of competency project manager's skills that have been overlooked in most of the past research (Cheng et al., 2005). Functional-behavioral skills are used as intermediaries as an actor in pursuit of subjective and functional skills that leads to better performance of project managers in the construction industry.

Considering the above-mentioned issues and research into existing literature and research background in this section, a conceptual model for creating competencies of the project manager is presented for the success of the project. It should be noted that the framework of the conceptual model presented in this research is based on the scientific literature as well as the model of practical competency models of managers of construction projects, based on three categories of the following skills:

- Functional-background skills;
- Task-functional skills;
- Functional-behavioral skills.

For this purpose, sub-components related to each of the identified skills in the three categories include occupational performance, personality performance, and in-person capabilities, interpersonal abilities for functional-background skills as well as variables of the job experience, knowledge of occupational skills and competences task and cogni-

tive ability for task-functional skills and ultimately student-based variables, social competence and inspirational leadership and effectiveness for functional- behavioral skills are determined. After identification, the main variables related to each factor were determined for achieving the competencies of project managers.

Table 1. – Presents the results for this template

Operational scales skills competencies of project managers			
	Skills	Competencies	Variables
1	2	3	4
1.	Functional background skills	Occupational skills	Commitment to quick drawing of a design drawings Careful attention to the important details of design and construction Commitment to get legal approvals Perseverance to meet the overall design goals The desire to guarantee design activity in accordance with the features The acceptance of the documentation documented in design
		Personality performance and in-person capabilities	Perseverance, encourage and focus for achieving project goals Ability to decide and control and organize. True and honest. Creativity and assurance of project outcome. Ability to resolve problems and differences. Ability to negotiate and negotiate. Ability to manage the scope and time and cost of the project.
		Interpersonal abilities	The ability to effectively manage time in the project of life cycle. Ability to landslide tasks to subordinates. Ability to communicate. Ability to resolve disputes between subordinates and human resources of the project. Creating motivation and solidarity and a gentle and intimate working relationship between team members. Ability to provide knowledge and coordinate and organize designers towards a common goal. Accepting reforms and changes with a positive approach for achieving project goals.
2.	Task functional skills	Job experience	The ability to recognize your own from feelings and others. Experience for managing project design. Enough experience in project management. The ability to use time and cost methodology and project quality management. Ability to use project management software.

1	2	3	4
		Job knowledge	<p>Knowledge of the rules and regulations and design regulations related to the project.</p> <p>Knowledge of economic design for the project.</p> <p>Knowledge of environmental impact assessment for project design. Knowledge of security and engineering systems by considering advanced technologies.</p> <p>Knowledge of network design to coordinate different project pillars based on new technologies.</p> <p>Contract package knowledge and project implementation system.</p>
		Specialty and skill of task	<p>Flexible management style.</p> <p>Experience in project management.</p> <p>Familiarity with the technical quality of project design.</p> <p>Familiarity with functional quality and strategy for managing the design process.</p>
		Cognitive ability	<p>Being mentally conscious about designing the design process management.</p> <p>Having a strong memory of the project's instructions.</p> <p>Creative and innovative for providing suggestions for design issues. Being active in relation to the expectations of potential customers regarding design quality.</p> <p>Ability to set goals for the project organization.</p> <p>Having emotional intelligence skills.</p>
3.	Functional behavioral skills	Student-centered	<p>The ability to accept ad-hoc instructional training skills.</p> <p>Timely educational information to subcontractors and various project components.</p> <p>Ability to understand the strategic value of the project and transfer its content to the project team.</p>
		Social competence	<p>Adoption of negotiation skills for resolving conflicts.</p> <p>Take preventive measures for resolving issues quickly.</p> <p>Coordinate subcontractors for avoiding potential risks.</p> <p>Doing activities beyond routine activity for strengthening teamwork among team members.</p> <p>Assignment of tasks to competent and empowered members of the project team.</p> <p>Creation of team coordinator for project team members.</p> <p>Do not hide contradictions and try for solving them, quickly.</p>
		Inspirational leadership and effectiveness	<p>Criticized</p> <p>Effort to equal and equal behavior for all team members</p> <p>Setting goals, standards and rules of conduct for subordinates</p> <p>Consulting with subordinates before final decision</p> <p>Honest and ethical behavior for all team members</p> <p>Leadership orientation and all project subjects</p> <p>Social engagement with positive returns with project stakeholders</p>

6. Descriptive and inferential analysis of data

At this stage, the results of the descriptive analysis of the selected options regarding the factors (Main variables) and sub factors (sub variables) of the research were collected from questionnaires. SPSS software was used to analyses of the data, and the data were collected through questionnaires were analyzed for achieving the goals of research. Hypothesis test was used for investigating the most important factors (main variables) that influences the key competencies of project managers in relation with functional skills.

6.1. Testing assumptions of the research factors (main variables)

As indicated in Table 1, the most important factors influencing on identification and evaluation of competencies of project managers were examined based on three main factors:

1. Functional-background skills;
2. Task-functional skills;
3. Functional-behavioral skills.

Therefore, the assumptions will be as follows:

Hypothesis 1: Factors related to functional-background skills are effective in the competencies of project managers.

Hypothesis 2: Factors related to task-functional skills are effective in the competencies of project managers.

Hypothesis 3: Factors related to behavioral-functional skills are effective in the competencies of project managers.

In the following, the test method used for comparing the mean with a specific number is presented in (Table 2). In this research, the mean value is 3.

Table 2. – The test method used for comparing the mean with a specific number

Row	The significance level	Variable under consideration	Test type
1.	More than 0.05	Normal	Single sample test (T-Test)
2.	Equal to or less than 0.05	Abnormal	Wilcoxon binomial test

As shown in the Table, when the variables are normal, one-sample parametric tests (T-Test) are recommended and otherwise the non-parametric Wilcoxon binomial test will be considered. In this research, the Kolmogorov-Smirnov (K-S) test is considered as the best option for determining the regularities of the variables. Therefore, the assumptions are as follows:

The studied variable has a normal distribution (H_0). Besides, the variable under study doesn't have a normal distribution (H_1).

If the significance level of the test is increased by 0.05, it can be said that the variable under review is normal and otherwise the variable is not normal. The results of the study of the distribution of factors (main variables) are presented in (Table 3). It should be noted that each of the main research variables is represented by a specific symbol.

Table 3. – The results of the Kolmogorov-Smirnov (K-S) test for main research variables

Row	Factors	Quantities	Parameter		Test statistic T	The significance level	Decision making
			Mean	Standard deviation			
1.	Functional-background skills (A)	18	3.33	0.624	0.926	0.0123	Proving a theory
2.	Task-functional skills (B)	18	3.41	0.599	0.878	0.0442	Proving a theory
3.	Functional behavioral skills (C)	18	3.95	0.538	0.981	0.0283	Proving a theory

As shown in the above table, the significant level of all major variables in the research is less than 0.05 and therefore, in all variables, the zero assumption is rejected, and all of these research main variables are of the normal type and the assumptions have been confirmed and the results show that all identified factors in the competencies of project managers are effective factors. To determine the importance of the variables related to the sub-factors, the analysis of TOPSIS was used. The results of the data analysis are presented below.

6.2. Ranking of effective factors in the competence of construction project managers

In this section, the analysis of data for significant difference between the identified factors in the competencies of construction project managers is

essential for these criteria that is to be ranked based on the degree of desirability. Therefore, multi-criteria decision-making techniques were used for ranking the criteria. In this study, TOPSIS technique was used for ranking the criteria.

6.2.1. Ranking criteria related to the field of job performance in the functional-background skills section

Ranking and the positive and negative ideal options for the field of job performance are shown in Table 4. Based on TOPSIS rankings, among the criteria related to the field of job performance in the functional-background skills section, the perseverance option was achieved for providing the overall goals of designing and accepting the options documented in designing the first and second rankings.

Table 4. – Ranking criteria related to the field of job performance in the functional- background skills section

Job-background Performance Criteria	di+	di-	cli	Ranking
Commitment to quick providing of design drawings	0.63	0.346	0.354	6
Careful attention to the important details of design and construction	0.364	0.63	0.645	3
Commitment to get prompt legal approvals	0.369	0.628	0.6312	4
Perseverance to meet the overall design goals	0.312	0.67	0.662	1
The desire to guarantee design activity in accordance with the features	0.37	0.61	0.56	5
The acceptance of the documentation documented in design	0.344	0.649	0.65	2

6.2.2. Ranking criteria related to the field of personality performance and in-person capabilities within the functional-background criteria section

The ranking and the positive and negative ideal of the options related to personality performance and in-person capabilities in the functional-background skill section are shown in (Table 5). Among

the criteria for personality performance and in-person skills in the functional-background skill sector, the criterion of the ability for managing time and cost of the project is ranked first, and the ability to decide and organize and control the second rank has gained.

Table 5. – Ranking criteria related to the field of personality performance and in-person capabilities in the functional – background skills section

Background in-person ability criteria	di+	di-	cli	Ranking
Perseverance and courage and focus on achieving project goals	0.427	0.598	0.5834	3
The ability to decide and control the organization	0.391	0.634	0.6185	2
True and honest	0.452	0.477	0.5134	7
Creativity and assurance of project outcome	0.388	0.512	0.568	5
Ability to resolve problems and differences	0.401	0.568	0.586	4
Ability to negotiate	0.376	0.465	0.5529	6
Ability to manage the scope and time and cost of the project	0.32	0.654	0.657	1

6.2.3. Ranking of interpersonal capacity criteria in the performance-based skills section of interpersonal abilities

Table 6 shows the ranking and the positive and negative ideal options for the field of individual underlying abilities. In the interpersonal

skills field of skill-based, the criteria for the ability to effectively manage time in the life cycle of the project, ranked first, and the criterion of the ability to provide knowledge and coordinate and organize designers toward the common goal of the second place.

Table 6. – Ranking of interpersonal capacity criteria in performance-based skills

Subjective interpersonal capacity criteria	di+	di-	cli	Ranking
The ability to effectively manage time in the project life cycle	0.332	0.69	0.657	1
Ability to delegate tasks to subordinates	0.621	0.21	0.2527	7
Ability to establish communication	0.51	0.32	0.385	6
Ability to resolve disputes between subordinates and human resources of the project	0.432	0.49	0.531	5
Motivated and united, gentle and intimate working relationships between team members	0.458	0.53	0.536	4
Ability to provide knowledge and organize designers towards a common goal	0.36	0.578	0.616	2
Accepting reforms and changes with a positive approach to project goals	0.359	0.567	0.61	3

6.2.4. Ranking of the criteria of the field of occupational experience in the field of task skills

The ranking and positive and negative ideal options are shown for job performance bench-

marks from the task force section in Table 7. In the job experience section, the criterion of sufficient experience in project management has been ranked first.

Table 7. – Ranking of job experience criteria from the division of task skill

Occupational criteria	di+	di-	cli	Ranking
The ability to recognize your own feelings and others	0.66	0.37	0.36	3
Experience in project design management	0.43	0.42	0.494	2
Enough experience in project management	0.34	0.518	0.607	1

6.2.5. Ranking job knowledge criteria in task skills

Table 8 shows the ranking and identification of the positive and negative ideal of job knowledge criteria. In the job knowledge section, the results of the ideal solution between the options are very close together. To determine the preference, the ability to use the

methodology of time and cost management, and the quality of the project and design know-how to coordinate the various components of the project based on new technologies and knowledge of security and engineering systems, taking into account advanced technologies, can be ranked from first up to third.

Table 8. – Ranking of job knowledge criteria

Occupational knowledge criteria	di+	di-	cli	Ranking
1	2	3	4	5
The ability to use time and cost methodology and project quality management	0.3132	0.681	0.6855	1

1	2	3	4	5
Ability to use project management software	0.541	0.429	0.442	8
Knowledge of laws, regulations and design regulations related to the project	0.658	0.587	0.471	7
Knowledge of economic design for the project	0.636	0.623	0.4948	5
Knowledge of environmental impact assessment for project design	0.58	0.53	0.477	6
Knowledge of security and engineering systems considering advanced technologies	0.57	0.643	0.53	3
Network design knowledge for coordinating different project pillars based on new technologies	0.471	0.87	0.648	2
Contract package knowledge and project implementation system	0.575	0.58	0.502	4

6.2.6. Ranking of the criteria of the field of specialization and task skills in the Task-functional skill division

Table 9 shows the ranking and identification of the positive and negative ideal of options related to

criteria of expertise and skills of task-functional skill division. In the section of skill and expertise, the criterion of familiarity with functional quality and strategy for designing the design process has ranked first in the ideal solution.

Table 9. – Ranking of the specialty and skill criteria of the task skill division

Criteria for specialty and task skills	di+	di-	cli	Ranking
Flexible management style	0.421	0.258	0.3799	4
Experience in project management	0.323	0.392	0.548	3
Familiarity with the technical quality of project design	0.353	0.523	0.5957	2
Familiarity with functional quality and strategy for managing design process	0.404	0.61	0.6015	1

6.2.7. Ranking of cognitive competence criteria in Task-functional skills section

Table 10 shows the ranking and positive and negative ideal identification of options for cognitive

competence. Based on TOPSIS ranking, among the criteria for cognitive competence in the functional-duty skills section, the ability to set goals for the project organization has been ranked first.

Table 10. – Ranking of cognitive competence criteria in Task-functional skills section

Subjective cognitive criteria	di+	di-	cli	Ranking
Being mentally conscious of the management of the design process	0.422	0.539	0.56	5
Having a strong memory of the project's instructions	0.305	0.51	0.625	2
Creative and innovative in providing suggestions for design issues	0.346	0.528	0.604	3
Being active in relation to the expectations of potential customers regarding design quality	0.359	0.541	0.601	4
Ability to set goals for the project organization	0.289	0.498	0.632	1
Having emotional intelligence skills	0.461	0.57	0.552	6

6.2.8. Ranking of learning-based knowledge criteria in behavioral- functional skill

Table 11 shows the ranking and positive and negative ideological determinations of learning-based knowledge in the functional-behavioral skills sec-

tion. In the section on training-based knowledge in the field of behavioral skills, the criterion of the ability to understand the strategic value of a project and transfer its content to the project team has ranked first in the ideal solution.

Table 11. – Educational knowledge ranking in functional-behavioral skills section

Learning-based knowledge standards	di+	di-	cli	Ranking
Acceptability of training-based complementary skills	0.405	0.31	0.433	3
Timely educational information to subcontractors and various project components	0.299	0.41	0.57	2
Ability to understand the strategic value of the project and transfer its content to the project team	0.328	0.54	0.622	1

6.2.9. Ranking social competence criteria in behavioral- functional skills

Table 12 shows the ranking and the positive and negative ideal choice of social competence options in the functional-behavioral skills section. In this group, the criteria for taking preventive measures

are important for quick resolution of issues and the assignment of tasks to competent and capable members of the project team, and the establishment of a team of coordinators for project team members in the first to third rank.

Table 12. – Ranking of social competency criteria

Social competence criteria	di+	di-	cli	Ranking
Adopting negotiation skills for solving conflicts	0.423	0.579	0.579	6
Take preventive measures for solving issues quickly	0.278	0.549	0.6638	1
Coordinate subcontractors for avoiding potential risks	0.485	0.607	0.5568	5
Doing activities beyond routine activity for strengthening teamwork among team members	0.39	0.51	0.566	7
Assignment of tasks to competent and empowered members of the project team	0.302	0.56	0.649	2
Creating a team coordinator for project team members	0.338	0.528	0.61	3
Do not hide contradictions and try to solve them, quickly	0.365	0.509	0.582	4

6.2.10. Ranking inspirational leadership criteria and effects in behavioral skill performance skills

Table 13 shows the results for investigation of the positive and negative ideal options for inspirational leadership and effectiveness in the functional-behavioral skills section. Based on calculations, the TOPSIS rankings show that in the underlying

sub-leadership of inspirational and effective leadership, senior management metrics, all project subordinates, and social interaction with positive returns with project stakeholders and setting targets, grades, rules and behavioral regulations for subordinates ranked the first to third have been the perfect solution.

Table 13. – Ranking inspirational leadership and impact

Inspirational leadership and effectiveness criteria	di+	di-	cli	Ranking
1	2	3	4	5
Critical spirit	0.449	0.431	0.48	7

<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>
Effecting for equal and equal behavior for all team members	0.473	0.458	0.49	6
Setting goals, standards, rules and regulations for the subordinates	0.44	0.569	0.5639	3
Consulting with subordinates before final decision	0.497	0.582	0.527	5
Honest behavior and ethics and value for all members of the team	0.481	0.558	0.537	4
Leadership orientation and all project subjects	0.389	0.634	0.622	1
Social engagement with positive returns with project stakeholders	0.396	0.618	0.609	2

7. Conclusions

In sum, merit-based criteria were presented as a rational basis for moving towards an integrated policy for the comprehensive management of all resources for improving organization throughout the project life cycle. One of the main advantages of identifying the most important criteria regarding the competencies of project managers is their benefits in contributing to the time and cost of project projects. It should be noted that some of these merits are inherent and depend on the personality traits of managers, but some other are not that can be learned and developed through training. These criteria have great potential in the professional development of project managers and the emergence of their inherent competencies or their fundamental learning that can have a significant effect on the coherent organization of the entire life cycle of the project. In addition, another important issue is the selection of project managers by considering these difficulties that can have a significant effect on the coherence of the project process and considering these competencies as an integral instruction for selecting a manager in the project. Infrastructure such as construction projects will allow people with more competencies to be selected as project managers. Managers with the requisite qualifications will maintain their supremacy in these competencies, and managers who lack them will be motivated to develop their skills for improving their performance in learning competencies.

In recent years, researchers have done theoretical and empirical research for presenting conceptual models and measuring them with statistical methods

and have introduced concepts. In addition, the issue of the suitability of project managers in various curricula has been studied, and the most important key parameters of an ideal project manager with maximum competencies are proposed. Accordingly, in the present paper, it was attempted to study and review the competencies of project managers by reviewing the literature based on research carried out in previous articles. For this purpose, it was examined the competencies of project managers provided by the descriptive and empirical standards and researches of various researchers, a conceptual model was developed for three functional skills and identification of variables in this field.

The results of the research show that the conceptual model proposed on the qualifications and competencies of project managers in the construction industry can be classified into three categories:

- 1 – Functional-background skills
- 2 – Task-functional skills
- 3 – Functional-behavioral skills

The following subsamples can also be mentioned:

The subcomponents of job performance, personality performance and in-person Tunisians, interpersonal tones for functional-background skills, and subcomponents of job experience, job knowledge, expertise and task skills, and cognitive abilities for task-functional skills, and subsequently, subcomponents educational knowledge, social competence, and inspirational leadership and effectiveness for functional-behavioral skills are essential. The results of the assumptions test were based on their main factors and their evaluation on

the competence of project managers that showed all three hypotheses were approved, and the functional-background skills and task-behavioral skills factors would affect the merit of managers. The results of the TOPSIS decision analysis showed that in the job performance, sub factor for main factor is functional-background skills. In the subcategory of personality performance and ability from this main factor, the criterion of the ability to manage time and cost of the project ranked first and the ability to decide, organize, and control, ranked the second-place in Ideal solution. In the subcategory of interpersonal capability, the criteria for the ability to effectively manage time in the life cycle of the project, ranked first, and the criterion of the ability to provide knowledge and coordinate and organize designers toward the common goal of the second place. In the main factor of job performance skill in the job experience section, the criterion of experience in project management is ranked first. In the section of job knowledge of this main factor, the ability using time management methodology, cost and project quality and network design know how to coordinate different project elements based on new technologies and knowledge of security and engineering systems, taking into account advanced technologies, can be ranked first to third. In the

specialty and skill field of the main factor and task-functional skills, familiarity with the performance quality and the strategy for managing the design process, won the first place the ideal solution. Besides, in the fourth subcategory of this main factor, which is the cognitive ability criteria, the ability to set goals for the organization of the project ranked first in the ideal solution. In the main factor of Functional-Behavioral skill, in the sub factor of learning-based knowledge section, the criterion of the ability to understand the strategic value of a project and transfer its content to the project team, has ranked first in the ideal solution. Furthermore, in the subcategory of social competence from this main factor, the criteria for taking preventive measures to quickly resolve issues and assign tasks to qualified members of the project team and the creation of a team coordinator for the project team in the first to third rank are important.

Among the criteria related to the sub factor of inspirational leadership and effectiveness in the field of functional-behavioral skills, the leadership orientations of senior management and all subordinates of the project interact with positive efficiency with project stakeholders and setting goals, standards, rules and regulations for subordinates ranked first to third place of the ideal solution.

References:

1. Ahadzie D. K., Proverbs D. G. and Sarkodie-Poku I. Competencies required of project managers at the design phase of mass house building projects. *International Journal of Project Management*, 2013. – Vol. 66. – P. 273–284.
2. Ahadzie D. K. and Badu E. (), Success indicators for self-build house in two ghanaian cities, *Journal of Science Technology*, 2011. – Vol. 31. – No. 3. – P. 86–96.
3. Ahadzie D. K., Proverbs D. G. and Olomolaiye P. Critical success criteria for mass house building projects. *International Journal of Project Management*, 2008. – Vol. 26. – P. 675–687.
4. Ahadzie D. K., Proverbs D. G., Olomolaiye P. and Ankrah N. Competencies required by project managers for housing construction in Ghana: implications for CPD agenda. *Engineering Construction and Architectural Management*, 2009. – Vol. 16. – No. 4. – P. 353–375.
5. American Society of Civil Engineers. Civil Engineering Body of Knowledge for the 21st Century, 2^d edition, ASCE report. Reston, VA. 2008.
6. Boyatzis R. E. *The Competent Manager: A Model for Effective Performance*. – New York: Wiley. 1982.

7. Borman W. C. and Motowidlo S. T. Task and contextual performance: the meaning for personnel selection research. *Human Performance*, 1997. – Vol. 10. – No. 2. – P. 99–109.
8. Briley D. A. and Tucker-Drob E. M. Genetic and environmental continuity in personality development: A meta-analysis. *Psychology Bulletin*, 2014. – Vol. 140. – No. 5. – P. 1303–31.
9. Brill J., Bishop M. and Walker A. An investigation into the competencies required of an effective project manager: A Webbased Delphi study. *Educational Technology Research & Development*, 2006. – Vol. 54. – No. 2. – P. 115–140.
10. Cornick T. *Quality Management for Building Design*. Butterworth, Rushden. 1991.
11. Cheng M. I., Dainty A. R. J. and Moore D. R. What makes a good project manager?, *Human Resource Management Journal*, 2005. – Vol. 15. – No. 1. – P. 25–37.
12. Dulewicz V. and Higgs M. J. Design of a new instrument to assess leadership dimensions and styles, *Henley Working Paper Series HWP*. 2003.
13. El-Sabaa S. The skills and career path of an effective project manager, *International Journal of Project Management*, 2001. – Vol. 19. – No. 1. – P. 1–7.
14. Fiedler F. E. *A theory of leadership effectiveness*, McGraw-Hill, New York. 16. 1967.
15. Gray C. and Hughes W. *Building Design Management*. Butterworth Heinemann, Oxford. Gaddis P. O. (1959). The Project Manager, *Harvard Business Review*, 2012. – Vol. 37. – No. 3. – P. 89–97.
16. Gellatly I. R. and Irving R. G. Personality, autonomy and contextual performance of managers, *Human Performance*, 2001. – Vol. 14. – No. 3. – P. 231–245.
17. Gignac G. E. and Szodorai E. T. Effect size guidelines for individual differences researchers. *Personality and Individual Difference*, 2016. – Vol. 102. – P. 74–8.
18. Herling R. and Provo J. Knowledge, Competence, and Expertise in Organizations. *Advances in Developing Human Resources*, 2000. – P. 7–1.
19. Hopwood C. J. and Donnellan M. B. How Should the Internal Structure of Personality Inventories Be Evaluated? *Personal Society Psychology Review*, 2010. – Vol. 14. – No. 3. – P. 332–46.
20. Huemann M., Keegan A. E. and Turner J. R. Human resource management in the project-oriented company: a review. *International Journal of Project Management*, 2007. – Vol. 25. – No. 3. – P. 315–323.
21. Kajonius P. and Giolla E. M. Personality traits across countries: Support for similarities rather than differences. 2017. *Plos One*, URL: <https://doi.org/10.1371/journal.pone.0179646>
22. Kirkpatrick S. S. and Locke E. A. Leadership traits do matter, *Acad Manage Exec* (Mar), 1991. – P. 44–60.
23. Koskela L., Huovila P. and Leinonen J. Design management in building construction: from theory to practice. *Journal of Construction Research*, 2012. – Vol. 3. – No. 1. – P. 1–16.
24. Lockenhoff C. E., Chan W., McCrae R. R., De Fruyt F., Jussim L., De Bolle M, et al. Gender Stereotypes of Personality: Universal and Accurate? *Journal of Cross-Cultural Psychology*, 2014. – Vol. 45. – No. 5. – P. 675–94.
25. Mac Cann C., Jiang Y., Double K., Bucich M. and Minbashian A. Emotional Intelligence Predicts Academic Performance: A Meta-Analysis. *Psychological Bulletin*, 2019. URL: <http://dx.doi.org/10.1037/bul0000219.supp>.
26. Maleki M. and Rajaei H. Selection of project implementation method using hierarchical fuzzy TOPSIS method, *International Project Management Conference*. 2010.
27. Maleki B., Rahimikian F., Salehi T. and Mehran A. The impact of instructing management skill to managers on the obstetrician's efficiency. *Journal of Medicine Life*, 2015. – Vol. 8. – No. 4. – P. 174–179.

28. Meisenberg G. Do We Have Valid Country- Level Measures of Personality? *Mankind Q* 2015. – Vol. 55.– No. 4. – P. 360–82.
29. Miller B. K. and Werner S. Factors influencing the inflation of task ratings for workers with disabilities and contextual and performance ratings for their co-workers. *Human Performance*, 2005. – Vol. 18. – No. 3. – P. 309–329.
30. Mount J. The role of emotional intelligence in developing international business capability: EI provides traction. In: Druskat, V.U., Sala, F., Mount, J. (Eds.), *Linking Emotional Intelligence and Performance at Work: Current Research Evidence with Individuals and Groups*. Lawrence Erlbaum Associates, Mahwah, NJ, 2005. – P. 97–124.
31. Morris P. W. G., Patel M. B. and Wearne S. H. Research into revising the APM project management body of knowledge, *International Journal of Project Management*, 2000. – Vol. 18. – P.155–164.
32. Morris P. W. G. Updating the project management bodies of knowledge, *Project Management Journal*, 2001. – Vol. 32. – No. 3. – P. 21–30.
33. Mulder M., Weigel T. and Collins K. The concept of competence concept in the development of vocational education and training in selected EU member states. A critical analysis. *Journal of Vocational Education and Training*, 2006. – Vol. 59. – No. 1. – P. 65–85.
34. PMBOK guide, Project management institute, 6th edition. 2017.
35. PMI. Project manager competency development framework, Newton Square (NA): Project Management Institute. 2002.
36. Sotiriou D. and Wittmer D. Influence methods of project managers: Perceptions of team members and project managers. *Project Management Journal*, 2001. – Vol. 32. – No. 3. – P. 12–20.
37. Zhang F., Zuo J. and Zillante G. Identification and evaluation of the key social competencies for Chinese, construction project managers, *International Journal of Project Management*, 2013. – Vol. 31. – P. 748–759
38. Zimmerer T. W. and Yasin M. M. A leadership profile of American project managers, *Project Management Journal*, 1998. – Vol. 29. – No. 1. – P. 31–38.
39. Wirick D. W. *Public-Sector Project Management, Meeting the Challenges and Achieving Results*, Wiley, New Jersey. 2009.

<https://doi.org/10.29013/EJEMS-20-4-52-55>

*Malaj Ariet,
Phd. College University of Business Tirana Albania,
Vangjel Noti, Tirane
E-mail: ariet_malaj@hotmail.com*

SOCIAL MEDIA AND MARKET ECONOMY

Abstract. In market economy the social media has a lot of importance. Social media has insinuated itself into politics, the workplace, home life and elsewhere, it continues to evolve at lightning speed, making it tricky to predict which way it will morph next. It's hard to recall now, but SixDegrees.com, Friendster and Makeoutclub.com were each once the next big thing, while one survivor has continued to grow in astonishing ways. Social media has a Several reasons were identified for this and included other work requirements preventing staff from actively participating in social media use. Other suggestions were reluctance of staff to use social media for fear of saying something inappropriate about the business and lack of familiarity with social media in some staff members.

This paper aims to give a clear description of the terms and concepts of social media in organization.

Keywords: Social Media. Motivation, Public Administration etc.

1. Introduction

Today all business has their on line page or has facebook, instagram. Building relations with customers via social media and the way these channels are managed is an essential element of the brand's success. Social Media can positively influence sales and to a large extent brand loyalty and connection.

And although social media was initially used primarily for personal use and to maintain personal interactions, with their development and growing popularity they've become a valuable tool to build a community around brands.

Here we're going to discuss the importance of Social Media in driving customer service. We'll give you a quick take away answer here, then dive into more details...

What is the role of social media in customer service? The use of social media plays a significant role in customer service. The mutual benefits of easy brand accessibility via Twitter, Facebook, YouTube, and others allow easy customer contact and engaging social interaction, providing brand building and widescale contact through multiple channels.

From an entrepreneur's perspective, it saves a lot of time and money. In addition, the use of social networking sites allows you to reach a much wider group of customers than using traditional methods.

This form of contact is extremely convenient for customers as it taps into their social network and social time, it allows for quick contact with the customer service department, without the need to make endless inconvenient phone calls.

It's worth it for a business to use numerous social media channels at the same time to provide customers with the freedom to choose their preferred form of contact.

Thanks to the ability to speak directly with brands via social media channels, it means many customers feel "closer" to the brand and therefore can emotionally connect and invest in it.

Plus, they're more likely to use this form of contact that's molded around their daily lifestyles, which also ensures greater and flexible accessibility. Using such a solution will not only increase the effectiveness of activities in this area but will also have

a positive impact on the company's image for convenience and social interaction.

1.1 Social media and the culture of customer service

Implementing a social media strategy in your customer service model will give you a chance to communicate with consumers at a level that ensures they feel part of your story, and encourages them to recommend your brand to others.

One of the main changes that must be made in order to implement an effective customer service strategy is a change in your "*corporate*" way of thinking. Customer service should not be limited to immediate patching of holes and solving new problems – but should consist of reaching out, anticipating the needs of customers before they're even aware they have a need.

Below are a few elements that will help you integrate your company with the social media customer service standard.

- **Activate internal communication channels** – The more complex the structure of your company, the harder it is for employees to understand how their roles and tasks affect the whole company and the customer. Increasing openness in communication between people employed in your company will help them better appreciate their place in the organization and better understand the problems they're supposed to solve. Therefore, it's worthwhile to keep employees constantly informed about what also applies to other activities than those that fall within the scope of their duties. This can be done in the form of meetings and/or short and concise internal newsletters.
- **Build employee value and trust** – Conducting business and customer-oriented communication requires the company to trust its employees. If you believe that an employee is able to represent the brand and to provide a consumer-oriented, competent service. Then

as management, you should show this trust by enabling employees to speak on behalf of the company and introduce some freedom in building relationships with customers.

- **Share feedback** – One of the key methods to understand customer needs and where they're coming from is to share consumer feedback with relevant departments in your company. It's best practice to create complementary statements, complaints or brand suggestions and share them with the people working in the company. What's more, it's also worth providing a gateway for employees and departments who might have an idea for solving a given problem. In this way, all employees have a chance to get to know the customer and their needs better.

Most of the businesses in the survey made use of analytics tools to track whether social media resulted in conversions to customers. However, three of the businesses described the difficulty of effectively monitoring how social media interaction converts to value for the business. Motivation and social media, being at the same time very complex and contradictory, is probably one of the management of which much has been written because a working environment with a high motivation staff is alive, energetic, collaborative, and flexible where everyone finds pleasure to work there. A demotivated working environment is drab and listless, full of conflicts, characterized by abstention and low productivity and is uncomfortable (J. Carlopio et al [1]).

2. Social media and marketing

Social media today has a lot of information about the business. Marketers have come to the understanding that "consumers are more prone to believe in other individuals" who they trust (Sepp, Liljander, & Gummerus [2]). Use of social media platforms and websites to promote a product or service is very important in market economy. Most of these social media platforms have their own built-in data analytics tools, which enable companies to track the

progress, success, and engagement of ad campaigns. Companies address a range stakeholders through social media marketing including current and potential customers, current and potential employees, journalists, bloggers, and the general public. On a strategic level, social media marketing includes the management of the implementation of a marketing campaign, governance.

Social media as a sales tool

- **Build loyalty and trust through conversation** – by responding quickly enough, you will show that customers can count on your support and professional service. Moreover, your answer can be used not only by the inquirer but also by other people interested in a given topic. Therefore, in order to increase sales, social networking platforms require you to engage in discussions – and you should;
- **Use Messenger** – For your customers, contacting your brand through private messages in social media is already a standard. For many, this is the most convenient way, because they do not have to leave Facebook and contact the brand when it is convenient for them;
- Facebook Messenger has the added advantage of being a private channel, so if you encourage them to use this method ...and get your customers used to ask questions in this medium, then a lot of potentially “uncomfortable” discussions will remain private;
- **Manage reviews** – Another spec that builds the credibility of your brand in the eyes of users, are reviews and recommendations. As you know, customer reviews have a big influence on the purchase decisions of other potential customers.

If you already have satisfied customers, encourage them to leave a short review. It doesn't have to be a complex or official review – people like to give opinions and share their experiences.

Customer service via Facebook

Currently, much of the communication on the Internet takes place via social networking sites. One of the most popular platforms is Facebook Messenger.

It's an effective form of communication with customers. It also enjoys high availability among billions of users. Thanks to a special **Comm Box module**, you'll be able to facilitate the organization of business messages, comments, and opinions.

This solution enables faster response to customer inquiries, which plays a key role in building a positive image of the company.

Facebook enables contact with the customer not only via messages but also via the company's own fanpage. Here, customers can publish opinions about the company. It's also an ideal forum for business advertising. By publishing the content on the company's fan page you will likely get a larger customer base and a chance to improve the image of the company.

The **Comm Box Facebook module** allows you to easily connect Facebook pages to the platform. It enables you to engage and manage all you and your customers' page posts, wall & timeline, likes, comments, reactions, mentions, reviews, Messenger messages, and even Dark Posts (ads that do not appear on your timeline) – all in real-time!

Instagram, an efficient customer service tool

Another noteworthy solution is to use the Instagram platform. This portal allows not only the publication of marketing content but also direct contact with customers through messages and comments.

In addition, the content published on Instagram is enriched with interesting photos, striking images attract the attention of new customers and can positively influence the image of the company.

CommBox Instagram module allows you to connect your Instagram accounts, view your customer comments and reply to them from the smart inbox. Thanks to this you'll be able to optimize and improve communication with your customers.

Customer service on Twitter

More and more brands use Twitter for their customer service activities. Remember to answer all

the questions and provide a quick response. By using the right keywords in the content published on this platform, you'll be able to broaden your reach to potential customers.

The **Comm Box Twitter module** allows you to efficiently control your twitter accounts and to tweet directly from the smart inbox, as well as to reply to your customer tweets and mentions, and respond to their Twitter's direct messages.

How to reach your customers on YouTube?

You Tube is also a great tool that will help you promote your business. It's worth exploiting this method in order to reach an already wide and growing audience. Additionally, you can use the platform to publish manuals and other content to help you solve problems reported by your customers.

The **Comm Box You Tube app** allows easy and simple control of your YouTube channel, upload videos directly from the manage panel, view your customer's comments and reply.

Comm Box, your best partner in customer service.

CommBox modules are fully integrated with the most popular and effective social networking sites. Their use can facilitate contact with customers and shorten the response time to individual requests, which, in turn, plays a key role in customer service.

The use of social media together with the **Comm Box platform** to easily provide your customers with access to customer service 24 hours a day, 7 days a week.

Customers will be able to submit inquiries in a convenient way, and an attractive profile on individual portals will certainly improve the image of your company and encourage new customers to use its services.

3. Conclusion

The facilities are important in today market economy. Social media is an excellent way to provide modern customer service. It's beneficial for both customers and the company because it's easy for both.

Our suggestion is to use the social media everywhere because you will do a lot of work and the social media give you a lot of facility in everyday stress work.

References:

1. Carlopio J. at al. Developing management skills: A comprehensive guide for leaders. Bond Business School Publications. 2008.
2. Sepp Liljander & Gummerus. Strategies for Increasing Motivation. 2011.
3. Eric J. Strategies for Increasing Motivation. Nicros. 2004.
4. Carlopio J. at al. Motivation and management skills. 2008.
5. The Role of Social Media in Customer Service a Social Media Guide. [Electronic resource] URL: <https://www.commbbox.io/the-role-of-social-media-in-customer-service-a-social-media-guide/> (date of access: 04.11.2020).
6. The Impact of Social Media: Is it Irreplaceable? [Electronic resource] URL: <https://www.commbbox.io/the-role-of-social-media-in-customer-service-a-social-media-guide/> (date of access: 04.11.2020).

Section 5. Regional economy

<https://doi.org/10.29013/EJEMS-20-4-56-61>

*Gasumov Eldar Ramizovich,
Doctoral student of Azerbaijan Technical University,
candidate of economic sciences, Baku, Azerbaijan
E-mail: R. Gasumov@yandex.ru*

PRODUCTION OF NATURAL GAS IN THE ECONOMY OF AZERBAIJAN

Abstract. The article examines the development of the gas industry in Azerbaijan and the development of the main gas condensate fields in the Caspian shelf and their impact on the development of the gas production industry of the republic. The main stages of development of the gas industry in Azerbaijan are proposed. The main economic indicators of the implementation of the project for the development of the Shah-Deniz gas condensate field, the stages of its development and the launch of international gas pipelines (Southern Gas Corridor, TANAP, TAP) through which gas from the Caspian shelf will go to Europe, to Italy, with the prospect of an opportunity involvement of new resources. It is stated that gas production in Azerbaijan has a serious prospect and can fully take the leading position in the country's economy, arguments are given confirming these conclusions.

Keywords: Azerbaijan, Caspian shelf, fields, oil, natural gas production, economy, gas pipeline, Shah-Deniz.

*Гасумов Эльдар Рамизович,
Докторант Азербайджанского Технического Университета,
кандидат экономических наук, Баку, Азербайджан
E-mail: R. Gasumov@yandex.ru*

ДОБЫЧА ПРИРОДНОГО ГАЗА В ЭКОНОМИКЕ АЗЕРБАЙДЖАНА

Аннотация. В статье рассмотрена развитие газовой отрасли Азербайджана и разработка главных газоконденсатных месторождений в Каспийском шельфе и их влияние на развитие газодобывающей промышленности республики. Предложены основные этапы развития газовой промышленности Азербайджана. Рассмотрены основные экономические показатели реализации проекта развития газоконденсатного месторождения «Шах-Дениз», этапы его освоения и запуск международных газопровода (Южный газовый коридор, TANAP, TAP) по которому газ из каспийского шельфа будет идти в Европу, до Италии, с перспективой возможности вовлечения новых ресурсов. Изложены, что добычи газа в Азербайджане имеет серьёзную перспективу и полно может выйти лидирующую позиции в экономике страны, приведены аргументы подтверждающей эти выводы.

Ключевые слова: Азербайджан, Каспийский шельф, месторождения, нефть, добыча природного газа, экономика, газопровод, Шех-Дениз.

С древнейших времен в Азербайджан занимается добычей нефти, а сама нефтяная промышленность имеет более чем 150 летнюю историю, т.к. промышленный способ добычи нефти в Азербайджане начато еще в середине XIX века. В конце XX век после приобретения независимости Азербайджан получил возможность распоряжаться своими углеводородными запасами. До этого времени, какие только страны не имели возможностью распоряжаться этими богатствами, из-за чего в территории Азербайджана происходили военные действия между различными странами для сохранения своего влияния на нефтяные месторождения [1].

Нефть и газ является ценнейшее богатство Азербайджана, нефтегазовый отрасль дают более 80% валютных поступлений в государства, позволяют иметь положительное внешнеторговое сальдо, поддерживать курс национальной валюты. Высоки доходы в бюджет страны от акцизов на нефть и нефтепродукты. Велика роль нефти и в политике. Спрос на нефть и газ всегда опережает предложение, поэтому в успешном развитии нашей нефтегазодобывающей промышленности заинтересованы практически все развитые государства мира. В сегодняшних непростых условиях надежды на рывок в экономическом развитии, на модернизацию экономики, на подъем жизненного уровня населения так или иначе связаны с успешными результатами деятельности НГК как внутри страны, так и на мировых рынках. В этой связи важно знать, как создавался современный отечественный нефтегазовый комплекс, когда он стал становым хребтом экономики нашей страны, за счет чего произошло стремительное повышение его роли [2–4].

Нефтегазовый отрасли обеспечивают около трети топливно-энергетических потребностей Азербайджана и являются одним из главных источников валютных поступлений, и его состояние

в значительной мере определяет и состояние экономики Азербайджана в целом.

Нефтегазовый сектор, будучи древнейшей отраслью промышленности Азербайджана, играет важную роль в истории и экономике страны. Природный газ занимает второе место в структуре экспорта Азербайджана, уступая лишь нефти. Страна продает газа, участвует в крупных газовых проектах и обеспечивает Европу природным газом. Развитие нефтяной отрасли Азербайджана можно выделить на следующие этапы: I – до 1871 г., колодезная добыча нефти; II – с 1871 г. по 1920 г., промышленный добычи нефти с применением механического способа бурения; III – с 1920 г. по 1950 г., после национализации нефтяной промышленности в Советское время до открытия и ввода в разработку крупного морского месторождения Нефтяные камни (Нефть дашлары); IV – с вводом в разработку месторождения Нефтяные камни до подписания в 1994 году первого «Контракта века» с вовлечением иностранных инвестиций; V – с 1994 г., начинается с подписанием первого крупного «Контракта века» по месторождениям Азери-Чираг-Гюнешли (глубоководная часть) и вовлечением крупномасштабных иностранных инвестиций в нефтяную отрасль суверенного Азербайджана [2, 5–8].

В отличие от нефтяной промышленности, газовый сектор Азербайджана имеет небольшую историю развития. Главными газовыми месторождениями на суше является: Гарадаг-Гобустан, Гюргян-Зиля. Открытие и начало разработки в конце 1960-х годов крупных ГКМ в Каспийском шельфе стало важным фактором газодобывающей промышленности республики. Ввод в разработку месторождения Бахар (1968 г.) и Булла-море (1975 г.) способствовал увеличению добычи газа: 1980 г. – 15,1 млрд. куб. м; 1982 г. – 15 млрд. куб. м; 1997 г. – 6,0 млрд. куб. м. В эти годы добываемый

в море попутный газ из-за отсутствия соответствующей технологии большей частью выбрасывался в воздух [1; 2; 7].

Благодаря резкому увеличению добычи за счет разработки блока Азери-Чыраг-Гюнешли и месторождения Шах-Дениз (открыто в 1999 г.) значительно изменилась ситуация по газоснабжению и удовлетворению растущих потребностей республики в природном газе. Страна в короткий срок не только избавилась от необходимости импорта газа, который уже достиг объемов 4,5–5 млрд. куб. м в год, но и стала экспортёром природного газа и газовая промышленность превратилась в важную отрасль Азербайджана последние годы [8].

Азербайджан свой потенциал и разведанные запасы природного газа и газового конденсата вносить и в дальнейшем может вносить важный вклад в энергетическую безопасность Европы.

В Азербайджане основная часть природного газа добывается на месторождениях расположен-

ных в Каспийском шельфе, в виде конденсата (попутного с нефтью). 80% запасов природного газа и 93% газового конденсата приходится на морские месторождения.

В 2011 г. компания Total S. A., объявил открытии нового крупного газового месторождения Апшерон (по оценкам планируется добыть около 300 млрд. м³, что впоследствии повысит запасы газа в Азербайджане с 2,2 до 2,5 трлн. куб. м).

В 2017 г. Азербайджан и международный консорциум нефтяных компаний подписав «Новый контракт века» договорились о продлении соглашения о совместной разработке трех нефтяных месторождений – «Азери», «Чираг» и «Гюнешли» в азербайджанском секторе Каспийского моря до 2050 года [9; 10].

Газовой отрасли Азербайджана условно прошли пять этапов развития (табл. 1).

Таблица 1. – Этапы развития газовой промышленности Азербайджана

Этапы	Период	Назначение	Применение
1	2	3	4
I	Неугасимых огней – природные газовые факелы «вечные огни» (до 1850 г.)	использовали природного газа в быту	VII веке – для храма огнепоклонников (Апшеронский п-ов); как маяк для моряков (на побережье Каспийского моря); XIV веке – для отопления, освещения, приготовления пищи и обжига извести.
II	Попутный нефтяной газ – добывался в месте с нефтью (до 1920 г.)	в промышленности	XIX века – газовые факелы в котельных для отопления домов (Баку); 1857 г. – в нефтеперегонном заводе как топливо (Сураханы, около Баку); 1880 г. – как топливо в котельных (Баку); 1880 г. – отбензиненный нефтяной газ для бытовых нужд.
III	Советский период (1920–1991 гг.)	в промышленности и быту	1920 г. – отбензиненный нефтяной газ в промышленности; разработка единственного Сураханского газового месторождения в Азербайджане. 1950 г. – открытие крупных морских нефтегазовых месторождений в море, в т.ч. «Нефтяные камни».

1	2	3	4
IV	Становления – создания газовой отрасли Азербайджана (1991–1996 гг.)	в промышленно-сти и быту	1991 г. – Азербайджан начал реализовывать суверенные права и вести самостоятельную политику в сфере экономики. В конце XX век после приобретения независимости Азербайджан получил возможность распоряжаться своими углеводородными запасами. Ввод в разработку новых нефтегазовых месторождений в Каспийском море, интенсивное развитие инфраструктуры морской нефтегазодобычи.
V	Развитие газовой отрасли, начало экспорт газа в Европу (с 1996 г.)	в промышленно-сти и быту	1996 г. – освоение крупных морских газовых месторождений и подписание международного контракта консорциумом – British Petroleum, Statoil, Sokar, Lukoil, NICO, TotalFinaElf, ТРАО на их разработку. Начало экспорта азербайджанского газа в Европу и открытие трубопроводов в Турции. Азербайджан стали конкурентами на мировом рынке углеводородов. Особенно привлекательна в этом плане реализация проекта ТАР-TANAP, магистрального газопровода, по которому природный газ с шельфового ГКМ «Шах-Дениз 2» поступает на территорию Европы.

Азербайджан в рамках проекта развития ГКМ «Шах-Дениз» предусматривал: до 2012 г. произвести 178 млрд. куб. м природного газа и 34 млн. т газового конденсата (в рамках этого этапа по заключенному контракту с консорциум производилась поставка газа в Турции и Грузии, по газопроводу Баку-Тбилиси-Эрзерум, который был введен в эксплуатацию в 2007 году); с 2014 г. с ежегодной добычи газа довести 16–20 млрд. куб. м; к 2020 году до 30 млрд. [11–14].

Годовой объем добычи природного газа за последний 10 лет имел динамику роста от 17,7 млрд. куб. м (в 2011 г.), до 35,6 млрд. куб. м (в 2019 г.), план на 2020 г. составляет 38,0 млрд. куб. м. Оценки перспектив добычи газа в Азербайджане 50 млрд. кубометров к 2025 году.

Азербайджан в 2006 году запустил международный газопровод «Южный газовый коридор» (ЮГК – SCP), по которому газ из каспийского

шельфа будет идти в Европу, до Италии, с перспективой возможности вовлечения новых ресурсов, в т.ч. месторождений Туркмения, Иран и Ирак. Проект состоит из трех частей: ЮГК Баку-Тбилиси-Эрзурум – идущего по территории Азербайджана и Грузии до границы с Турцией; TANAP – идущего по территории Турции; ТАР – проходящего по территории Греции, Албании и Италии [13, 14]. Существующая ветка Баку-Тбилиси-Эрзерум станет частью «Набукко», и по нему азербайджанский газ через Турцию и Грецию сможет поступать в Италию и другие европейские страны. Основным газовым ресурсом для газопровода «Набукко» может стать Туркмения, Иран и Ирак [15–17].

Покупателями газа ЮГК станут 9 европейских компаний: англо-голландская Shell, болгарская Bulgargas, греческая DEPA, немецкая Uniper, французская Engie, итальянская Hera Trading,

Edison и Enel и швейцарская АХРО. В перспективе Азербайджан и Турция рассматривает возможности использования ЮГК для транзита газа из Ирака, Израиля и Кипра. Израиль и Турция выразили намерение, возможность построить в будущем газопровод, который свяжет израильские газовые месторождения «Левиафан» и TANAP [16–21].

Что же касается ресурсной базы для покрытия возрастающего спроса на «голубое топливо» из Азербайджана, то кроме базового ГКМ «Шах-Дениз», наращивание поставок газа может обеспечить разработка месторождений «Абшерон», «Шафаг-Асиман», «Карабах» и «Умид».

Газовая промышленность Азербайджана за небольшой период времени сделала серьезный скачок роста, и стала после нефтяной отрасли направлением народного хозяйства существенно пополняющий бюджет страны. Добычи газа в Азербайджане имеет серьезную перспективу и полно может выйти лидирующую позицию в экономике. Азербайджан имеет огромную перспективу стать одним из центров европейского газового рынка. Эти предположение основывается на следующих факторах:

- выгодная геополитическая и географическая расположения, граничащий крупными газодобывающими государствами (Россия, Казахстан, Иран, Туркменистан), позволяющий ему стать газовым хабом (огромной станцией, позволяющей накапливать газ и раздать его на европейские потребители) с газотранспортными системами [1–5, 7, 15];

- наличие выявленных и разрабатываемых собственных крупных газоконденсатных месторождений «Шах-Дениз», наращивание поставок газа может обеспечить разработка месторождений «Абшерон», «Шафаг-Асиман», «Карабах» и «Умид» и др. Согласно оценкам неангажированных наблюдателей, запасы газа в Азербайджане составляет около от 1,2 до 1,4 триллиона куб. м., а прогнозные запасы природного газа оценивают в 1,5–7,0 трлн. куб. м, преимущественно в западной части страны, на шельфе Каспия [1, 15–21];

- имеющегося у SOCAR Azerbaijan опыта по разработке морских нефтегазовых месторождений, с учетом заключенных международных контрактов с крупными консорциумами (British Petroleum, Statoil, Sokar, Lukoil, NICO, TotalFinaElf, ТРАО, BP Amoco, ChevronTexaco, INPEX, ExxonMobil, Devon Energy, Itochu, Delta Hess, Statoil (Норвегия) – 25,5%, Total, Korea National Oil Corporation, Shell, Bulgargas, DEPA, Uniper, Engie, Hera Trading, Edison, Enel, АХРО и др.), надежное партнерство поставщиками и потребителями, вовлечение крупномасштабных иностранных инвестиций в газовый отрасль [3, 6, 8, 13, 16–21];

- наличие действующих и строящихся газотранспортных трубопроводов ЮГК, TANAP и ТАР, возможности стать частью газопровода «Nabucco» [8–21];

- геополитическая положения и расположенность в регионе Каспийского моря, позволяет ему стать надёжным поставщиком газа европейским потребителям [1, 4–6; 8, 13, 22].

Список литературы:

1. Мирбабаев М. «Краткая хронология истории Азербайджанского нефтяного дела», – Баку: 2004.
2. Алиев Н. «Нефть и нефтяной фактор в экономике Азербайджана в XXI веке», – Баку: 2010.
3. Муравердиев А. «Нефтяная промышленность Азербайджана в условиях перехода к рыночной экономике», – Баку: 2000.
4. Mir-Babayev M. F. The role of Azerbaijan in the World's oil industry // "Oil-Industry History" (USA). 2011. – V. 12. – No. 1. – P. 109–123.
5. Алиев И. «Каспийская нефть Азербайджана», – Баку: 2003.
6. Аналитическое и Информационное Агентство «Azerbaijan Business Center». URL: /http://abc.az/a.

7. Трошин А. На пути к большой нефти // Журнал «Нефть России». – М.: – № 2, Фев-раль. 2000.
8. Central Asia and the caucasus // CA&CC Press AB. 19.08.2017. URL: <http://www.ca-c.org/c-g>
9. Turkey connects Europe, Asia with major gas line TANAP. DailySabah. 01.12.2019. URL: <https://www.dailysabah.com/energy/2019/11/30>
10. Еврокомиссия одобрила соглашение о строительстве Трансадриатического га-зопровода. ТАСС. 26.05.2020. URL: <https://tass.ru/ekonomira/2715006>
11. Шах-Дениз – Газоконденсатные месторождения // Trubagaz. 26.11.2017. URL: <http://www.trubagaz.ru>.
12. ШахДениз – газоконденсатное месторождение на шельфе Азербайджана // Neftgaz. 22.09.2012. URL: <http://neftgaz.ru>.
13. Foundation laid for pipe to Azeri gas to EU // Hürriyet Daily News. 06.03.2018. URL: <http://www.hurriyatdailynews.com>
14. В Турции открыли газопровод TANAP // Коммерсант. 20.10.2018. URL: <http://www.kommersant.ru>.
15. Нефтяные и газовые проекты – Азербайджана. 06.03.2018. URL: <http://ru.president.az/azerbaijan/contract>
16. Нефтяное будущее Азербайджана обеспечено до 2050 года. Sputnik. 26.11.2017. URL: <http://ru.sputnik.az/economy/20170914/411857232>
17. Нефть Азербайджана: азербайджанская нефтяная промышленность. 23.10.2019 / Oil портал о нефти. URL: <http://asuneft.ru>.
18. Нефтяная промышленность Азербайджана – Petroleum industry in Azerbaijan. URL: http://ru.qaz.wiki/wiki/Petroleum_industry_in_Azerbaijan
19. Перспективы развития и диверсификации газовой инфраструктуры Восточной Европы // Neftgaz. 22.07.2019. URL: <http://neftgaz.ru>
20. Ализаде Ф. Азербайджан в 2020 году ворвется на газовый рынок Юго-Восточной Европы. Sputnik. 01.01.2020. URL: <http://az.sputniknews.ru>
21. Новые претенденты на европейский рынок природного газа // Interfax. 07.10.2020. URL: <http://www.interfax.ru>
22. Мухсинова К. «Экономические проблемы развития топливно-энергетического комплекса АР», Баку: 2002.

<https://doi.org/10.29013/EJEMS-20-4-62-74>

Yearzy Ferdian,

Sri Suwitri,

Hardi Warsono,

Hartuti Purnaweni,

Doctoral Program of Public Administration

Faculty of Social and Political Sciences,

Diponegoro University, Semarang, Indonesia

E-mail: jenewa.alexandra@gmail.com

REVITALIZATION OF TRADITIONAL MARKET IN SEMARANG CITY

Abstract. The development of the current era has an impact on the decline of communities desire to stroll in traditional markets. This is evident from the increasingly quiet traditional market in Semarang City; there are even some markets have closed. The revitalization efforts carried out by the Semarang city government also do not seem to have brought significant results to improve performance in the traditional market in Semarang City. This research aims is to analyze the revitalization of traditional markets in Semarang City, to observe the supporting and inhibition factors of traditional market revitalization in Semarang city as well as formulate a model of traditional market revitalization in Semarang City. This research conducted using a qualitative approach, with data collected through interviews, documentation and observations and analyzed from (B. Miles, Huberman, & Saldana [1; 2]) stated interactive analysis models. The results showed physical interventions initiated physical revitalization activities and were carried out gradually, including improvements the quality and physical condition of buildings, green, connecting, sign/billboard systems and regional open spaces. The supporting factor of traditional market revitalization in Semarang city is management implemented jointly between the City Government and Community. The traditional market revitalization factor in Semarang City classified into internal factors from relocation, permit application and administration and external factors related to land conditions, weather factors, clean water and access. The recommendation of the traditional market revitalization model in Semarang city should be involve Semarang City Government, Regional Representative, merchant elements, as well as citizens before revitalizing.

Keywords: Traditional Market; Revitalization; Semarang City; Government; and Development Area.

I. Introduction

The city economic development is determined by the pace flow of the trading system in this city itself. One of the means of trading that still exists in rural and urban environments is the traditional market. The distinctive nature of traditional markets has an important function whose existence

can never be replaced by the modern market (Putra & Rudito [20]). Traditional markets have an economic function, which is a place where people from various layers obtain daily necessities at relatively affordable prices, because it is often relatively cheaper than the price offered by modern markets.

In other words, traditional markets are a pillar of the small society's economic buffer. Traditional markets are also a relatively more likely place for weak economic actors to occupy majority positions, especially small ones. In addition, the traditional market is one of the region's original sources incomes, through retribution drawn from traders (Prastyawan, Suryono, Saleh Soeaidy, & Muluk [19]). The accumulation of buying and selling activity in the market is an important factor in the calculation of economic growth rates on local, regional and national scales.

The recent phenomenon of Asian economic development is one of the factors of the growing retail business, especially modern retail businesses that have begun to shift the role of traditional markets as pillars for the country's economy. Based on the research mentioned by (Giantari, Surya, Yasa, & Yasa [9]), compared the condition can happen due to the growing number of local and foreign companies investing in the modern retail sector. The modern market that per penetrates Indonesian society today has an impact on the existence of traditional markets. In this sense that the traditional market is a meeting place for sellers and buyers and is characterized by the transaction of the buyer directly and usually there is a bargaining process, the building usually consists of stalls or outlets, los and open base opened by the seller as well as a market manager. While the modern market is not much different from the traditional market, but this type of market sellers and buyers do not transact directly but rather the buyer sees the price tag listed in the goods (barcode), is in the building like a shop and the service is done independently (self-service) or served by the salesperson (Lee [14]).

Today, when the world is in a global crisis, the national economy is also affected by the global economic crisis as well as traditional retail that show a significant decline in growth. The dynamic competitive environment between traditional and modern markets resulted in the traditional market position shifting with the expected decline in traditional market attractiveness along with the changing dynamic of the modern

market tailored to buyer conditions. The revitalization of some traditional markets that have been done in Indonesia through the renovation of buildings is not enough to increase its attractiveness.

The growth of the industrial community today also has an impact on people's shopping style, which is more often shopping for goods in the modern market than the traditional market. This condition against the backdrop of modern market conditions that often offer promo products at discounted prices that tempt consumers. In addition, clean market conditions and the absence of labels on all types of products offered make consumers do not have to ask the seller, as is the case in the traditional Market. Efficiency in traditional markets is relatively less effective for consumers. This condition effect on the consumer should look for the goods according their necessities in another place or market block because not all the goods are available in this place.

Modern markets are mostly managed by the private sector, in their management surely involves the absence of market research. Market research is a means of collecting information that is the basis of a marketing plan (Kohli & Jaworski [13]). This research includes the collection, analysis, and interpretation of systematic data concerning a company, customer, and competitor. The purpose of market research is to learn how to improve existing levels of customer satisfaction and find ways to attract new customers.

According to the existence of three provinces in Java Island, Central Java is the province that has the least area compared to East Java and West Java. According to data from the Statistics Indonesia, the area of Central Java Province is 32.544.12 square kilometers while East Java is 47.922 square kilometers and West Java is 34.816.96 square kilometers (Dzikowitzky et al. [6]). The area of Central Java Province recorded and written from Statistics Indonesia is not as large as East Java and West Java Province. This thought to cause many problems related to the emergence of modern stores, because the area is so small that the distance between existing traditional and

modern stores that are currently open close to each other, so that it is suspected of causing unhealthy business competition to shut down the traditional shops/markets that have existed before. The condition that exists in the community where the growth of modern stores that are currently widely controlled by a particular company is clear it can have an impact for local entrepreneurs in this area. It is directly affected by the growth of modern outlets or stores both Indomaret and Alfamart namely grocery store entrepreneurs who are around the neighborhood these outlets (Natawidjaja [16]). In addition, people often view the market as a place that is less clean, old-fashioned and unhygienic so much that many people, especially the younger generation prefer to shop in modern stores.

II. Literature review

The growth of modern stores in Semarang City is now growing so fast and increasing. The number of convenience stores or modern stores is thought to be due to the increasing population factor, along with the high population growth as well as these communities necessity (Lindblom, Olkkonen, Mitronen, & Kajalo [15]) followed by an Internet survey of 226 K-retailers from the Finnish K-alliance. Structural equation modeling (SEM). Along with the development of modern stores that widely established by investors, the existence of traditional markets as well as stand-alone grocery stores and based on the popular economy will decrease. This is due to the emergence of a modern market that is at considerable potential value by retail businesspeople. Modern retail that is experiencing quite rapid growth today is a minimarket with the concept of a franchise (Reinartz, Dellaert, Krafft, Kumar, & Varadarajan [21]).

According to data recorded from the Office of Industry and Trade of Semarang City, and BPPT Semarang City until 2014 can be found the largest numbers of modern minimarkets are in Pedurungan area as many as 66 minimarkets or modern stores, the second sub-district is Banyumanik area has the largest number of minimarkets that number 65 mod-

ern stores. West Semarang area is also the location of the construction of a large modern minimarket, which based on data released by the Office of Industry and Trade, BPPT until September 2014 there are 65 minimarkets or modern stores spread in the West Semarang area. While in Semarang City area that is not too much development, but can be seen that the growth always rises annually.

The government issued (Indonesia [11]) concerning The Structuring and Construction of Traditional Markets, Shopping Centers, and Modern Stores. This law was followed by Regulation of (Pemerintah Republik Indonesia [17]) on the Guidelines for Structuring and Building Traditional Markets, Shopping Centers and Modern Stores. The existence of these regulations at least signals that government policy has sided with and protected the existence of traditional markets. In the regulation stipulated there is an obligation to conduct an impact study for socioeconomic (and popular economy: Tradisional market, SMEs) as consideration material before establishing a traditional (new) market, shopping mall, or modern store (Pemerintah Republik Indonesia [17]). This impartiality should get a more adequate place at the local level, for example by issuing the same regulations at the city/district levels. Surely it is not enough, because more important is a real commitment in efforts to protect, empower, and strengthen the traditional market. Therefore, all elements of society should support and stand together with the government in protecting and empowering the existence of traditional markets as the economic base of society (Fauzi & Firdaus [7]).

The importance of this research for the future application of public policy is how a public policy is able to influence the survival of an entity such as a traditional market. Traditional markets are an element that has existed in society for a long time, but along with the social transformation that is from increasing population and busyness then its existence is replaced with a modern market that economically benefits local governments. The problem of traditional markets

in Semarang City is the decline in numbers, while the distribution of traditional markets themselves is not evenly distributed as is modern stores.

Even the declining number of traditional markets is precisely the place replaced by modern stores that take the market from the traditional market; this makes the traditional market more marginalized in the community. This condition becomes a phenomenon of its own linear with the realization of Regional Native Income; the traditional market is able to contribute to the levy that always decreases annually. This indicates a problem in the traditional market in Semarang City moreover necessary to be identified problems that occur in the traditional market in Semarang City. Public policy issued by local governments is currently this research scope because it is implemented and accelerates the marginalization of traditional markets today.

The revitalization of traditional market that is currently done in Semarang City is Bulu Market, Sampangan Market and Rejomulyo Market. The problem is that after the revitalization of Bulu Market, for example, the market on the second and third floors every day seems quiet and traders complain about the decrease in turnover. This can happen because there is no access for buyers to go directly to the top floor, the character of market buyers who want practicality to make purchases, tend to shop in a market that is horizontal instead of vertical. This condition also affects the traders in Bulu Market who choose to sell outside namely Barusari Area which causes new problems in Semarang City namely congestion on the road, because traders hold their trades to fill the road so that currently the road is difficult to pass by motorcycle during peak hours.

The same problem was also experienced due to the revitalization of Sampangan Market. Traders complain about high rental costs because traders feel that selling in Sampangan Market is no longer profitable. Buyers who also feel that the price of food in Sampangan Market is higher than elsewhere and also looking for other alternatives that are a little further

away so that Sampangan Market is quiet from buyers. This condition shut down parts of Sampangan Market especially the upper floors, which are occupied by only three traders from dozens of los existing.

The conditions experienced by Rejomulyo Market are slightly different from Bulu Market and Sampangan Market. The revitalization carried out by the Semarang City Government by moving traders from Kobong Market to New Rejomulyo market reaped protests and lawsuits from Kobong Market Traders Association to the Semarang City Government. The lawsuit was filed because the trader felt unlicicised in the revitalization plan and was asked to move to a new building in no time. The problem is that the new building is not eligible for fish trading in the largest Rejomulyo Market in Java. These unsuitable conditions include ceramic floors that are dangerous for traders and buyers because they are slippery, sewers that are too small to be potentially clogged fish unloading land that is too high and can only be used by one truck in one load period. This condition makes New Rejomulto Market only filled less than 10% of its capacity because most traders choose to keep selling in Kobong market; this indicates the failure of revitalization carried out by Semarang City Government.

III. Research method

This research uses qualitative research methods, where this method is a as opposed to an experimental method, it aims to examine the condition of natural objects and researchers have the task and function as a key instrument in digging up a major problem that will be revealed in a research object that it will do (Bowen [4]). The site in this Research is in the Semarang City Area. The location of this research was chosen, based on existing data, where Semarang City is a metropolitan city with a dense population level, which causes investors to be interested in building modern shops in Semarang City. Because it is dense, population makes their daily consumption large and diverse today while the tradisional market becomes increasingly marginalized so that a model of strengthening is needed for the tradisional market in Semarang City.

In this study, informants that we can make resources to obtain data and conduct interviews. In addition to documents that can support this research are *stakeholders* concerning traditional markets in Semarang, namely Bulu Market and Sampangan Market covering certain criteria as follows: Head of The Office of Industrialize and Trading of Semarang City.

The Data Collection Instruments in this study are the researchers themselves. At the time of data collection, the researchers will conduct activities related to this research through Documentation, Interviews, and Observations with the relevant parties to obtain data and information to support this research. The main data analysis technique used is qualitative data analysis, where qualitative data is data from a study whose focus is discussing and explaining the results of a symptom or case that can only be described using information, explanation and discussion theoretically.

IV. Result and discussion

4.1. Physical intervention

It can basically be said that Revitalization is an attempt to revitalize an area or part of the City that was once vital/alive, but then suffered a setback/degradation (Cochran [5]) called Design Parameters (DPs. Therefore, Revitalization can be said as one of the approaches in improving the vitality of a City Area that can be in the form of restructuring land and building utilization, Renovation of the Area and existing buildings, so that it can be improved.

Given that the image of the area is very closely related to the visual condition of the region, especially in attracting activities and visitors, this physical intervention needs to be done. Physical intervention initiates physical revitalization activities and is carried out gradually, including improvement and the quality and physical condition of buildings, green systems, connecting systems, sign/billboard systems and open space areas (urban realms). Environmental sustainability is also important, so that physical intervention should also pay attention to the environment context. Physical planning remains to be based on long-term thinking. Physical intervention

initiates physical revitalization activities and is carried out gradually, including improvement and the quality and physical condition of buildings, green systems, connecting systems, sign/billboard systems and regional open spaces.

Specifications of proper Market Buildings are classified into as follows:

1. Qualified market building – good technical requirements;
2. Having Aesthetic value or distinctiveness (Attractiveness);
3. Prioritizing health aspects (Hygienic);
4. Organizing and orderly and other aspects;
5. Have complete public facilities and Social Facilities such as; toilet, Place of Worship, Security system, adequate parker room, temporary garbage shelter, etc.
6. The arrangement of the trading activity is zoned and arranged based on the type of goods sold

Traditional market in Semarang City that undergoes improvement in the quality and physical condition of buildings such as follows Bulu Market, Sampangan Market, Rasamala Market, Pedurungan Market, Peterongan Market, Srandol Market, Banyumanik Market. The market quality is quite adequate and quite good according to the standard of the building, medium for the average physical condition of the building has not been completed 100% namely rainwater sewer/ gutter, toilet disposal and inadequate sewer disposal.

The revitalization approach should be able to recognize and utilize the potential of the environment (history, meaning, unique location and image of the place) (Penića, Svetlana, & Murgul [18]). Revitalization itself is not something that is only oriented towards the completion of physical beauty, but must also be complemented by the economic improvement of its people as well as the introduction of existing cultures. To carry out revitalization there needs to be community involvement. The involvement in question is not just to participate to support the formality aspect that requires community participation,

in addition to the community involved not only the community in the neighborhood, but also the community in a broad sense (Febrianty [8]).

The ideal area of market buildings cannot currently be determined, which is required is how the area of existing market buildings, when revitalized is able to accommodate the entire number of traders listed in them. The ideal area of market building should be in accordance with the provisions for ideal market buildings: available facilities and infrastructure in the form of parking lot, guard prayer room, health post, daycare, lactation room, loading and unloading goods, fire protection (Hydrant) which is 2 hectares for the regional market and environment hectares for the city market. The ideal area of kiosks in the market that is planned and realized is with the standard size of stall, which is $3M \times 3M$. The ideal street width inside the market building is 1.5–2 meters wide. Based on the results of research obtained that physical interventions carried out in traditional markets namely Bulu Market, Sampangan Market, Peterongan Market, Pedurungan Market and Sron-dol Market. These are in accordance with the laws and regulations but in Sampangan Market this physical intervention has not been able to solve the problem so it has not been able to make consumers come back to the traditional market (Gonzalez & Waley [10]).

In revitalization, Semarang City Government considers green open space in its planning in revitalizing the green space planning/procurement market is very necessary, although for the percentage of Green Regional Coefficient realized in the field is still relatively below the requirement of its percentage (Green Regional Coefficient) The layout is determined due to several needs. Based on the results of the interview found inconsistencies in the percentage of green open space considered in the creation of this traditional market, there were respondents stating the percentage of green open space by 10%, 20% and 25%. One respondent stated that they have not considered green open space because it is limited

to the land's area built compared to the number of traders. Therefore, if there is green open space traders will not be able to enter the market.

The completeness of public facilities that must be provided in the market building is the provision of access / adequate roads, temporary garbage shelters, adequate electricity grid, good clean water network, waste management system market or dirty water, etc. Social facilities that must be provided in the market building are clinic room, lactation room, prayer room; children's play area, function room, toilet, parking, public lighting, clean water, security post, etc.

Physical intervention is done with prior planning. The planning function is essentially a decision-making process with respect to the desired outcome, with the use of resources and the establishment of a communication system that enables the reporting and control of the results as well as the comparison of those results with the plans made. Many uses of planning, namely the creation of efficiency and effectiveness of the implementation of the company's activities, can correct irregularities as early as possible, identifying obstacles arising from avoiding undirected and controlled activities, growth and changes.

Physical intervention initiates physical revitalization activities and is carried out gradually, including improvement and improvement of the quality and physical condition of buildings, green systems, connecting systems, sign/billboard systems and open space areas (urban realms). Given that the image of the area is very closely related to the visual condition of the region, especially in attracting activities and visitors, this physical intervention needs to be done. Environmental sustainability is also important, so that physical intervention should also pay attention to the context of the environment. Physical planning remains to be based on long-term thinking.

4.2. Economical Rehabilitation

Based on economic rehabilitation, the mechanism of revitalization is starting from planning already involving traders through Definite Dues Retire Plan known as PPIP /group by looking at the physi-

cal form of the building whether or not if it is worth maintaining and maintained, if not worth the need to be revitalized.

The implementation of traditional market revitalization in Semarang is currently worth the trust of Regional Medium Term Development Plan of Semarang City annually. There are 2 markets that are revitalized since 2010 until now there are 16 markets that are revitalized. From the revitalization of traditional markets done there are unsuccessful, then the market becomes dead, not developed and stagnant examples in Bulu Market and Dargo Market. The suitable product variations for sale in the market are all forms of agricultural and plantation products, animal resources, handicrafts, and sandbars with the following variations of food, Convection, Seasoning, Chicken cut, Meat, Vegetables, Electronics, Optic, Clock and service clock, Grocery, Crockery, Cart, Food Stall, Fruit, Accessories, Tofu-Tempeh, Wet fish, Dried fish/ Salt Fish, Bags, Shoes and Sports equipment.

To avoid this, there needs to be a way of promoting traditional markets that have been revitalized, namely holding promotional events in the market, holding discounts, holding entertainments in the market in addition to the need for news through media (newspapers and television) and social media (Instagram, Facebook). This promotional activity was budgeted by the Semarang City Trade Office at IDR. 50.000.000 per year.

Urban realm on the revitalization of traditional markets is still not achievable because traditional markets are part of the lower economy middle level. Therefore, Semarang City Government needs to encourage economic and social activity in traditional markets. The government should make access to the economic center as much as possible and as easily as possible, not even complicate economic traffic access by arranging roads in one direction. In addition, in every market development / revitalization of the market traders are not charged (free) only the levy policy that becomes the income of the Local Original Income. To drive the attractiveness of this

market also needs to be done through the media through Communication and Informatics Institution of Semarang City.

Revitalization beginning with the process of rejuvenating urban artifacts should support the rehabilitation process of economic activities. The physical improvement of the area is short-term, expected to accommodate informal and formal economic activities (local economic development), to provide added value for the city area (Jenks & Dempsey [12]). In the context of revitalization, it needs to be developed mixed functions that can encourage the nonutility of economic and social activity (new vitality).

In distribution activities, the market serves as bringing the distance between consumers and manufacturers in carrying out market transactions has the function of distributing the goods produced to consumers. One of the main economic activities is the distribution or delivery activities of goods and services produced to consumers (Jenks & Dempsey [12]). To carry out these distribution activities, it is necessary to provide facilities and infrastructure among them is the market. In the distribution function, the market takes a role in smoothing the distribution of goods and services from manufacturers to consumers. Through trade transactions, manufacturers can market their manufactured goods directly or indirectly either to consumers or to other intermediaries (Badland & Schofield [3]). Through the trading transaction, consumers can obtain the goods and services needed to fulfill their necessity easily and quickly.

If the market can function properly, then distribution activities can run smoothly, but if the market cannot function properly, then the distribution activities will also run less smoothly. Before the trade, transaction is done first, so that a price agreement is obtained between seller and buyer. In the bargaining process, it is the desire of both parties (between the buyer and the seller) combined to determine the price agreement, or so-called market price (Amihud & Mendelson [1]). The market is the most appro-

priate means for promotional events, because in the market many buyers visit. The implementation of the promotion can be done in various ways, such as putting up banners, handing out leaflets or brochure offers, handing out samples or product examples to potential buyers and so on (Jenks & Dempsey [12]).

4.3. Social Revitalization

Based on the form of environment that is able to appeal to the community, respondents stated that the attractive form of the market is a hygienic market environment (Fresh and Clean), Strategic and Organized, and has a characteristic (Attractiveness) and is a market with 50% open. This comfortable market environment needs to be clean, tidy, orderly safe and have the right setup.

The adequacy of waterways in Semarang City market has been technically planned well according to the households necessity (the market itself) filled from Regional Drinking Water Companies abbreviated as PDAM pipes, deep wells, and shallow wells even though for the smooth running of water there are some markets that still need improvement. Adequacies of aqueducts are with polar min 20', while sewer channels are at least 40 cm wide with a depth of 1 m. For garbage disposal facilities that must be on the market namely adequate garbage shelters, the provision of garbage bins at various points with organic and nonorganic garbage sorting system. Ventilation is also required in market buildings to increase the availability of fresh air in market buildings with wall holes being ± 20 percentage of the floor area and wide open.

To encourage social revitalization, Semarang City Government needs to connect between the neighborhoods around the market so that it penetrates each other. The current conditions, between market environments, are still not connected by road infrastructure. Semarang City Government needs to organize events, exhibitions, bazaars, at the trade office with shopping program at market events. The form of traditional market environment that is able to appeal to the public is a comfortable environment easily; there is a security system and public street

lighting. As for its own infrastructure The market environment needs to be Hygienic (Healthy and Clean), Strategic and Organized, and has a Characteristic (Attractiveness) with a spacious parking lot to accommodate vehicles from consumers who come to the market.

The market is where buyers and sellers meet to trade goods or services. According to economics, the market related to its activities is not the place. The characteristic feature of a market is the activity of transactions or trades. Consumers come to the market to shop with money to pay the price. Stanton, put forward a broader sense of market. The market is said to be people who have a desire to be satisfied, money to shop, and a willingness to spend it. Thus, in that sense there are factors that support the market, namely: desire, purchasing power, and behavior in purchasing.

The positive impact of traditional market revitalization for community dynamics is the increased enthusiasm and interest of the public to prefer shopping to traditional markets with better, hygienic and organized market physical conditions. Conditions will lead to more comfortable traditional market conditions, clean market environment, organized zoning, conditions between traders and buyers look passionate about transactions (Market lots of buyers / crowded). The community feels the government is paying attention to the feasibility to improve the living standards of traders, feel comfortable with the revitalization of the market that is neatly laid out, the ease of finding necessity because it has been arranged according to the type of sales, infrastructure facilities that are already adequate. This condition will give a feeling of order and comfort in transacting in traditional markets.

An example of the positive impact of traditional market revitalization for the dynamics of the community is the market that was previously deserted visitors and traders became more crowded traders and visitors because the market facilities have been adequate and provide the impact of convenience. For example, traditional markets that have been more organized are in Pedurungan, Jrahah, Genuk,

Peterongan, Wonodri, and Bulu markets. Social revitalization will make the traditional market as a trend-setter that is able to attract the public to do buying and selling activities to resurrect the traditional market as a trading center and a place to interact between sellers and buyers.

The success of revitalization of an area will be measured if it is able to create an interesting environment, so it is not just to create a beautiful place. That is, the activity must have a positive impact and can improve the dynamics and social life of the people / citizens (public realms). It has become a logical demand, that the design and development activities of the city to create a place making social environment and this further needs to be supported by a good institutional development. Revitalization is an attempt to revitalize an area or part of the city that was once as a vital/alive, but then ignited setbacks.

(Gonzalez & Waley [10]) stated that the main issues related to the development of traditional markets are the distance between traditional markets and adjacent hypermarkets. The rapid growth of convenience stores (owned by network managers) into residential areas, the application of various trading conditions by modern retail that burden the supply of goods and traditional market conditions are physically lagging, then there needs to be a policy program to carry out compliance. To solve these problems, various efforts were developed to develop traditional markets. One of the things that is done with the empowerment of traditional markets socially, among others by seeking alternative sources of funding for empowerment, improving the competence of traders and managers, priorities of the opportunity to acquire business places for traditional market traders that have existed before renovation or relocation, and evaluating management.

The revitalization of traditional market in Semarang city has now been done based on the concept of revitalization namely physical intervention, economic rehabilitation and social revitalization that has revitalized several markets such as Bulu, Sampangan

and Peterongan markets. The revitalization is already underway and these markets have started to run its operations although revitalization cannot satisfy all parties, especially traders so it is necessary to improve the traditional market revitalization model in Semarang City.

Market revitalization is President Jokowi's priority program that launches the revitalization of 5,000 traditional markets over 5 years to 2019 including in Semarang City. The traditional market that is the place of various trade transactions between the community as consumers and market traders is very important to be revitalized. Image of traditional market as a rundown, dirty, checked place and a difficult parking lot needs to be changed by Semarang City Government so that millennial groups want to come to the traditional market to shop. Based on physical intervention, changes to market buildings, more modern market forms and facilities such as waste disposal, water and lighting as well as green open space will greatly affect people's interest in visiting and conducting activities in traditional markets.

These conditions will have an impact on economic rehabilitation where trade centers that shift to modern markets will be able to be redirected back to traditional markets to derail and excite traditional markets. Based on social revitalization, it is known that the return of the younger generation needs to be prepared an interesting form of market and able to make millennial generation come back so that it needs to be thought about by Semarang City Government on how to revitalize the traditional market.

4.4. Supporting and Inhabiting Factors of Revitalization

Based on a summary of the research results factors that become supporting traditional market revitalization can be summarized as follows: Seedy market conditions; Market conditions are inadequate and accommodate all traders; Parker's ineligible spot caused congestion; Cleanliness is very lacking especially hygiene; The general facilities of the market are not fulfill.

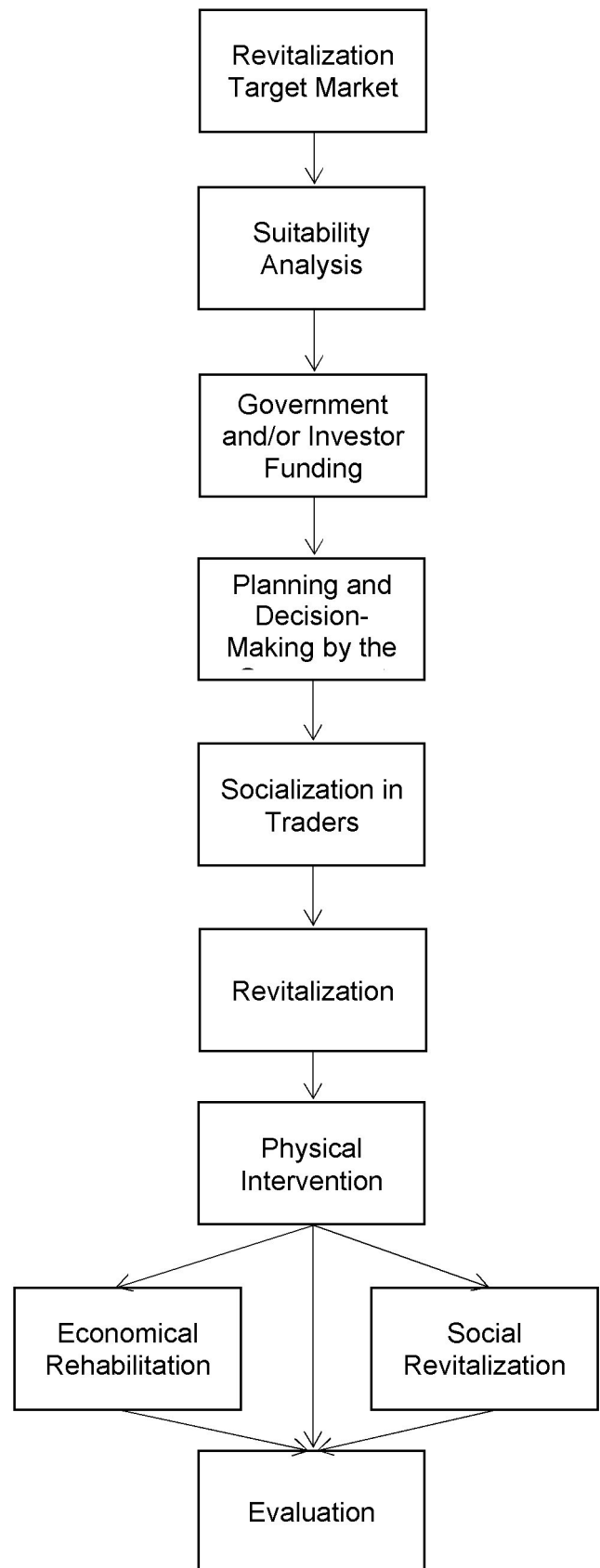
Management by the Market Office is currently going well, because the relationship between traders and the service necessity each other and always improves the relationship. Ideal management aims to be developed markets, trading rime, increased trader's income, Regional Income smoothly and realized. The current management of the market is carried out by the Head of Market assisted by the staff of the Trade Office and PPJPS. Management is done trying to find the best way / capital because it is still hit by the government and the image of traders that still needs to be changed. For the ideal management of the market arrangement must be in accordance with the type of sales according to number 18 or the development of the market in centralized, for example in sub-district A will be built a market of shoes, bags and sports equipment.

This condition will make consumers become more diligent in the market because they feel comfortable, because the market revitalization shows that the traditional market / people's market is not inferior to the modern took. The impression of traditional market is sleazy, for traditional market but managed in modern.

4.5. Existing Model of Traditional Market Revitalization

Currently there is still a gap between ideal conditions and reality in the field today, gap between ideal conditions and reality in the field often does not correspond to what planned or expected either from internal factors or from external factors due to the emergence of unexpected interests / needs. The needs of traders and consumers do not conform to the physical design that has been built. If the market has been revitalized/ built there is no gap, but for the market that has not been revitalized is still far from the market standard. If not immediately revitalized worry, the traditional market is abandoned by the buyer. This is necessary to make physical interventions related to rental, traditional market facilities and infrastructure.

The current market revitalization model can be described in the scheme as follows:



V. Conclusion and Suggestion

Physical intervention initiates activities and is carried out gradually, including improvement the quality and physical condition of buildings, green systems, connecting systems, sign/billboard systems and open space areas (urban realms). Given that the image of the area is very closely related to the visual condition of the region, especially in attracting activities and visitors, this physical intervention needs to be done. Environmental sustainability is also important, so that physical intervention should also pay attention to the context of the environment.

In distribution activities, the market serves as bringing the distance between consumers and manufacturers in carrying out market transactions has the function of distributing the goods produced to consumers. Through the trade transaction, consumers can obtain the goods and services needed to fulfill their needs easily and quickly. If the market can function properly, then distribution activities can run smoothly, but if the market cannot function properly, then the distribution activities will also run less smoothly. The market is the most appropriate means for promotional events, because in the market many buyers visit. The implementation of the promotion can be done in various ways, such as putting up banners, handing out leaflets or brochure offers, sharing samples or sample products with potential buyers and so on.

The success of revitalization of an area will be measured if it is able to create an interesting environment, so it is not just to create a beautiful place. That is, the activity must have a positive impact and can improve the dynamics and social life of the people / citizens (public realms). It has become a logical demand, that the design and development activities of the city to create a place making social environment and this further needs to be supported by a good institutional development. Revitalization is an attempt to revitalize an area or part of the city that was once is vital/alive, but then ignited setbacks. The supporting factors of traditional market revitalization in Semarang City are:

1. Joint management between City Government and the Community, democratically, accountable, participatory and sustainable

2. The City Government appoints market managers from local communities who have knowledge and experience in the field of economics

3. Market financial bookkeeping that is recorded regularly and transparently

4. Accurate calculation of market revenue results after deducting paid operating expenses

Traditional market revitalization inhibitors in Semarang City are divided into internal and external factors. Internal factors are classified into: Semarang City Government that are able to inhibit the revitalization of the traditional market. The determination of the location of temporary relocation of trader during the Revitalization of the market is running. For the construction, it must provide temporary shop while the land for temporary shop is not easy (difficult). This happens at the time of building of Karanganyar market that failed to be built because the shop location while opposed by the surrounding residents. If the Market is, a Conservative Building (Cultural Reserve) that becomes an obstacle is the application of permits and restrictions that must be adhered to in carrying out the physical revitalization of market buildings. Administration Process (related to budget and documents), Market Revitalization Activities, be it through the Auction process or Direct Appointment requires funds, whereas often the budget for market revitalization is quite minimal.

External factors that are able to inhibit the revitalization of traditional markets include poor condition of land / soil that will be built less well. The Support of weather factors of the region, Availability of less clean water, Condition of city channels or poor drainage system, Completeness of identity documents / ownership of incomplete land, Difficulty for access road to the market, means of general transportation. At the time of construction should provide shop, while the location for temporary shop is not easy (should be

close to the parent market). For example at the time of building Karangayu Market failed because the shop location while opposed by the surrounding residents.

Political will be strong from the City Government in the form of guarantees to traders to revitalize the market completely implemented. The development of the market should be based on a guarantee of the continuity of the old trader. Only then, the presence of investors is given clear signs so as not to be burdensome because it is related to investment. This condition must certainly be a study of all parties, especially the Government and Regional Representatives in order to find a solution. The important task that must be carried out is to create harmony. That

is, if any investor wants to build a market does not clash with the trader who has occupied the market.

Market revitalization measures should be piloted without involving investors. The way is to return the development to the trader. At the very least, in each market traders already have organizations that gather traders or market cooperatives the role of institutional systems that exist in traditional markets. What needs to be done to manage that revitalization pattern, how much of the burden of booth ownership as well as the arrangement of green open space are needed so that the market does not feel seedy. Institutions that are development facilitators can provide soft credit to traders. This is intended to dampen the volatility when the market development is carried out.

References:

1. Amihud Y., & Mendelson H. Dealership market. Market-making with inventory. *Journal of Financial Economics*. 1980. URL: [https://doi.org/10.1016/0304-405X\(80\)90020-3](https://doi.org/10.1016/0304-405X(80)90020-3)
2. Miles B., Huberman M. A. M. & Saldana J. *Qualitative Data Analysis – Matthew B. Miles, A. Michael Huberman, Johnny Saldaña – Google Books*. Sage Publications. 2014. URL: <https://doi.org/10.1016/j.revmed.2011.11.010>
3. Badland H. & Schofield G. Transport, urban design, and physical activity: An evidence-based update. *Transportation Research Part D: Transport and Environment*. 2005. URL: <https://doi.org/10.1016/j.trd.2004.12.001>
4. Bowen G. A. Document analysis as a qualitative research method. *Qualitative Research Journal*. 2009. URL: <https://doi.org/10.3316/QRJ0902027>
5. Cochran D. S. (). The production system design and deployment framework. *SAE Technical Papers*. 1999. URL: <https://doi.org/10.4271/1999-01-1644>
6. Dsikowitzky L., Damar A., Ferse S. C. A., Irianto H. E., Jennerjahn T. C., Lukas M. C., ... Sumiono B. Java Island, Indonesia. In *World Seas: An Environmental Evaluation – Volume II: The Indian Ocean to the Pacific*. 2018. URL: <https://doi.org/10.1016/B978-0-08-100853-9.00029-4>
7. Fauzi H. M. & Firdaus A. Y. Impacts Of Traditional Market Revitalization On The Traders' Capital Expenditures In Situbondo. *The International Seminar Series on Regional Dynamics Proceeding*. 2019. URL: <https://doi.org/10.19184/issrd.v1i1.13726>
8. Febrianty D. Model Revitalisasi Pengelolaan Pasar Tradisional Revitalization Model of Traditional Market Management. *Jurnal Sosek Pekerjaan Umum*. 2013.
9. Giantari I. G. A. K., Surya I. B. K., Yasa N. N. K. & Yasa I. B. A. Development and revitalization strategies for traditional markets in Bali. *International Journal of Social Economics*. 2018. URL: <https://doi.org/10.1108/IJSE-09-2017-0414>
10. Gonzalez S. & Waley P. Traditional retail markets: The new gentrification frontier? *Antipode*. 2013. URL: <https://doi.org/10.1111/j.1467-8330.2012.01040.x>

11. Indonesia P.R. (2007). Peraturan Presiden Republik Indonesia Nomor 112 Tahun 2007. Tentang Penataan Dan Pembinaan Pasar Tradisional, Pusat Perbelanjaan Dan Toko Modern. Peraturan Pemerintah Republik Indonesia Nomor 26 Tahun 1985 Tentang Jalan. URL: <https://doi.org/10.1016/j.aquaculture.2007.03.021>
12. Jenks M. & Dempsey N. Future forms and design for sustainable cities. *Future Forms and Design for Sustainable Cities*. 2006. URL: <https://doi.org/10.4324/9780080455525>
13. Kohli A.K. & Jaworski B.J. Market Orientation: The Construct, Research Propositions, and Managerial Implications. In *Developing a Market Orientation*. 2012. URL: <https://doi.org/10.4135/9781452231426.n2>
14. Lee S. A study on traditional market decline and revitalization in Korea: Improving the Iksan Jungang traditional market. *Journal of Asian Architecture and Building Engineering*. 2017. URL: <https://doi.org/10.3130/jaabe.16.455>
15. Lindblom A. T., Olkkonen R. M., Mitronen L. & Kajalo S. Market-Sensing Capability and Business Performance of Retail Entrepreneurs. *Contemporary Management Research*. 2008. URL: <https://doi.org/10.7903/cmr.1042>
16. Natawidjaja R. S. Modern market growth and changing map of retail food sector in Indonesia. *Pacific Look System Outlook 9th Annual Forescasters Meeting*. 2005. URL: <https://doi.org/10.13140/2.1.3018.2409>
17. Pemerintah Republik Indonesia. Peraturan Menteri Perdagangan No 53 tahun 2008. Jakarta. 2008. Retrieved from: URL: <http://sipo.kemendag.go.id/upload/syarat/70fdb65ee6b7c6d8f77f1901cc1284a.pdf>
18. Penića M., Svetlana G. & Murgul V. Revitalization of historic buildings as an approach to preserve cultural and historical heritage. In *Procedia Engineering*. 2015. URL: <https://doi.org/10.1016/j.proeng.2015.08.165>
19. Prastyawan A., Suryono A., Saleh Soeaidy M. & Muluk K. Revitalization of Traditional Markets into a Modern Market in the Perspective of Local Governance Theory (Studies on Revitalization Wonokromo Market in Surabaya). *IOSR Journal Of Humanities And Social Science Ver. IV*. 2015. URL: <https://doi.org/10.9790/0837-20940106>
20. Putra R. D. D. & Rudito B. Planning Community Development Program of Limbangan Traditional Market Revitalization with Social Mapping. *Procedia – Social and Behavioral Sciences*. 2015. URL: <https://doi.org/10.1016/j.sbspro.2015.01.296>
21. Reinartz W., Dellaert B., Krafft M., Kumar V. & Varadarajan R. Retailing innovations in a globalizing retail market environment. 2011. *Journal of Retailing*. URL: <https://doi.org/10.1016/j.jretai.2011.04.009>

Section 6. Innovation management

<https://doi.org/10.29013/EJEMS-20-4-75-80>

*Bielikova Kseniia Hryhorevna,
Candidate of Technical Sciences, Senior Research Fellow,
Senior Research Fellow Scientific and Organizational Department
Institute of Public Administration and Research in Civil Protection
E-mail: acutus@ukr.net*

INFORMATIONAL AND ANALYTICAL INNOVATIVE ASPECTS OF THE ORGANIZATION OF COOPERATION BETWEEN PUBLIC ADMINISTRATION BODIES IN EMERGENCY SITUATIONS

Abstract. The article is devoted to actual issues of organizing cooperation between administrative bodies and its informational and analytical support. Analytical materials on organization of cooperation are analyzed, insufficiently researched questions of information-analytical support of joint actions of divisions in emergency situations are identified, innovative aspects of the organization of cooperation of public administration bodies in emergency situations are offered.

Keywords: information-analytical support, organization of cooperation, emergency situations, administrative bodies, civil protection, innovative aspects..

Addressing the issue in general terms. Today Ukraine has chosen the European way of development, which provides the implementation of the constitutional foundations of a democratic, rule-of-law state. Therefore, a substantial issue today is to ensure safe everyday life of citizens. However, the statistics of emergency situations in recent years shows that the results of public administration bodies in the field of civil protection do not always meet the needs of society, which suffers from the consequences of emergency situations. In particular, the organization of cooperation between public administration bodies and its information and analytical support during the performance of functions and tasks of public administration bodies that are entrusted to them in this area remains an important issue.

Analysis of recent research and publications. Previous research have explored the issues of public administration bodies in general:

The mechanisms of information and analytical support for public administration bodies have been improved, and the sequence, methods and tools for modernizing administrative processes have been defined, which has made it possible to improve the efficiency of its implementation [1, p. 68–72];

- developed the concept of relevance of information and analytical activities in the public administration, in particular, one of the main packages of work – information and analytical support of the process of making managerial decisions [2, P. 9];
- considered information support as an integral element of public administration, for the implementation of which there are specific functional mecha-

nisms of management, which together should ensure a balanced and effective functioning of the unified system of public administration [3, P. 142];

- in the field of civil protection, in particular:
- the methodological basis for the formation of a mechanism of cooperation between various units and subdivisions of rescue forces of civil protection of Ukraine in emergency situations is considered [4, P. 84];
- the experience of cooperation between civil protection units and mobile medical units of the disaster medicine service in international humanitarian missions was analyzed [5];
- theoretic positions and conceptual approaches to improvement of mechanisms of provision on cooperation of subjects of state system of liquidation of large-scale medical and sanitary consequences of emergency situations and increase of efficiency of their overcoming are argued [6, P. 8];
- the new structure of the plan of cooperation of public administration bodies and civil protection forces during liquidation of emergency situations is offered, its meaning is specified, the scheme is developed, measures on improvement of cooperation system, promoting increase of efficiency of actions in such conditions are offered [4, P. 103].

Identification of previously unsolved parts of the issue. At the same time in many works of domestic scientists there are no system approaches on formation of cooperation of public administration bodies in the sphere of civil protection which allow finding rational ways for definition of its necessary quality. Therefore, despite the numerous scientific works of scientists engaged in research on this problem, the identification of ways to improve the process of organizing cooperation between public administration bodies and its informational and analytical support remains an insufficiently disclosed problem issue in public administration.

The purpose of this article. The purpose of the article is to, based on the analysis of previous scientific works on the subject of research, as well as the

regulatory foundation for civil protection, to develop recommendations to improve the process of organizing the cooperation between public administration bodies and its information and analytical support in emergency situations.

Presentation of the main data. The cooperation between public administration bodies in the field of civil protection is a complex, varied process. The process of cooperation and the subjects involved in its organization (bodies, control points, technical means of information exchange between cooperating entities) are affected by external and internal factors that reduce their functioning in difficult conditions. Therefore, the cooperation between public administration bodies in the field of civil protection represents a single complex of interrelated elements with a certain structure.

At the same time, the task of the management of governing body is to organize cooperation and is to integrate all functions to effectively achieve the goal of cooperation with subjects of lower levels of management.

Effective organization of cooperation can be realized only by means of a systematic approach to the process of coordination of mutual actions of all management bodies involved in its organization. The foundation for the integration of individual elements of the subjects of interaction organization is information and analytical support, which is a mechanism for combining these subjects into a single whole.

M. Orlov notes that the organization of cooperation is implemented through reasonable principles, requirements and methods that are inherent in the activities of public administration bodies in the field of civil protection. In the models of public administration bodies the defining elements are the structures of interaction of subjects of the management process. One of these elements is the structure of interaction of public administration bodies in the field of civil protection. It is formed by certain principles, requirements and ways of interaction of these governing bodies. The principle of cooperation of the public administration

bodies in the field of the civil protection falls under the general scientific principles, namely: historical, functional, systematic, cognitive, modeling, etc. By its purpose, the cooperation between public administration bodies is the basis for the practical organization of joint activities, which is defined by the head of the top management for the direct performance by the subjects of interaction [8, P. 26].

The principles of such cooperation are as follows: full consideration of possibilities of public administration bodies and civil protection forces; early organization of cooperation not only at the level of the central public administration body, but also at lower levels; organization of constant exchange of information about the circumstances between the cooperating public administration bodies; establishment of continuous control over the performance of tasks by managers of the lower management level and assistance to them in maintaining continuous interaction.

The principles of cooperation also include: unity of views of the heads of public administration regarding the meaning and functions of cooperation; organization and maintenance of cooperation by the management staff of the public administration body under the conditions of strict regulation of relations between the cooperating parties and priority of subordination relations between them during the period of joint achievement of the common goal; organization of cooperation, first of all, in the interests of the head of the public administration body that is currently solving the main part of the common goal; comprehensive organization of cooperation (information and analytical, material, financial, etc.) [8, P. 29].

We agree with this opinion, and believe that it is also necessary to be guided by the principle of prioritizing the organization of cooperation in accordance with the importance of the tasks performed at each stage of action.

Based on these principles, we think that the main meaning of cooperation is the consistency of actions of all units involved in emergency response, which is achieved, first of all, in the interests of the units oper-

ating in the main direction and performing the most important tasks. Besides, coordination of efforts of all forces and means should be carried out in accordance with the tasks, by directions, areas, time and way of performance of certain tasks that may arise before the units.

Experience of activity of public administration bodies and civil protection forces in emergency situations shows that qualitative performance of tasks is possible under the condition of organization, close and constant interaction between them.

Let us consider the basic principles of cooperation organization at the stages of preparation for actions and during the performance of tasks.

Organization and implementation of cooperation requires the head of the management body to be able to predict the development of an emergency situation, to effectively use the capabilities of civil protection forces and means in complex, undetermined conditions, to coordinate their actions among themselves in order to successfully perform tasks by joint efforts.

The foundations of cooperation are laid down in the decision of the head of the public administration body to perform the task. Therefore, the main point in the decision is to determine the goal and the ways to achieve it, and the main point in the organization of cooperation is to plan specific ways to achieve the set tasks, taking into account possible changes of circumstances, various options for actions of departments and the development of emergency situations.

It is important to note that the organization of cooperation is not limited to the preparation of the task, but is also carried out in the process of task fulfillment, if as a result of sudden changes in circumstances, the previously established cooperation procedure does not correspond to reality. The cooperation in the course of emergency response should be constantly maintained, and in case of violation – immediately restored.

In accordance with the requirements of the Code of Civil Protection of Ukraine, the Charter of actions

in emergency situations of the public administration bodies and departments of the operational service of civil protection, the cooperation between the public administration bodies and civil protection departments with other forces involved in the reconstruction work is organized in accordance with mutually agreed plans, organizational and administrative documents on the cooperation and determined by the decision of the head of work on emergency situations [9; 10].

Therefore, the cooperation is organized in the course of decision-making and is carried out in the process of fulfilling the tasks, first of all, when saving people, localizing and extinguishing fires, eliminating the consequences of accidents, etc.

At the same time, cooperation can be organized directly in the area of task performance on the ground, with the manager detailing to the necessary degree those main issues of joint actions of subdivisions, which were brought in the process of setting the task, specifying the sequence of maintenance of interaction, and in case of its violation – initiates restoration in the course of emergency situation response.

We believe that the head of the management body, in conditions of limited time, as a rule, organizes cooperation by giving necessary instructions to the heads of subordinate management bodies with whom he coordinates efforts under the most probable scenarios of emergency situation development. If sufficient time is available, the manager may review major episodes of an emergency situation and hear reports from subordinate managers on the use of their available resources in such circumstances.

At the same time, cooperation issues are worked out taking into account the most probable future development of the situation and the consequences that may arise. As a rule, coordination of the forces and means for each particular event begins with the departments in whose interests the cooperation takes place. Heads of subordinate and additional subdivisions, key officials of the emergency response headquarters, representatives of the city services, etc., are involved in the organization of cooperation. As

a result of such work, the managers should achieve a common understanding of the purpose of actions, tasks and ways to perform various options for the development of an emergency situation.

The cooperation is supported by all heads of departments that are involved in the task fulfillment. For this purpose, they must not only have a proper understanding of the purpose of actions, tasks and ways of their fulfillment, but also possess the circumstances, track changes, maintain a reliable connection with each other and systematically exchange the necessary information.

In case of violation of the cooperation and with the purpose of its timely restoration, the top managers of the management bodies shall control the compliance of the subordinate subdivisions with the established procedure, immediately find out the reasons for violation and take measures for its restoration. The head of the top management and operational staff of the emergency response headquarters shall be required to be able to identify measures within a short period of time to restore cooperation and immediately bring to the subdivisions the updated order of their joint actions.

We believe that in order to master the knowledge and skills of organization and implementation of joint coordinated actions of the departments it is necessary for managers to constantly improve their knowledge by studying the peculiarities of emergency situations, the capabilities of forces and means of civil protection, ways of their application, the immediate collection of data on the circumstances, the restoration of broken communication and cooperation.

Conclusions. With a view to improving the process of organizing interaction between public administration bodies and its information and analytical support in emergency situations, the following innovative aspects are proposed:

- Improve legislation on the organization of cooperation, in particular, to amend the Code of Civil Protection of Ukraine to determine the procedure for the organization of cooperation between departments

that are involved in emergency response for each task and its implementation in the area of emergency;

- to conduct staff training with the public administration on possible scenarios of emergency situations in which to comprehensively work out the organization of cooperation between public administration agencies and departments, including between different ministries and departments;

- develop methodological recommendations on how to organize cooperation in the course of tasks performed by public administration bodies and civil protection forces in emergency situations, providing for the application of various methods of cooperation, depending on the situation, introduce these issues into the educational process;

- generalize and disseminate experience, in particular, foreign experience in organizing interaction in emergency situations;

- provide the public administration bodies with an operational staff capable of searching, obtaining, processing, analyzing and summarizing in a short period of time the primary information, turning it into management information in order to provide the management with operative, reliable, adequate, useful and qualitative information to ensure making rational management decisions;

- to equip public administration bodies with the latest means of communication and data transfer;

- to create a unified information environment between the public administration bodies of different ministries and departments, in particular, in the process of organization and maintenance of cooperation by achieving compatibility of means of communication, data processing and transfer.

Список литературы:

1. Коломієць Є. В. Удосконалення механізму інформаційно-аналітичного забезпечення державного управління в Україні: дис. ... канд. наук держ. упр.: спец. 25.00.02. "Механізми держ. упр." / Донецький державний університет управління. – Маріуполь, 2015. – 211 с.
2. Ніколаєв В. О. Удосконалення механізмів державного управління інформаційно-аналітичною діяльністю: дис. ... канд. наук держ. упр.: спец. 25.00.02. "Механізми державного управління" / Чорноморський державний університет ім. Петра Могили. – Миколаїв, 2015. – 232 с.
3. Саричев Ю. О. Аналіз підходів до визначення ролі та місця інформаційного забезпечення в системі державного управління. Вісник Національної академії державного управління при Президентові України. Сер. Державне управління: наук. журн. 2016. – № 3. – С. 138–143.
4. Кириченко І. О., Неклонський І. М. Методологічні засади розробки механізму взаємодії між рятувальними формуваннями сил цивільного захисту МНС України та підрозділами внутрішніх військ МВС України при виникненні надзвичайних ситуацій. Проблеми надзвичайних ситуацій: зб. наук. пр. – Харків: НУЦЗУ. 2011. Вип. 14. – С. 84–97.
5. Волянський П. Б. Принципи взаємодії сил цивільного захисту в міжнародних гуманітарних операціях з ліквідації медико-санітарних наслідків надзвичайних ситуацій. Державне управління: удосконалення та розвиток: електрон. наук. фах. вид. / Дніпров. держ. аграрно-екон. ун-т. 2013. – № 3. URL: <http://www.dy.nayka.com.ua/?op=1&z=588> (дата звернення: 09.10.2020).
6. Шостак Л. Й. Механізми забезпечення взаємодії суб'єктів державної системи ліквідації медико-санітарних наслідків надзвичайних ситуацій: дис. ... канд. наук держ. упр.: спец. 25.00.02. "Механізми держ. упр." / ОРІДУ НАДУ. – Одеса, 2014. – 226 с.
7. Кулешов М. М. Удосконалення системи взаємодії під час ліквідації наслідків надзвичайних ситуацій. Проблеми надзвичайних ситуацій: зб. наук. праць. – Харків: НУЦЗУ. 2008. Вип. 8. – С. 103–108.

8. Орлов М. М. Формування системи взаємодії регіональних органів виконавчої влади у сфері охорони правопорядку (теоретико-методологічні засади): монографія / Вид-во ХарПІ НАДУ “Магістр”. – Харків, 2012. – 344 с.
9. Кодекс цивільного захисту України: Закон України від 2.10.2012. № 5403-VI // База даних “Законодавство України” / ВР України. URL: <https://zakon.rada.gov.ua/laws/show/5403-17#Text/> (дата звернення: 09.10.2020).
10. Про затвердження Статуту дій у надзвичайних ситуаціях органів управління та підрозділів Оперативно-рятувальної служби цивільного захисту та Статуту дій органів управління та підрозділів Оперативно-рятувальної служби цивільного захисту під час гасіння пожеж: наказ МВС України від 26.04.2018. – № 340 // База даних “Законодавство України” / ВР України. URL: <https://zakon.rada.gov.ua/laws/show/z0801-18#Text/> (дата звернення: 09.10.2020).

Section 7. Finance, money circulation and credit

<https://doi.org/10.29013/EJEMS-20-4-81-84>

Chalova Alla Yurievna,

*Assistant Professor of the Department for Finance and Prices
of the PRUE, PhD, Plekhanov Russian University of Economics,*

E-mail: achal@yandex.ru

Dorozhkina Anastasia Mikhailovna,

*3d year Student, Finance Faculty, Corporate Finance Programme
Plekhanov Russian University of Economics,*

E-mail: anastasia.dorozhkina@mail.ru

EFFICIENCY OF INVESTMENT INSTRUMENTS FOR POPULATION: SELECTION CRITERIA AND COMPARATIVE ADVANTAGES

Abstract. The article examines the possibility of using alternative investment instruments by the population in the context of a decrease in the profitability of traditional financial assets based on the comparative characteristics of mutual investment funds and individual investment accounts. Using the example of specific financial instruments for collective and individual investment, the authors assessed their investment opportunities for private investors in the current environment, determined the criteria for choosing a digital platform that will increase the efficiency of the transaction for the investor.

Keywords: collective investment, mutual Fund, individual investment account, investment strategy, digital investment platform.

Improvement of financial literacy of the Russian population had a positive effect on the growth of its interest in various investment instruments that go beyond traditional bank deposits. In the context of a steady interest rates decline both on the world and national financial markets, traditional for the population and usually less risky investment instruments (bank deposits) that do not require significant financial knowledge and investment skills are beginning to lose in terms of investment returns to those that contain various investment strategies. An additional factor in reducing investor interest in conservative investment tools was the growing uncertainty in the global economy caused by the coronavirus pandemic

that increased price volatility in financial markets. In this regard, it becomes necessary to reorient the investment preferences of the population to more effective instruments in terms of risk diversification and profitability.

A *mutual investment Fund* (hereinafter referred to as MF) is one of the investment instruments alternative to bank deposits with a wide range of formats and conditions for investing funds. MF is already quite well-known form of collective investment in the Russian market for the population, suitable for both novice and experienced investors due to the combination of investment opportunities in a variety of areas, depending on the chosen strategy (equity funds,

bond funds, money funds, index funds, real estate funds, funds of funds, etc.). Investments in mutual Funds represent the transfer of the investor's funds to the management company on the terms of trust professional management of these funds. By investing in MF, the investor acquires only a certificate of equity participation in the Fund's asset portfolio in the form of a share, in fact, not being the owner of these assets acquired with part of its funds. In case of the management company bankruptcy, the investor may completely lose their capital, as a share is not equivalent to ownership of assets of the managing company. This risk is partially compensated by the opportunity to choose the type of mutual Fund according to the conditions of entry/withdrawal from it and opportunity to participate in forming the investment strategy, receiving income based on investment results.

We will evaluate MF investment characteristics and opportunities for a private investor by the example of the open-end mutual Fund (OEMF RFI) "Sberbank – Fond Sbalansirovanny" called balanced. Its *investment strategy* is focused on the formation of a diversified portfolio with a dynamic distribution of assets between stocks and bonds, which enables the management company to minimize market risks by adjusting to changes in market conditions, and the investor to increase profitability in the long term. In the analyzed OEMF, shares and bonds are the key assets in the portfolio of Russian companies (mainly oil and gas, mining, and IT companies). The ratio of shares to bonds in the Fund's structure is highly dependent on market conditions changes: currently, it is dominated by shares with a slight margin (53–56%); it is planned to increase the consumer sector investments (Children's World, X5 Retail Group, M. Video, Magnit, Lenta Ltd) [1].

An important factor when choosing a MF is the *management company's market rating*. Since 2003, "Expert RA" has been annually confirming the highest level of reliability and quality of management company of "Sberbank Asset Management" services at A++ level [2]. As of the beginning of October

2020, this OEMF ranked second in the ranking of open-ended and exchange-traded Funds in terms of the amount of funds raised from investors, entering the TOP-10 OEMF by net asset value (NAV) [3].

In order for investors' understanding *the investments effectiveness* in a particular MF, all management companies are required to publish information on the mutual funds profitability held in their trust management at least once a year. Actual profitability for OEMF RFI "Sberbank – Fond Sbalansirovanny" is 34.57% for 3 years, while the annual profitability of the fund was only 7.16%. At the same time, there are large OEMF of "VTB" and "Rosselkhozbank", similar in investment strategies, that demonstrated profitability of 40.65% and 33% for 3 years, respectively, with annual rates of return of 4.95% and 6.14% [4; 5]. Thus, OEMF RFI "Sberbank – Fond Sbalansirovanny" turned out to be the most stable and profitable at the end of 2019.

One of the key factors of investment in mutual funds and its undoubted advantage is *the low entry threshold*, which is important for private investors in Russia. For example, in the analyzed MF, the minimum investment for the first and subsequent shares purchase is 1000 rubles when using mobile applications. It can be concluded that investing in MF is suitable for those who prefer saving time by entrusting their funds to professional market participants, not being guided by the stock market and not having the proper *level of financial literacy*, with the expectation of obtaining a higher in comparison with traditional investment tools return.

However, MF place a private investor in a high degree of dependence on the management company financial stability and professionalism and do not allow him to form and implement his own investment strategy in practice. An individual investment account (hereinafter referred to as IIA), which first appeared in 2015 and has now gained great popularity among retail investors lacks of such a disadvantage. According to the Moscow Exchange data, the number of registered IIAs has increased by almost

2,5 times in the last year alone, reaching 2938 563 in September 2020 [6]. At the same time, the Bank Group “Sberbank of Russia” takes the first place in the trading participants Rating by the number of registered IIAs: it accounts for 51% of all registered IIAs. In this regard, it will be relevant to assess the prospects for investing capital in this instrument also on the example of “Sberbank”.

The main differences between IIA and MF are *a greater degree of investor independence* when forming an individual investment strategy, *the investor's ownership of the property rights* to the assets he acquires and, as a result, *a higher entry threshold*. IIA can occur on the basis of both the proposed by broker (bank) and an independent assets portfolio formed by the investor. A popular strategy for private investors in the Russian market using IIA is to invest in shares with simultaneously a high level of dividend yield and liquidity, such as shares of Sberbank, Gazprom, LUKOIL, Yandex, NOVATEK, and Rosneft. For example, the dividend yield of Sberbank shares in 2019 was 8.98–9.29% per annum, which significantly exceeds the Bank's interest on deposits. This circumstance makes the use of IIA more attractive for private investors in comparison with traditional investment instruments.

An additional bonus when using IIA is the availability of a tax benefit in the form of a personal income tax deduction, equal to 400000 rubles with a minimum investment period of 3 years. The investor chooses the type of deduction – deduction from contributions or deduction from income; more often the first type turns out to be more profitable, since the total of the 3 years' deductions exceeds the deduction from the investment income of the novice investor.

An important criterion for choosing an investment instrument affecting its final profitability is the *level of the management company* (in MF) or *broker commission* (IIA). Thus, the average commission level when investing in “Sberbank” OEMF is about 3%; it includes commissions for buying and selling shares, remuneration of the management company, commissions of a special Depository, Registrar, Auditor, and other ex-

penses. As a rule, commissions charged to investors in MF are included in the cost of the share and information about the final portfolio return. When opening an IIA, in the case of investing independently, there is no commission for opening an account and managing funds, – only brokerage rates are applied, which are significantly lower than the management companies' commissions. For example, “Sberbank” charges 0.06% for transactions up to 1 million rubles on the stock market of the Moscow Exchange [7]. Hidden and frequently overstated commissions significantly reduce the profitability of investments, which makes the IIA more attractive to the investor.

The efficiency of using investment instruments is also affected by the *competent choice of a digital platform* providing access to the selected instruments. The authors defined the following criteria for evaluating the effectiveness of digital platforms: platform accessibility, functionality for trading instruments, efficiency of updating market information, speed of work on the platform, availability of additional information in real time.

For the considered instruments – OEMF RFI “Sberbank – Fond Sbalansirovanny” and IIA, the following digital platforms have been selected by the authors of the article – “Sber Asset Management” and “Sberbank Online”. Both apps are free and available for download by all iOS and Android mobile users.

Comparative analysis of the selected digital investment platforms of “Sberbank” showed that both platforms provide general information about MF, their structure, investment conditions and strategies. The advantage of using both platforms for shareholders is a low threshold for entering and further acquiring shares, but “Sber Asset Management” platform has a wider functionality, including the availability of additional information on the OEMF RFI “Sberbank – Fond Sbalansirovanny”, the ability to select a Fund according to the investor's wishes, its interface is more adapted for easy and convenient use.

A more flexible platform for opening IIA is the “Sberbank Online” platform, where opening an ac-

count both as part of the ready-made investment strategy and on condition of its independent formation can be done directly in the application. The “Sber Asset Management” platform is favorably distinguished by the provision of extra information on IIA, publication of the account opening and investment conditions. However, the lack of the possibility of opening an independent IIA is its obvious disadvantage; instead, it is proposed to invest in ready-made strategies (portfolios), which returns the investor to paying management fees and losing his freedom in choosing assets, but for less to open an account.

The conducted research of investment advantages of MF and IIA as alternative to Bank deposits invest-

ment instruments, based on identifying and evaluating key criteria that affect their attractiveness to private investors, allows us to conclude that in the context of the economy digitalization, of the state policy focus on increasing financial literacy of the population and of active involvement of its funds in the financial market, in comparison with MF, IIA demonstrates more favorable investment conditions for the population. In addition to investment benefits, including tax benefits, no hidden fees and the ability to independently form an investment strategy, IIA provides its owners with continuous financial knowledge, an increase in their financial competencies, and as a result, growth in further investment income.

References:

1. Sberbank Official Website Asset Management: Fond Sbalansirovanny. Available at: URL: <https://www.sberbank-am.ru/individuals/fund/opif-smeshannykh-investitsiy-sberbank-fond-sbalans/> (accessed 8 October 2020).
2. The rating Agency “Expert RA Official Website”: Ratings of reliability and quality of management companies’ services. Available at: URL: <https://www.raexpert.ru/ratings/managing/> (accessed 18 October 2020).
3. The information Portal Investfunds: Mutual Fund rankings Investfunds. Available at: URL: <https://investfunds.ru/fund-rankings/> (accessed 30 September 2020).
4. VTB Capital Official Website: Investment management: Investment strategy of VTB –Balanced Fund. Available at: URL: https://www.vtbcapital-am.ru/products/pif/opif/vtbfs/investment_strategy/ (accessed 20 October 2020).
5. Rosselkhozbank JSC Official Website: OEMF «RSHB – Balanced Fund». Available at: URL: <https://rshb-am.ru/trust/balanced/> (accessed 20 October 2020).
6. Moscow Exchange Official Website: Rating of bidders by the number of registered Individual investment accounts. Available at: URL: <https://www.moex.com/ru/spot/members-rating.aspx?rid=125> (accessed 8 October 2020).
7. Sberbank Official Website: Brokerage service rates Available at: URL: https://www.sberbank.ru/ru/person/investments/broker_service/tarifs/ (accessed 12 October 2020).

Section 8. Economics, organization and management of enterprises, branches, complexes

<https://doi.org/10.29013/EJEMS-20-4-85-90>

*Mishchenko Vladimir Akimovich,
Doctor of economic sciences, professor,
Professor of the Department
of International Business and Finance,
National technical university*

*“Kharkov polytechnic institute”, Kharkov, Ukraine
E-mail: vladmish30@gmail.com*

*Sitak Irina Leonidovna,
Senior lecturer of the Department
of International Business and Finance,
National technical university*

*“Kharkov polytechnic institute” Kharkov, Ukraine
E-mail: sitak.irina.leonidovna@gmail.com*

*Domnina Iryna Ihorevna,
candidate of the Department of International
Business and Finance, National technical university
“Kharkov polytechnic institute”, Kharkov, Ukraine
E-mail: idomnina89@gmail.com*

PREVENTIVE EVALUATION OF THE EFFECTIVENESS OF FINANCIAL MANAGEMENT IN THE ENTERPRISE

Abstract. Describes the need in the current environment to improve the quality of general and financial management in the enterprise. A methodical approach to the calculation of the index of financial management efficiency taking into account internal factors and stock market indicators is proposed. The dynamics of this index over time can be used for self-management at management levels to improve the quality of this process.

Keywords: financial management, invested capital, property asset, net income, profitability of capital, economic value added, spread, bankruptcy.

*Мищенко Владимир Акимович,
доктор экономических наук, профессор,
профессор кафедры международного бизнеса и финансов
Национальный технический университет
«Харьковский политехнический институт», Харьков, Украина
E-mail: vladmish30@gmail.com*

*Ситак Ирина Леонидовна,
старший преподаватель кафедры
международного бизнеса и финансов
Национальный технический университет
«Харьковский политехнический институт», Харьков, Украина
E-mail: sitak.irina.leonidovna@gmail.com*

*Домнина Ирина Игоревна,
соискатель кафедры международного бизнеса и финансов,
Национальный технический университет
«Харьковский политехнический институт», Харьков, Украина
E-mail: idomnina89@gmail.com*

ПРЕВЕНТИВНОЕ ОЦЕНИВАНИЕ ЭФФЕКТИВНОСТИ ФИНАНСОВОГО УПРАВЛЕНИЯ НА ПРЕДПРИЯТИИ

Аннотация. Описывается необходимость в нынешних условиях повышения качества общего и финансового управления на предприятии. Предложен методический подход к расчету индекса эффективности финансового управления на основе внутренних факторов и биржевых индикаторов. Динамика этого индекса во времени может быть использована для самоменеджмента на управленческих уровнях с целью повышения качества этого процесса.

Ключевые слова: финансовое управление, инвестированный капитал, собственный капитал, чистая прибыль, рентабельность капитала, экономическая добавленная стоимость, спрэд, банкротство.

Введение. Глобальный финансово-экономический кризис вызвал мощную волну банкротств даже финансово устойчивых национальных компаний и фирм. Увеличение внешних и внутренних факторов кризисной угрозы для предприятий обуславливают необходимость постоянного антикризисного и, в первую очередь, финансового управления. В предпринимательской деятельности сегодня уже нет места для классического управления. На предприятиях вся управленческая деятельность должна носить антикризисный

характер. Такие обстоятельства активизировали научно-прикладные исследования по внедрению на национальных предприятиях более эффективной системы раннего предупреждения появления признаков угрозы банкротства, особенно превентивного оценивания финансового состояния с позиции возможного банкротства и снижения его экономической устойчивости.

Анализ последних исследований и публикаций. Среди научных трудов зарубежных и отечественных ученых, посвященных теоретическим

и прикладным аспектам финансового и антикризисного управления, внедрению системы раннего предупреждения и реагирования на угрозу неплатежеспособности, можно назвать: Амосов, И. Ансофф, А. Арефьева, И. Бланк, П. Бубенко, А. Виханский, А. Гальчинский, В. Геец, В. Герасимчук, В. Глущенко, В. Гончаров, А. Градов, И. Грузнов, В. Дикань, М. Доронина, М. Ергошенко, И. Журавлева, Т. Заславская, А. Иванилов, Ю. Иванов, С. Ильяшенко, А. А. Кизим, Т. Клебанова, Г. Козаченко, М. Кондратьев, А. Кузьмин, Н. Кузьминчук, Л. Лигоненко, Т. Лепейко, Ю. Лысенко, В. Лушкин, А. Мазур, Т. Макаренко, А. Матвийчук, Б. Мильнер, А. Наливайко, Д. Наркотт, П. Орлов, П. Перерва, А. Почтенный, В. Подсолонко, В. Пономаренко, М. Портер, И. Пригожин, В. Прокопенко, А. Пушкар, А. Раевнева, Д. Райко, Т. Рзаева, Д. Савчук, Б. Санто, А. Сохацкая, А. Старостина, А. Терещенко, А. Тищенко, А. Тридед, Д. Чернявский, М. Чумаченко, З. Е. Шершнева, В. Шинкаренко, Й. Шумпетер, А. Яковлев, А. Ястремская и др. Несмотря на такое значительное количество научных работ по данной теме, большинство из этих авторов акцентируют внимание на методологические аспекты финансового и антикризисного состояния предприятий. В меньшей степени описаны вопросы оценки качества или эффективности динамического управления финансами.

Цель исследования – разработка методического подхода к превентивному оцениванию финансового состояния предприятия с учетом внутренних и внешних факторов и динамической эффективности управления этим процессом.

Изложение основного материала. Диагностическую оценку финансового состояния и устойчивости функционирования предприятия необходимо осуществлять как в статике, так и в динамике. Это обусловлено тем, что финансовые трудности могут прогрессировать, а могут наоборот – носить затухающий характер. В перечень основных «слабых сигналов», которые мо-

гут на ранней стадии зарождения финансового кризиса на предприятии сигнализировать о нарушении пропорций в фазах цикла кругооборота капитала, относят: наличие и рост кредиторской задолженности, кредитов и займов в том числе, просроченных; наличие и рост дебиторской задолженности, в т. ч. просроченной; наличие и рост убытков; снижение объема нераспределенной прибыли; снижение стоимости основных средств; наличие и рост производственных запасов, незавершенного производства, незавершенного строительства и т. п.

Экспресс и фундаментальная диагностика финансового состояния компании требуют наличия определенной информации и они носят дискретный ретроспективный характер. Сегодня недостаточно только такой диагностики. Классическое управление финансами меняется на управление по слабым сигналам, а периодическая диагностика – на перманентное превентивное диагностирование эффективности менеджмента компании. Только на такую управленческую стратегию должна рассчитывать компания.

Последние события на международном и национальном уровнях показали, что нужно обращаться только к своему менеджменту, поскольку результативность фирмы в основном зависит от качества управления ею. С учетом этих обстоятельств для оценки финансовой деятельности предприятия предлагается рассчитывать индекс эффективности финансового управления по формуле [2, С. 95]:

$$IEФУ = \frac{Pr \cdot (1 + g)}{IC} \times \frac{1}{ROIC - WACC} \times \frac{RC}{1 + RC} \times \frac{Pask}{Pask - Pbid},$$

где: $IEФУ$ – индекс эффективности финансового управления;

Pr – чистая прибыль в текущем году;

g – средний темп роста прибыли отрасли;

IC – величина инвестированного капитала предприятия;

$ROIC$ – рентабельность инвестированного капитала;

$WACC$ – средневзвешенная стоимость капитала;

RC – относительная сила изменения стоимости акционерного капитала предприятия на организованном рынке;

$Pask$ – средняя цена продажи акции предприятия;

$Pbid$ – средняя цена покупки акции предприятия.

$\frac{Pr \cdot (1 + g)}{IC \cdot (ROIC - WACC)}$ – отношение прибыли к экономической (акционерной) добавленной стоимости;

$\frac{Pask - Pbid}{Pbid} \cdot 100$ – спред ценных бумаг;

$100 - \frac{100}{(1 + RC)}$ – коэффициент относительной силы фондового рынка.

Рассчитывать предложенный показатель можно не только на основе результатов квартальной или годовой финансовой отчетности, но и с использованием данных стратегического и оперативного управленческого учета. Это позволяет менеджменту предприятия оперативно внедрять обоснованные управленческие решения, которые не только предотвращают банкротств, но и улучшают финансовую устойчивость предприятия.

Допущением при использовании ИЕФУ выступает возможна смена знака конечного результата с положительного на отрицательный знак в случае, если одновременно результат вычисления его сомножителей дроби имеет отрицательный знак. Вообще показатель финансового состояния (или устойчивости) предприятия изменяется в интервале значений от -100 до 100 условных единиц. Значение показателя на уровне -100 соответствует наихудшему состоянию предприятия, когда оно уже находится в зоне банкротства. Напротив, значение этого показателя на уровне $+100$ условных единиц соответствует наиболее стойкому состоянию предприятия. Следует отметить, что этот показатель может принимать нулевое значение только в тех случаях, если на предприятии отсутствует какая-либо финансово-хозяйственная деятельность и ценные бумаги этого эмитента не котируются на организованном финансовом рынке, или прибыль предприятия равна нулю. Если ценные бумаги предприятия не котируются на фондовом рынке, тогда ИЕФУ определяется только отношением прогнозной или фактической прибыли к величине экономической добавленной стоимости компании. В таком случае знак дроби будет определяться в соответствии со знаками числителя и знаменателя. Практическая апробация расчета этого индекса осуществлена на базе данных предприятия ГП «ХМЗ» «ФЭД» с использованием авторских публикаций [1–4]. Полученные значения индекса свидетельствуют о реальном отражении существующей ситуации на предприятии (табл. 1).

Таблица 1. – Расчет индекса эффективности финансового управления (на примере ГП «ХМЗ» «ФЭД»)

Показатели	2016	2017	2018
1	2	3	4
Е – собственный капитал	347456	383784	384344
Д – заемный капитал	37112	25613	23548
IC – инвестированный капитал	384568	409397	407892
μE – доля собственного капитала в общей структуре капитала компании	0,90	0,94	0,94

1	2	3	4
μD – доля заемного капитала в общей структуре капитала компании	0,10	0,06	0,06
Pr – чистая прибыль	37155	48722	39734
ROIC – рентабельность инвестированного капитала	9,66	11,90	9,74
T – ставка налога на прибыль компании	18	18	18
g – ожидаемый темпростаотрасли	3	3	5
P – среднегодовая цена акций на фондовой биржеПФТС	0	0	0
EPS0 – текущая прибыль, приходящаяся на одну акцию	0	0	0
EPS1 -прогнозируемая прибыль, приходящаяся на одну акцию = $EPS0 * (1 + g / 100)$]	0,00	0,00	0,00
Ke – необходимая ожидаемая прибыльность собственного капитала = $EPS1 / P * 100\%$)	0,00	0,00	0,00
Kd – необходимая ожидаемая доходность от заемного капитала, приравнивается к ставке по банковским кредитам в национальной валюте для юридических лиц	30,00	29,00	28,00
WACC – средневзвешенная цена капитала компании = $\mu E * Ke + ((\mu D * Kd) * (1 - T / 100\%))$	2,37	1,49	1,33
EVA – экономическая добавленная стоимость = $IC * (ROIC - WACC)$	28025,45	42631,23	34327,38
Pr – чистая прибыль	37155	48722	39734
Pr1 – прогнозная чистая прибыль = $Pr * (1 + g)$	38269,65	50183,66	41720,70
Nsh -среднегодовое скорректированное количество акций	0	0	0
EVA– экономическая добавленная стоимость	28025,45	42631,23	34327,38
X (первая частьиндексаIEФУ)	1,37	1,18	1,22
Pbid – средняя цена покупки акций на фондовой бирже ПФТС за год	0	0	0
Pask – средняя цена продажи акций на фондовой бирже ПФТС за год	0	0	0
S – средняя величина спреда акций = $100 (Pask - Pbid) / Pask * 100\%$	0	0	0
RSI – индекс относительной силы определяется на основе алгоритма, который представлен в файле RSI. Для его определения необходимо только вставить 20 значений средних цен акций за определенный период – год, квартал, месяц	0	0	0
Y (вторая часть индексаIEФУ)	0	0	0
Индекс IEФУ= X * Y	1,37	1,18	1,22

Как видно из таблицы, уменьшение индекса (IEФУ) в 2018 году (1,22) по отношению к 2016 году (1,37) свидетельствует об ухудшении общего финансового состояния предприятия за

анализируемый период, и требует дополнительного изучения ситуации. В то же время рост этого индекса в 2018 году по сравнению с 2017 годом (1,18) характеризует улучшение общего состоя-

ния предприятия и дает возможность надеяться на дальнейший его рост. Отрицательное значение предложенного показателя свидетельствует о приближении, вхождении или наступлении банкротства и требует принятия оперативных мер по восстановлению устойчивости предприятия. Неизменное значение показателя характеризует стабильное состояние исследуемого предприятия по сравнению с предыдущим периодом.

Выводы.

1. Предложенный метод динамической оценки эффективности менеджмента дает сигнальную информацию для принятия мер в тот или иной период. Такой индикатор является предупредительным сигналом для срочной самооценки управления и проведения аудита тех составляющих, которые его формируют. Одновременно эта информация может и должна служить базой для самоменеджмента, который в данном случае означает «управление управлением» и характеризует одну из дефиниций контроллинга. Если он есть на предприятии, его работу нужно пересмотреть на тех предприятиях, где имеют место низкие показатели или отсутствие их динамики.

2. Данный показатель можно мониторить на более коротком временном интервале, например,

полугодии или квартале. Для этого необходимо завести учет базовой информации по составляющим факторам предложенной формулы и автоматизировать этот процесс.

3. ІЕФУ можно использовать одновременно как для предприятий, акционерный капитал которых вращается на организованном рынке ценных бумаг, так и для тех хозяйствующих субъектов, в которых процедура листинга еще не пройдена. В таком случае следует учитывать изменение только внутренних факторов, которые представлены в первых двух сомножителях формулы. Постоянное наблюдение за изменением этого индикатора позволяет своевременно и оперативно пеленговать возможные появления признаков приближения к зонам банкротства на различных этапах жизненного цикла предприятия.

4. Предложенный индекс позволяет всесторонне рассматривать текущую и перспективную управленческую деятельность предприятия на основе различных внутренних факторов и анализировать изменение отношения внешней среды со стороны профессиональных институтов финансового рынка относительно дальнейших перспектив финансовой и экономической устойчивости исследуемого предприятия.

Список литературы:

1. Ситак И. Л. Методический подход к определению финансовой устойчивости предприятия на основе движения денежных потоков / А. И. Сахошко, Д. В. Коробков, В. А. Мищенко, И. Л. Ситак // Научно-теоретический и практический журнал «Современный научный вестник». Серия: Экономические науки, технические науки. – Руснаучкнига. 2011. – № 13 (109). – С. 15–21.
2. Сітак І. Л. Сучасні методи визначення стійкості підприємства / В. А. Міщенко, Д. В. Коробков, І. Л. Сітак // Бізнес Інформ. – № 9. 2012. – С. 92–98.
3. Сітак І. Л. Індикатори визначення стійкості підприємства / І. Л. Сітак // Матеріали V Міжнародної науково-практичної конференції [Проблеми соціально-економічного розвитку підприємств], (24–25 жовтня 2012 р.). – Харків: НТУ «ХПІ», 2012. – С. 111–112.
4. Сітак І. Л. Особливості застосування збалансованої системи показників на підприємствах України / І. Л. Сітак // Тези доповідей XX Міжнародної науково-практичної конференції [Інформаційні технології: наука, техніка, технологія, освіта, здоров'я (MicroCAD-2014)], (15–17 жовтня 2014 р.) / за ред. проф. ТОВАЖНЯНСЬКОГО Л. Л. – Харків: НТУ «ХПІ», 2014. – Ч. IV. – 382 с. – С. 200.

Section 9. Economic security

<https://doi.org/10.29013/EJEMS-20-4-91-103>

*Pulatova Lola Tairkhanovna,
Professor of the Department "Customs expertise
and classification of goods" of the Customs Institute
of the State customs committee of the Republic of Uzbekistan*

*Saidov Abdusobir,
Senior lecturer of the Department
"Special Sciences" of the Faculty of Advanced studies
of the Customs Institute of the State Customs Committee
of the Republic of Uzbekistan, doctor of technical sciences
E-mail: shohista11@mail.ru*

PROBLEMATIC ISSUES OF INTRODUCING A RISK MANAGEMENT SYSTEM FOR PHYTOSANITARY AND VETERINARY CONTROL AT CHECKPOINTS ACROSS THE CUSTOMS BORDER OF THE REPUBLIC OF UZBEKISTAN

Abstract. The article presents an analytical review devoted to the study of issues of ensuring information interaction between authorized control bodies. The authors pay special attention to issues related to the formation of scientifically grounded innovative methods for assessing the safety of goods that meet international norms and standards. The need to improve the methodological foundations of safety assurance based on phytosanitary risk management is shown. The article reveals the principle of information unity based on the compatibility of information sources, approaches to information processing and analysis procedures through the integration interaction of the Single Window mechanism and the risk management system (RMS).

Keywords: permits; phytosanitary risks; authorized control bodies; reengineering; risk management system; integrated information system.

Пулатова Лола Таирхановна,
Профессор кафедры «Таможенная экспертиза
и классификация товаров»

Таможенного института ГТК Республики Узбекистан

Саидов Абдусобир,
старший преподаватель кафедры «Специальных наук»
Факультета повышения квалификации Таможенного института
ГТК Республики Узбекистан, доктор технических наук

E-mail: shohista11@mail.ru

ПРОБЛЕМНЫЕ ВОПРОСЫ ВНЕДРЕНИЯ СИСТЕМЫ УПРАВЛЕНИЯ РИСКАМИ ПРИ ФИТОСАНИТАРНОМ И ВЕТЕРИНАРНОМ КОНТРОЛЕ В ПУНКТАХ ПРОПУСКА ЧЕРЕЗ ТАМОЖЕННУЮ ГРАНИЦУ РЕСПУБЛИКИ УЗБЕКИСТАН

Аннотация. В статье представлен аналитический обзор, посвящённый изучению вопросов обеспечения информационного взаимодействия между уполномоченными органами контроля. Особое внимание авторов уделено вопросам, связанным с формированием научно-обоснованных инновационных методов оценки безопасности товаров, соответствующих международным нормам и стандартам. Показана необходимость совершенствования методических основ обеспечения безопасности на основе управления фитосанитарными рисками. В статье раскрывается принцип информационного единства на основе совместимости информационных источников, подходов к процедурам обработки и анализа информации путём интеграционного взаимодействия механизма «Единое окно» и системы управления рисками (СУР).

Ключевые слова: разрешительные документы; фитосанитарные риски; уполномоченные органы контроля; реинжиниринг; система управления рисками; интегрированная информационная система.

Изменения в мировой и национальной политико-экономической сфере, в частности, глобализация мировой экономической системы, расширение транснациональной миграции, либерализация пограничной политики Республики Узбекистан, оказали существенное влияние на методы и средства контроля в пунктах пропуска через государственную границу, применяемые государственными контрольными органами, в том числе, органами фитосанитарного, ветеринарного, санитарно-эпидемиологического контроля и органов сертификации. Кроме того, значительные изменения, произошедшие в мето-

дах реализации внешнеторговой деятельности, возможности современных информационных технологий способствовали стимулированию деятельности таможенной службы Республики Узбекистан к совершенствованию процедур и правил таможенного контроля. В связи с этим, возникает необходимость выработки в рамках стратегии таможенного контроля системы мер, связанных с оценкой рисков по отношению к товарам и транспортным средствам в пунктах пропуска через государственную границу.

Проведённый нами анализ нормативно-правовой базы Республики Узбекистан в отношении

деятельности уполномоченных органов контроля показал, что, на сегодняшний день, в целях совершенствования, повышения эффективности и оперативности выполнения ими контрольных функций во взаимосвязи с таможенными органами, необходима разработка научно-методического подхода по определению тактики применения системы управления рисками при таможенном контроле. Одним из приоритетов в данном направлении, является получение стандартизированной информации, документов разрешительного характера и оценка предъявляемых к ним требований, с использованием единого пропускного канала. В этой связи, особую экономическую значимость приобретает решение вопросов, связанных с разработкой алгоритма внедрения межведомственного электронного взаимодействия в режиме on-line с применением методики информационного моделирования требований таможенного законодательства и описанием профилей риска на основе информационной матрицы в совокупности с бенчмаркингом в рамках цифровой экономики.

На сегодняшний день, анализ риска – это систематическое использование имеющейся у таможенных органов информации для определения обстоятельств и условий возникновения рисков, их идентификации и оценки вероятных последствий несоблюдения таможенного законодательства в отношении товаров и транспортных средств, в пунктах пропуска через государственную границу Республики Узбекистан. Основная цель анализа риска, предусматривает создание оптимальных условий для беспрепятственного перемещения товаров, обеспечение уплаты всех таможенных платежей, соблюдение интересов участников внешнеэкономической деятельности. Кроме того, переход осуществления таможенного контроля от тотальности на принципах выборочности с внедрением системы управления рисками (СУР) влечет за собой концептуальное изменение деятельности таможенных органов по проверке и обеспечению соблюдения участниками внеш-

неэкономической деятельности таможенного законодательства. Учитывая тот факт, что аналитическую работу с рисками, можно рассматривать как альтернативное действие по отношению к таможенному и фитосанитарному контролю, сама система управления рисками призвана сбалансировать решение противоречивых задач, таких как упрощения таможенных процедур и повышения эффективности таможенного, а также фитосанитарного контроля.

Как показывает международная таможенная практика, важнейшим фактором, определяющим обоснованность и эффективность принимаемых управленческих решений, является полнота, оперативность и достоверность информации, используемой для разработки и реализации мер по предотвращению и минимизации рисков по различным направлениям, в том числе по направлению фитосанитарных рисков. Это утверждение одновременно предполагает и то, что таможенные органы Республики Узбекистан, должны иметь не только доступ к надежным, достоверным и актуальным источникам информации, но и уметь эти сведения логически обрабатывать. С другой стороны, следует подчеркнуть, что комплексность мероприятий по сбору, обобщению и анализу информации, в том числе, наличие нескольких независимых источников информации в отношении разрешительных документов, а также сбора информации с использованием информационных технологий, определяющих периодичность их обновления, систематическое пополнение базы данных по индикаторам риска, позволит обеспечить максимальную достоверность и объективность при реализации как таможенных услуг, так и уполномоченных органов контроля, при выдаче разрешительных документов, в частности, фитосанитарного сертификата.

Поэтапное вступление Республики Узбекистан в международные организации, такие как Всемирная торговая организация (ВТО), накладывает обязательства по выполнению требо-

ваний нормативных документов данных международных организации. Например, в отношении продовольственных товаров это касается многостороннего соглашения SPS по санитарным и фитосанитарным мерам, нормативная база которого основана на международных стандартах Комиссии *Codex Alimentarius*, Всемирной организации здоровья животных (OIE) и Международного соглашения по защите растений (IPPC – *International Plant Protection Convention*). Важно отметить, что одним из приоритетных направлений в деятельности IPPC, является анализ фитосанитарного риска (АФР), согласно которого устанавливают показатели вредности организма. При положительном ответе оценивают вероятность интродукции и распространения организма, а также

зону действия и величину экономических последствий. Анализ фитосанитарных рисков проводится на основе изучения биологических, экономических и других научных данных. Как показано на (рис. 1), в случае признания риска неприемлемым, предусмотрено управление с целью снижения риска до приемлемого уровня путем разработки фитосанитарных регламентаций.

Анализ литературы показал, что при определении целевого назначения фитосанитарного риска, за основу берутся результаты оценок вероятности интродукции и экономического ущерба. Подходящие варианты управления фитосанитарным риском следует выбирать исходя из их эффективности в уменьшении интродукции рассматриваемого вредного организма.

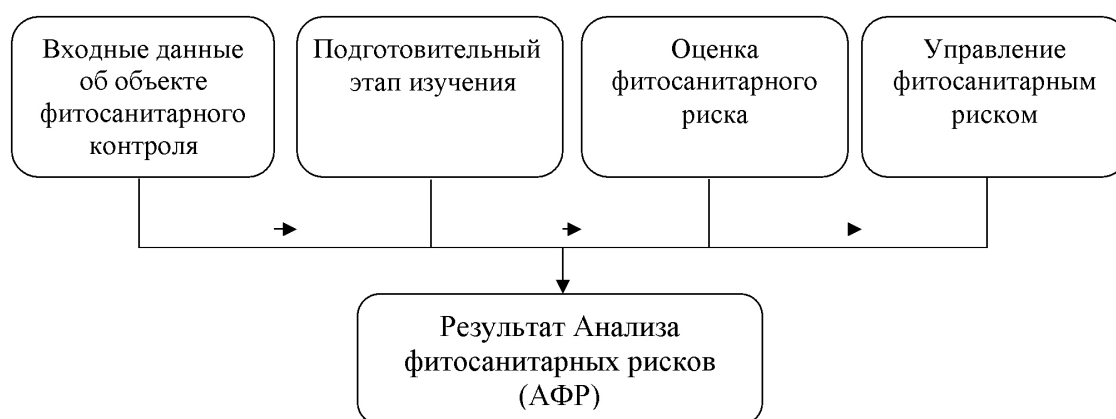


Рисунок 1. Этапы проведения процесса анализа фитосанитарных рисков (АФР)

При этом, выбор должен быть регламентирован на основе применения ряда принципов, таких как:

- фитосанитарные меры должны быть доказанными, рентабельными и осуществимыми;
- соблюдение принципа «минимального воздействия», т.е. меры не должны ограничивать торговлю более, чем это предусмотрено законодательством;
- принцип «эквивалентности» – в случае выявления различных фитосанитарных мер, дающих одинаковый результат, их следует признавать в качестве альтернативных;
- соблюдение принципов «отсутствия дискриминации» – в тех случаях, когда

рассматриваемый вредный организм акклиматизировался в зоне АФР, но ограниченно распространен и с ним проводится официальная борьба, фитосанитарные меры при импорте не должны быть более жесткими, чем меры, применяемые в пределах зоны АФР.

Учитывая вышеизложенное, при реализации мероприятий, связанных с анализом фитосанитарных рисков для оценки безопасности продукции, фитосанитарные меры не должны различаться в отношении экспортирующих стран, имеющих одинаковый фитосанитарный статус. При этом, принцип «модификации» предусма-

тривает тот факт, что при изменении условий и появлении новых сведений, фитосанитарные меры будут немедленно модифицированы либо путем введения новых запретов, ограничений или требований, необходимых для их успешного применения, либо путем отмены тех из них, которые оказались неэффективными.

Вместе с тем, при исследовании рисков, важны не только показатели возможности возникновения рисков событий в отношении товаров и транспортных средств, с применением методов статистического моделирования, но и оценки их последствий в деятельности уполномоченных органов. Указанные аспекты исследования фитосанитарных рисков, требуют необходимого развития. Кроме того, без учёта последствий рисков событий, дальнейшее развитие системы управления рисками, и создание на её основе интегрированной информационной модели «Единого окна» для процесса удалённого таможенного оформления, не представляется возможным. Такая тенденция, не позволяет обеспечить требуемое повышение эффективности таможенного контроля товаров и транспортных средств с использованием единого пропускного канала через государственную границу Республики Узбекистан при реализации таможенных услуг и выдачи разрешительных документов.

Государство-импортер при допуске на внутренний рынок экспортной продукции растительного происхождения стремится в первую очередь обеспечить безопасность такой продукции. Одним из действенных инструментов обеспечения безопасности является применение санитарных и фитосанитарных норм. Основное их предназначение заключается в «охране здоровья населения, защите животного мира, сельского хозяйства от рисков, возникающих в связи с распространением болезней, их переносчиков, загрязняющих веществ, токсинов, болезней, переносимых животными, растениями или продукцией из них».

Как показывает практика, для более эффективного обеспечения безопасности импортируемой продукции растительного происхождения, соответствующие уполномоченные органы государства должны проводить системный анализ рисков, связанных с поставками данного вида продукции. Принимаемые, по результатам такого анализа, меры, эффективно позволяют избежать неблагоприятных последствий [1].

Однако несоблюдение и невыполнение своевременных мер по обеспечению безопасности продукции, может привести к серьезным деструктивным социально-экономическим последствиям. Например, фитофтороз картофеля стал причиной голода в 40-х годах XIX столетия в Ирландии. В 70-х годах XX столетия, в страны Африки с продовольственной помощью, был случайно завезен вредный организм, с которым страны ведут борьбу и по сей день [2].

Таким образом, для обеспечения безопасности продукции, а также выполнения обязательств, взятых государствами при присоединении к Всемирной Торговой Организации, важно и необходимо внедрение системы анализа рисков в деятельность государственных органов контроля. В некоторых странах, такие системы уже применяются в течение длительного времени. Так, в США эта деятельность возложена на Управление по санитарному надзору за качеством пищевых продуктов и медикаментов, а также Службу безопасности и контроля за продуктами питания.

На современном этапе, в условиях глобализации мировой экономики и возрастающей интернационализации хозяйственной жизни, эффективное участие того или иного государства в международном разделении труда, в том числе, в процессах кооперирования производства, является одним из необходимых условий роста ее национальной экономик [3]. На сегодняшний день, практически не осталось стран, которые не стремились бы к расширению своего присутствия на мировом рынке, завоеванию соответствующей

щего положения в международном разделении труда. В свою очередь, достижение этих целей, невозможно без активного совершенствования всех сегментов внутреннего рынка, приведения их в соответствие со сложившимися в мировой практике стандартами в области правового и административного регулирования, как в области внешней торговли, так и в торговой политике.

В целях обеспечения безопасности продукции, поступающей на внутренний рынок, в Республике Узбекистан представляется необходимым применение системы анализа рисков в деятельности Государственной инспекции по карантину растений при Кабинете Министров Республики Узбекистан. Со всей очевидностью, можно отметить, что внешнеэкономическая политика Республики Узбекистан направлена на полноценную интеграцию в мировую торговую систему [4]. В связи с чем, одним из приоритетных направлений, в последнее время, стала подготовка к вступлению нашего государства во Всемирную торговую организацию (ВТО), которая регулирует сегодня свыше 90% мировой торговли. Как показывает международная практика, вступление Узбекистана в ВТО подразумевает принятие на себя целого комплекса мероприятий, причем без каких-либо исключений, включая «обновленное» ГАТТ, сферу услуг, инвестиции, вопросы защиты прав интеллектуальной собственности и др. Для проведения эффективного фитосанитарного импортного контроля на таможенных приграничных пунктах необходимо выполнение следующих минимальных требований:

- доступ к действующему национальному законодательству и нормативным актам;
- средства контроля и оборудование;
- перечень карантинных организмов, ввоз которых запрещён на территорию государства. С точки зрения их потенциальной угрозы для государства, такой лист может включать в себя организмы с более высоким и более низким фитосанитарным риском;

- информационные листы о карантинных организмах, ввоз которых запрещён на территорию государства;
- международные карты распространения вредителей карантинного значения;
- руководство по фитосанитарным процедурам импорта;
- импортные карантинные разрешения (копии), в случае необходимости;
- справочные материалы (таксономическое деление) о карантинных организмах;

Груз, предназначенный для импорта в страну, подлежит контролю на приграничных таможенных пунктах фитосанитарными органами в отношении следующих требований, в частности:

- А) проведения документарной проверки;
- Б) проверке идентичности;
- В) контролю фитосанитарного состояния груза;
- Г) взятию образца на месте для инспектирования или лабораторного анализа;
- Д) осмотру транспортных средств на предмет наличия регулируемых вредных организмов.

С целью определения частоты фитосанитарных процедур, следует исходить из категории фитосанитарного риска подконтрольной продукции. Например, при необходимости, при ввозе товара железнодорожным транспортом, фитосанитарные погранично-карантинные процедуры, определенные подпунктами «б», «в» и «г», могут быть перенесены по месту назначения товара.

В ходе реализации таможенного оформления, необходимо предоставить документы в фитосанитарный пункт с целью проведения фитосанитарного контроля:

- фитосанитарный сертификат (оригинал);
- разрешение на импорт (в случае необходимости);
- определенные законодательством другие сопроводительные документы на товар, а также другие сопроводительные документы на товар необходимые для идентификации груза.

Проверка документов включает в себя:

- установление соответствия формы и содержания фитосанитарного сертификата утвержденной модели (форме образца фитосанитарного сертификата, утвержденной Приложением к Международной конвенции по защите растений (МККЗР), он должен быть оформлен в соответствии с (МСФМ 12);
- проверку полноценности заполнения фитосанитарного сертификата, включая печать и подпись на нем (ботанические названия растений должны быть указаны на латинском языке);
- установление взаимного соответствия данных сопроводительных документов, определенных фитосанитарным сертификатом и законодательством (сертификат происхождения, счет-фактура (инвойс), транспортная накладная, разрешение на импорт и другие документы) [8].

Подлинность и оформление фитосанитарного сертификата. Учитывая международные требования, фитосанитарный сертификат является подлинным, если он выдан уполномоченным должностным лицом Национальной организации по карантину и защите растений (НОКЗР) страны происхождения/страны экспортером в соответствии с существующими фитосанитарными требованиями страны назначения в соответствии с Международными стандартами по фитосанитарным мерам МСФМ 7 и МСФМ 12 и отвечает формальным требованиям [5]. При этом, у инспектора должны быть полномочия требовать копии со всех документов, которые подтверждают данные указанные на сертификате (на пункте должна быть возможность делать копии). Данные на сертификате и на сопроводительных документах должны совпадать по следующим пунктам:

- импортер;
- страна происхождения;

- идентичность материала (по крайней мере, название растения, наименование товара, или другие отличительные особенности, такие как идентификация транспортных средств);
- количество (количество, указанное на ФС может быть больше, но не меньше чем указано на сопроводительных документах).

В случае, если в фитосанитарных сертификатах имеются незаполненные поля и в документах, сопровождающих груз, обозначены противоречивые данные, инспектор должен запросить дополнительную информацию и/или документы. В случае не предоставления импорт должен быть остановлен.

В случае значительного или неоднократного присутствия недочётов в заполнении документации инспектор, в отношении груза, может применить процедуру возврата. При таможенном оформлении, необходимо обратить внимание на фитосанитарный сертификат, имеющий признаки фальсификации, в частности:

1. не имеет печати, подтверждающей правильность данных, в том числе, если отсутствует подпись;
2. выдан на бланке, не утверждённом НОКЗР;
3. не ясно, какая НОКЗР его выдала;
4. не ясен адресат (не указана НОКЗР страны получателя);
5. фитосанитарный сертификат был выдан не авторизированной организацией или лицом;
6. не заполнены обязательные пункты фитосанитарного сертификата, а при этом имеются печать и подпись;
7. сведения, содержащиеся в фитосанитарном сертификате, не соответствуют информации в коммерческих и транспортных (перевозочных) документах.

Контроль фитосанитарного состояния груза

Контроль соблюдения фитосанитарных требований включает визуальный досмотр груза для выявления вредных организмов, а так же с целью

определения эффективности обработки, дезинфекции, наличия загрязнителей (листьев, почвы), отсутствия неразрешенных грузов, соблюдения требований во время упаковки или транспортировки грузов, требований, связанных с происхождением груза, а также по маркировке деревянной упаковки груза [6].

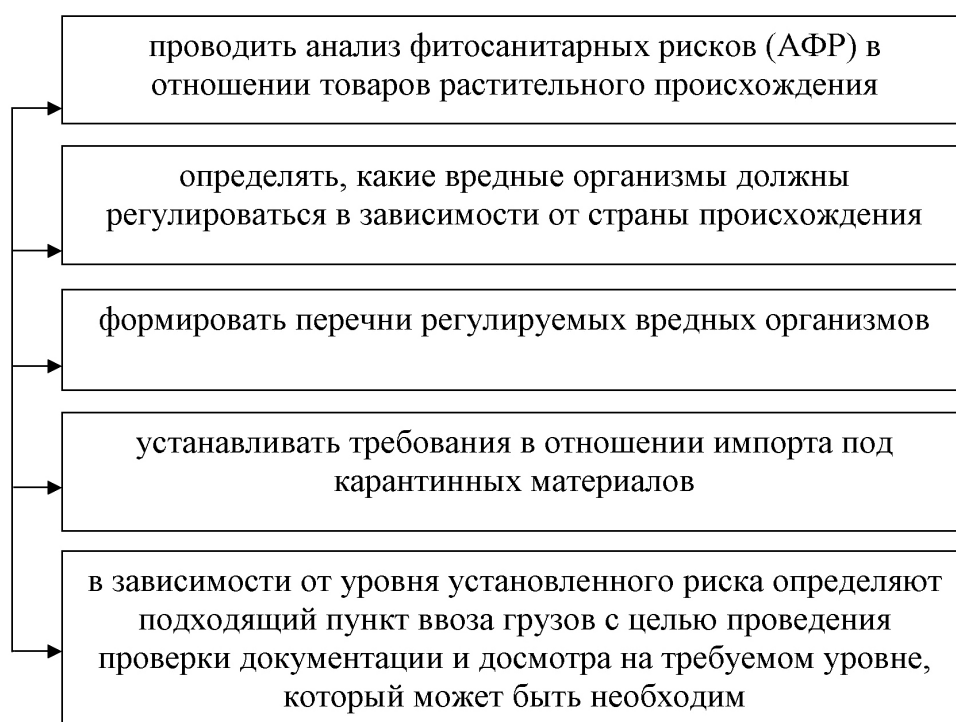
Действия при подозрении или обнаружении вредных организмов

Если обнаружена заражённость груза, хотя бы единичными экземплярами регулируемых организмов, а также неизвестных инспектор вредителей, он собирает их и направляет на определение в лабораторию. Если обнаруженный объект оказывается карантинным вредителем, то груз изолируют таким образом, чтобы не допустить распространения вредителя.

При проведении фитосанитарного контроля подконтрольной продукции высокого фитосани-

тарного риска необходимо проведение анализа фитосанитарного сертификата, сопровождающего товарную партию. В данном разрешительном документе подлежат обязательному указанию сведения (наименование и адрес организации) об экспортере и получателе товаров, виде транспорта, которым осуществляется поставка товарной партии, о пункте ввоза товаров, а также наименование и количество перемещаемых товаров.

Конкретные товары из разных стран происхождения могут представлять разный уровень риска, в основном, определяемый по фитосанитарному состоянию территории этих стран, поэтому в зависимости от страны происхождения импортные требования в отношении одного и того же товара могут различаться. На рис. 2, представлены действия сотрудников таможенных органов Республики Узбекистан при проведении контроля в отношении ввозимых товаров.



Рисунки 2. Алгоритм действий сотрудников таможенных органов при проведении таможенного контроля

Соответственно, технические возможности в пункте ввоза должны обеспечивать проведение досмотра и проверки с учетом уровня риска, представляемого грузом. При этом, меры по управлению риском, связанными с товаром, который будет ввозиться в страну, должны применяться в экспортирующей стране, чтобы минимизировать риск для импортирующей страны. Такая категоризация позволяет контролирующим органам определить, необходимо ли в дальнейшем проводить анализ фитосанитарного риска (АФР) и существует ли необходимость в фитосанитарной сертификации. Как показано на рис. 3, в ходе проведения аналитических работ в отношении товаров растительного происхождения, а также проверке товаросопроводительных документов, можно выделить логический процесс определения категории товара для установления степени фитосанитарного риска [7].

Результатом использования приведённой методологии является не только идентификация и оценка фитосанитарного риска, но и выбор одного или более вариантов управления, в отношении которых установлено, что они уменьшают риск до приемлемого уровня. В таких случаях основой категоризации является следующее:

- был ли товар переработан или нет;
- метод и степень переработки, с помощью которого товар был подвергнут до экспорта;
- предполагаемое использование товара после его ввоза [8].

Таким образом, профили рисков СУР в сфере карантина растений, прежде всего, основываются на информации о карантинном фитосанитарном состоянии территории страны-экспортера, информации полученной от национальных организаций по карантину и защите растений стран-экспортеров, фитосанитарном состоянии Республики Узбекистан.

В целях единообразного подхода при таможенном декларировании в электронной форме товаров, находящихся в регионе деятельности таможенного органа, отличного от места их декла-

рирования, актуальным вопросом выступает решение задач, связанных с упрощением процедур торговли и совершенствования порядка таможенных операций в части касающейся практического применения унифицированной таможенной информационной системы «Единое окно» (*Single Window*), позволяющей всем участникам торговых и транспортных операций, предоставлять информацию, необходимую для осуществления импортных, экспортных, транзитных операций, в единую структуру, в единой форме.

Сравнительный анализ зарубежного опыта практического применения механизма «Единое окно» показал, что данное направление представляет собой мировой тренд в области повышения эффективности деятельности таможенных органов. Рассматриваемая форма свидетельствует о том, что отсутствие прозрачности в отношении правил и регламентов, избыточные и длительные процессы таможенной очистки, множество документальных требований (при этом требуются документы в различных форматах и с различными элементами данных), увеличивают расходы и время, необходимые для ведения торговли. Сегодня считается, что эти препятствия представляют собой большие барьеры в торговле, чем барьеры, связанные с тарифами и квотами. Они как бы «утолщают» государственные границы. Таким образом, на сегодняшний день, гораздо важнее, добиться упрощения процедур торговли, с целью повышения административной эффективности и результативности, снижения издержек и уменьшения времени от начала оформления товара до выхода его на рынок, повышение прогнозируемости мировой торговли.

Применение механизма «Единое окно» является эффективным инструментом упрощения процедур международной торговли, позволяющего государственным органам и представителям бизнеса минимизировать свои издержки при совершении экспортных, импортных и транзитных операций.

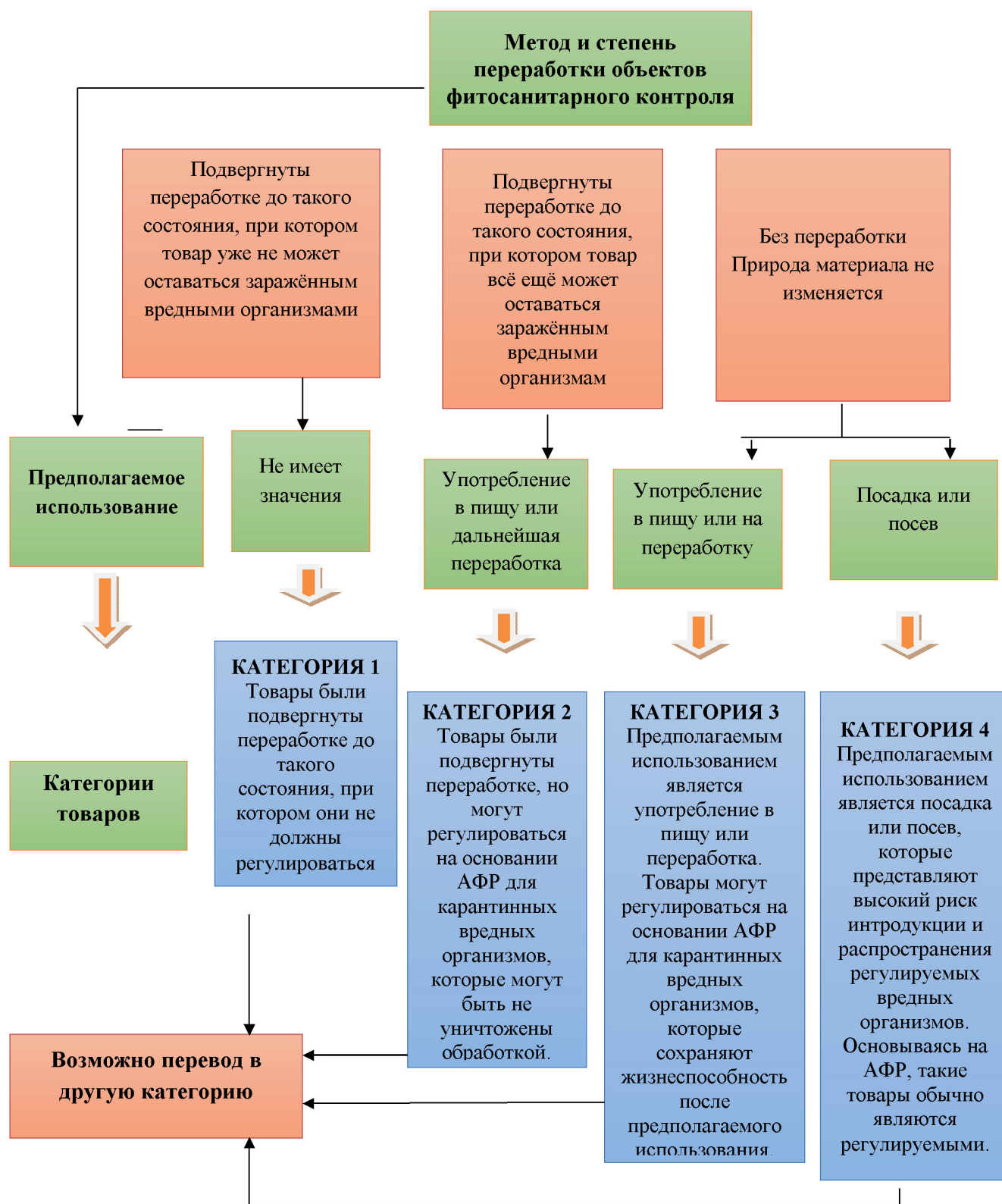


Рисунок 3. Процесс категоризация товара для определения степени фитосанитарного риска

Однако, несмотря на совершенствование этапов таможенного администрирования, отсутствие интегрированного механизма «Единое окно», дублирование сведений и документов в ходе осуществления внешнеэкономической деятельности, создают дополнительные барьеры для предпринимателей. Следует также отметить, что на практике все еще сохраняются излишние бюрократические процедуры, с которыми сталкиваются субъекты предпринимательства, особенно, в части получения разрешительных документов и осуществлении внешнеторговых операций. Усложнение процессов регулирования внешнеэкономической деятельности, лишние документы, а также отсутствие надлежащей таможенной инфраструктуры, может привести к дополнительным затратам для участников внешнеэкономической деятельности и задержкам в перемещении товаров через таможенную границу, тем самым подавляя торговый потенциал Узбекистана. В целях недопущения подобного развития событий, в таможенных органах Республики Узбекистан, необходимо реализовать преимущества ТИС «Единое окно». Хотелось бы подчеркнуть, что в большинстве западных стран уже применяется такое межведомственное взаимодействие с применением данной технологии, тем самым способствуя совершенствованию и развитию своих торговых отношений [9].

Трудно не согласиться с тем, что интегрированная система «Единое окно», представляет собой одно из приоритетных направлений в философии таможенного администрирования, в рамках которого традиционные структуры правительства трансформируются в новые механизмы. В современных условиях формирования торгово-экономических отношений, они наилучшим образом отвечают потребностям граждан и субъектов предпринимательской деятельности. Система «Единое окно» предполагает такую организацию взаимодействия между уполномоченными государственными органами и бизнесом, которая позволила бы участникам внешнеэкономической

деятельности, для получения услуг и разрешительной документации, однократно представлять документы в одном цифровом пространстве по одним и тем же формам.

На сегодняшний день, в Республике Узбекистан механизм «Единое окно» только начинает внедряться, несмотря на наличие определенных барьеров для его успешного и бесперебойного функционирования. Внедрение системы «Единого окна» обеспечивает ясные выгоды, приобретаемые как представителями бизнеса, так и контролирующими государственными органами. При этом, унифицированная подготовка и предоставление единого стандартного пакета документов в стандартном виде и один раз, приведет к ускорению проведения сделки, снизив затраты на получение документов, организует сбор и движение информации между службами, обеспечив тем самым, прозрачность правил контроля. В принципе, «Единое окно» – это виртуальная система обмена информацией между различными ведомственными системами, использование которой приведет к укреплению координации и сотрудничества между государственными органами, имеющими отношение к деятельности в области торговли. В связи с этим, построение эффективно функционирующей системы управления рисками и её интеграции в «Едином окне», с точки зрения унифицированного взаимодействия таможенных органов с уполномоченными органами контроля по вопросам выдачи разрешительных документов, является одним из приоритетных направлений в области реформирования таможенного администрирования и совершенствовании деятельности органов государственной таможенной службы Республики Узбекистан.

Важно отметить, что интенсивное развитие информационного обмена можно назвать отличительной особенностью современного таможенного администрирования Республики Узбекистан. В данном направлении происходит подобный обмен с целью обеспечения надлежащего применения таможенного законодательства и осуществле-

ния борьбы с таможенными правонарушениями. При этом, информационный обмен, поставленный на юридическую основу, в том числе посредством реализации «Единого окна», может стать неотъемлемым элементом системы управления рисками, создавая специфическую сеть источников информации при выработке решений [10].

В настоящее время, в Республике Узбекистан, информационное взаимодействие между таможенными органами и уполномоченными органами контроля, происходит по принципу «каждый с каждым», что ведет к неоправданному увеличению затрат на интеграцию информационно-коммуникационных систем. Как показывает практика, управление процессами при совершении таможенных операций и проведении таможенного контроля, требует высокой степени интеграции национальных информационных систем таможенных и уполномоченных органов контроля, а также интеграции данных информационных систем на международном уровне, с целью создания единого пропускного канала, что позволит реализовать следующие мероприятия, не выходящие за рамки рекомендаций Всемирной Торговой Организации, в частности:

- предварительную информацию (предварительное уведомление) о товарах и транспортных средствах, перемещаемых через таможенную границу Республики Узбекистан;
- статистическую информацию о внешней и взаимной торговле между Республикой Узбекистан и международным торговым сообществом, а также сравнение статистики внешней торговли нашего государства со статистикой других стран;
- информацию о деятельности лиц, выступающих для совершения юридически значимых действий от собственного имени с товарами, находящимися под таможенным контролем;
- информацию о деятельности перевозчиков, таможенных представителей, владель-

цев складов временного хранения и таможенных складов;

Учитывая вышеизложенное, необходимо отметить, что интеграция Системы управления рисками в механизм «Единое окно», будет способствовать реализации эффективного контроля за перемещаемыми потоками товаров. Представленный материал свидетельствует о том, что совершенствование и модернизация Системы управления рисками при реализации таможенных услуг, можно отнести к задаче поиска оптимального решения в условиях конфликтной ситуации при заданной ограниченности ресурсов и известной структуре альтернативных действий как таможенных органов, так и уполномоченных органов контроля. По результатам анализа полученной информации, в таможенных органах формируются проекты профилей риска, которые описывают рисковую ситуацию, её направленность, содержат меры, которые должностные лица таможенных органов должны предпринять для минимизации рискованных ситуаций [11]. Кроме того, в условиях реинжиниринга процесса организации таможенного контроля товаров, обе системы, направленные на рациональное использование ресурсов, призваны повысить качество предоставляемых государством услуг и сократить временные издержки, возникающие в процессе осуществления внешнеторговых операций.

Обобщая сказанное, целесообразно сделать вывод о том, что от информационной доступности и возможности анализировать многочисленные источники информации, в оперативном режиме обмениваться необходимой информацией с другими министерствами и ведомствами, зависит качество предлагаемых государством услуг, создание благоприятных условий для увеличения товарооборота, собираемость таможенных платежей в полном объёме и выведение импортных товаров, в процессе осуществления внешнеторговых операций, из статуса нелегального сектора экономики в легальный.

Список литературы:

1. Guidelines for Plant Pest Risk Assessment of Imported Fruit & Vegetable Commodities // URL: [https:// www.aphis.usda.gov/import_export/plants/plant_imports/process/downloads/PRAGuidelines_Imported_Fruit_VegCommodities.pdf](https://www.aphis.usda.gov/import_export/plants/plant_imports/process/downloads/PRAGuidelines_Imported_Fruit_VegCommodities.pdf)
2. О результатах научно-исследовательской деятельности ФГБУ «ВНИИЗЖ» за 2013 год // Официальный сайт // Россельхознадзор. URL: <http://www.fsvps.ru/fsvps/structure/terorgs/arriah/newsDetails.html?id=99166/> (дата обращения: 19.09.2016).
3. Trade Facilitation Terms: An English-Russian Glossary. Revised second edition. New York; Geneva; – Moscow, 2011. – 286 p. URL: <http://www.tsouz.ru/Docs/kodeks/Documents/Glossary%202011.pdf> / (дата обращения: 21.11.2014).
4. «Глобализация, ВТО и ННГ: расширение диалога для устойчивого развития», осуществляемого при поддержке Фонда Форда.
5. Международная конвенция по карантину и защите растений, 1997. ФАО, Рим.
6. Камалиева Л. А. Опасные для жизни или здоровья потребителей лекарственные средства и спирто-содержащая продукция // Актуальные проблемы экономики и права. 2011. – № 1. – С. 237–239.
7. Матисон В. А., Прокопова М. А., Арутюнова Н. И. Анализ фитосанитарных рисков при обеспечении безопасности растительного сырья, продукции и растений // Пищевая промышленность. 2014. – № 8. – С. 33–35.
8. Лаврентьева О. Практическое руководство по фитосанитарным процедурам импорта // Продовольственная и сельскохозяйственная организация ООН. – Анкара. 2016. – 34 с.
9. Афонин П. Н., Афонин Д. Н., Мютте Г. Е. и др. Системный анализ рисков в пунктах пропуска через государственную границу Российской Федерации при реализации таможенных услуг // Приоритеты России. 2012. – № 18 (159). – С. 14–18.
10. Абдугание Б. Ё., Хакимова Ф. А., Пулатова Л. Т. Межведомственная информационная система «Единое окно» и его элементы при организации процесса сертификации товаров // Сборник материалов республиканской научно-практической конференции, – Ташкент, 25 ноября 2006. – С. 34–38.
11. Соловьева И. В. Теоретические и практические подходы к процессам функционирования системы управления рисками в таможенных органах Российской Федерации (на примере Южного таможенного управления) // Вестник Таганрогского института управления и экономики. 2007. – № 2. – С. 68–72.
12. Ванин М. В. Концепция системы управления рисками в таможенной службе РФ // URL: <http://customs.net.ru>.
13. Мартинкевич Г. Г. Основы правового регулирования таможенного контроля с использованием системы анализа и управления рисками // Законодательство и экономика. 2005. – № 7. – С. 36–44.
14. International Standard for Phytosanitary Measures. Pest risk analysis for quarantine pests including analysis for environmental risks and living modified organisms. – ISPM № 11. 2004. – ФАО. – РИМ.
15. International Standard for Phytosanitary Measures. Framework for pest risk analysis. ISPM № 2. 2007. – ФАО. – РИМ.
16. International Standard for Phytosanitary Measures. Pest risk analysis for regulated non quarantine pests. ISPM № 21. 2004. – ФАО. – РИМ.

<https://doi.org/10.29013/EJEMS-20-4-104-109>

*Kondratenko Diana Volodymyrivna,
PhD in Economics, the Faculty of Economics and Management
Kharkiv national university of civil engineering and architecture,
E-mail: t0958987828@gmail.com*

*Chuprin Yevhen Sergiyovych,
postgraduate, the Faculty of Economics and Management
Kharkiv national university of civil engineering and architecture,
E-mail: chuprin021@gmail.com*

NORMALIZING THE LEVEL OF ECONOMIC SECURITY OF ENTERPRISES

Abstract. The scientific article stated that for effective decision-making under uncertain operating conditions of the system, it is necessary to apply methods based on the rules of fuzzy logic. The author built optimization models of economic security indicators for road transport enterprises in order to determine their sufficient values for further normalization of the level of economic security.

Keywords: economic security, enterprise management, road transport enterprises, fuzzy logic, optimization model.

The relevance and importance of the problem of ensuring the economic security of the enterprise is reinforced by the fact that it occupies a significant place in the algorithm of ensuring the economic security of Ukraine. Ensuring the reliability of economic security of the enterprise is possible only by means of complex and systematic management of it.

Research on the economic security of enterprises received considerable attention in the works of economist scientists. Having analyzed the publications [1–8] of Vovk V., Didenko E., Dub B., Zakharov O., Iliashenko S., V., Prokhorova V., Khryniuk O., Shulga I. on the issue of economic security, it can be concluded that scientists are sufficiently versatile to interpret terms and approaches to the definition of economic security.

The assessment of the level of economic security of enterprises, including of road transport, is the focus of attention of many domestic and foreign scientists. Among them: Blyzniuk A., Duleba N., Yendrychka V., Kudriavtseva O., Levkovets N.,

Melnyk O., Nikitina A., Parfentiiyeva A., Pohodyna V. [22–30]. Analysing the work of economist scientists, there is a significant difference of opinions on the process of assessing the level of economic security and ambiguity in the effectiveness of existing approaches.

In particular, a number of the most common approaches to assessing the level of economic security of enterprises can be identified:

- Resource and functional;
- Indicator (threshold);
- Special-purpose programme;
- Based on economic risk theory;
- Expert;
- Mathematical modelling in economics;
- Accounting;
- Matrix.

By comparing and highlighting the main advantages and disadvantages of each approach, the best and most effective methodology for assessing the economic security of road enterprises through early

warning tests has been developed. According to this methodology, 20 leading road enterprises of Ukraine were evaluated [31].

In order to achieve the practical value of the results obtained, the development of methodological bases for normalization of the level of economic security in order to adopt measures to adjust the performance indicators becomes relevant.

The operation of the system of ensuring the economic security of road transport enterprises is intended to achieve normalization of the level of economic security, which depends on the features of activity and interacting subjects of the external environment. The lack of clarity of the relationship between qualitative and quantitative characteristics requires the application of fuzzy logic and fuzzy set theory.

Decision-making in problem-oriented information systems and management systems is carried out in conditions of an expected uncertainty caused by inaccuracy or incomplete initial data, stochastic nature of external impacts, lack of adequate mathematical model of functioning, unclear goal, human factor, etc. [32–34] Uncertainty of the system leads to increased risks from inefficient decisions, which can result in negative economic, technical and social consequences.

Uncertainties in decision-making systems are compensated by various artificial intelligence techniques. For efficient decision-making under uncertain operating conditions, fuzzy logic methods are used. Such methods are based on fuzzy sets and use linguistic quantities and expressions to describe decision-making strategies [35–37].

Fuzzy methods are particularly useful in the absence of an accurate mathematical model of system functioning. Fuzzy set theory makes it possible to apply inaccurate and subjective expert knowledge of the subject area to decision-making without formalizing them in the form of traditional mathematical models.

Fuzzy set theory techniques are a convenient means of designing interfaces for decision-making systems. Based on fuzzy logical inference, systems of

control, presentation of knowledge, support of decision-making, approximation, structural and parametric identification, recognition of images, optimization are built. Fuzzy logic finds application in household electronics, diagnostics, various expert systems. Fuzzy expert systems to support decision-making find widespread application in military affairs, medicine and economics. They provide business forecasting, risk assessment and return on investment projects. Based on fuzzy logic, global policy decisions are investigated and crisis situations are modeled [38; 39].

The fuzzy system selects solutions based on the dependence of the output value on several input values. Suppose that there is no mathematical model of output dependence on inputs and instead a base of expert rules is used in the form of fuzzy statements “if-then” in terms of linguistic variables and fuzzy sets.

Then functionality of fuzzy decision-making system is determined by such steps [40]:

- 1) conversion of clear input variables to fuzzy ones, i.e. determination of degree of conformity of inputs of each of fuzzy sets;
- 2) calculation of rules based on use of fuzzy operators and application of implication to obtain initial values of rules;
- 3) aggregation of fuzzy outputs of rules to the total initial value;
- 4) converting the fuzzy output of the rules to a clear value.

The system is designed according to the scheme of multilayer artificial neural network, which consists of input, two hidden and output layers. The first layer represents system inputs, the second layer shows fuzzy linguistic variables, the third layer represents rules over fuzzy variables, and the fourth layer shows rule outputs.

In practice, a maximin composition is used for fuzzy inference, and fuzzy implication is realized by finding the minimum of membership functions.

Fuzzy logic and fuzzy set theory form the basis for many methods of investigating and modeling systems, belong to the field of artificial intelligence.

MATLAB uses the Fuzzy Logic Toolbox to implement fuzzy modeling.

In order to carry out optimization modelling of normalization of the level of economic security of road transport enterprises, RTE with the highest indicators of the level of economic security were selected, which was evaluated by means of early warning tests [31]. These RTE include:

- Gollner Expedition PJSC;
- Vneshttrans PJSC;
- Kirovohrad Transport Company PJSC.

The modeling includes economic security indicators for 2020 with a level below “normal” in order to determine their optimal level for normalization of economic security of road transport enterprises.

The next step is to define linguistic terms for selected indicators. For our modeling, the following linguistic terms (T) are adopted, which correspond to the levels of economic security of road transport enterprises:

- critical;
- unsatisfactory;
- satisfactory;
- normal;
- absolute.

Further, the membership function of linguistic terms are determined. The membership function represents elements from a universal set of a certain linguistic variable into a set of numbers in a given interval, indicating the degree of membership of each element of the universal set to a fuzzy term. In some cases, typical forms of membership functions (in parametric form) are used, then the task of construction is to determine its parameters [14].

Triangular, trapezoidal, Gaussian and sigmoidal membership functions were most common. The specific type of function is determined by the needs of the subject area under study.

In practice, it is convenient to use those membership functions that allow analytic representation in the form of some simple mathematical function. This simplifies not only the corresponding numeri-

cal calculations, but also reduces the computational resources required to store the individual values of these membership functions [41].

The output in the form of Mamdani’s algorithm takes into account the following parameters:

For the logical conjunction method (And method), which allows to specify one of the following methods for performing a logical conjunction under fuzzy rule conditions, the minimum value method (min) was selected.

For the logical disjunction method (Or method), which allows to specify one of the following methods for performing logical disjunction under fuzzy rules conditions, the maximum value method (max) was selected.

For the Implementation method, which allows to specify one of the following methods for executing (activating) a logical output in each of the fuzzy rules, a minimum value (min) method has been assigned.

For Aggregation method, which allows to specify one of the following methods for aggregation the membership function values of each of the output variables in the fuzzy rule outputs a method of algebraic sum has been assigned (probor).

For Defuzzification method, which allows to specify one of the following methods for defuzzification output variables in a Mamdani-type fuzzy system is selected the method mom middle of maximum, which is defined as the arithmetic mean of the left and right modal values;

For Mamdani’s fuzzy output, a plurality of rules are generated on the basis of which the model will be built. To model the operation of the expert system according to the implication scheme, a number of fuzzy product rules are used, each of which is built in the form of a conditional operator (if-then).

In total, rules can include all possible combinations of linguistic terms for all input variables combined by logical operations.

The output results are presented as a model that allows to determine whether the quantity of the

components is sufficient to achieve the required level of the resulting indicator.

The construction of an optimization model of the level of economic security for the road transport enterprises under study makes it possible to draw conclusions about the optimal indicators for normalization.

Thus, in order to normalize the level of economic security indicators of Gollner Expedition PJSC it is necessary: to achieve growth of profitability of transport from 0.04 to 0.37, to reduce the level of absolute liquidity from 1.43 to 0.227, to increase the value of profitability indicator of assets from 0.09 to 0.42, coefficient of coverage from 1.93 to 3.25, asset turnover ratio from 2.43 to 4.06.

For Vneshttrans PJSC in order to normalize the level of economic security indicators, it is necessary to increase the profitability of transportation from 0.07 to 0.38, achieve reduction of absolute liquidity from 1.15 to 0.229, achieve asset profitability growth from 0.09 to 0.42, asset turnover ratio from 1.83 to 4.05, reduce the wear rate of fixed assets from 0.68 to 0.211, increase the level of compliance with current legislation in the enterprise from 0.63 to 0.95.

To normalize the level of economic security indicators of Kirovohrad Transport Company PJSC it

is necessary: to increase the level of profitability of transportation from 0.07 to 0.41, to reduce the level of absolute liquidity from 1.36 to 0.226, increase the level of compliance with current legislation from 0.61 to 0.77, to achieve increase of level of work discipline from 0.65 to 0.95, to reduce wear rate of fixed assets from 0.87 to 0.4, to increase the level of ability to establish control of the enterprise by outsiders from 0.66 to 0.75, to achieve an increase in the level of state support for RTE from 0.59 to 0.95.

Thus, the study found that fuzzy logic-based methods were needed to make decisions effectively when the operating conditions of the system were uncertain. The most efficient and practical application of Mamdani's algorithm is to obtain logical output. Optimization models of economic security indicators for road transport enterprises were constructed to determine their optimal values. Normalization of the level of economic security implies the development of a set of measures to optimize such indicators as profitability of transportation, absolute liquidity, the level of compliance with current legislation in the enterprise, level of work discipline, wear rate of fixed assets, ability to establish control of the enterprise by outsiders, level of state support of MTE.

References:

1. Vovk V. V. Formuvannja systemy ekonomichnoi' bezpeky pidpryjemstva. Jekonomika i menedzhment – 2013: perspektivy integracii i innovacionnogo razvitija. 2014. Retrieved from: URL: http://confcontact.com/2014_04_25_ekonomika_i_menedgment/tom2/10_Vovk.htm
2. Didenko Y. O.. Funkcional'ni skladovi ekonomichnoi' bezpeky pidpryjemstva ta i'h sutnist'. Ekonomika: problemy teorii' ta praktyky, 2009. – 251. – P. 773–775. Retrieved from: URL: https://er.knutd.edu.ua/bitstream/123456789/3071/3/Функціональні_складові_економічної_безпеки_підприємства_та_їх_сутність.pdf
3. Dub B. S. Systema ekonomichnoi' bezpeky pidpryjemstva: ponjattja ta struktura. Upravlinnja proektamy ta rozvytok vyrobnyctva, 2016. – 4 (60). – P. 5–18. Retrieved from: URL: https://www.academia.edu/35851305/Дуб_Б.С._Система_економічної_безпеки_підприємства_поняття_та_структура_Управління_проектами_та_розвиток_виробництва._2016._4_60_.С._5-18
4. Zaharov O. I. Teoretychni osnovy zabezpechennja ekonomichnoi' bezpeky pidpryjemstv. Vcheni zapysky universytetu «KROK», 2012. – 32. – P. 80–86. Retrieved from: URL: https://library.krok.edu.ua/media/library/category/statti/zakharov_0001.docx

5. Illjashenko O. V. Mehanizm funkcionuvannja systemy ekonomichnoi' bezpeky pidpryjemstva: pidhid do pobudovy. *Ekonomika. Menedzhment. Pidpryjemnyctvo*, 2014. – 26(1). – P. 160–168. Retrieved from: URL: http://nbuv.gov.ua/UJRN/ecmepi_2014_26%281%29__19
6. Prohorova V. V., Prohorova Ju. V. & Kucherenko O. O. Upravlinnja ekonomichnoju bezpekoju pidpryjemstv. Kharkiv: Ukrainian State University of Railway Transport. 2010.
7. Hrynjuk O. S. & Korchovna M. R. Systema zabezpechennja ekonomichnoi' bezpeky pidpryjemstva: osnovni elementy. *Efektivna ekonomika*, 3. 2015. Retrieved from: URL: <http://www.economy.nayka.com.ua/?op=1&z=3927>
8. Shul'ga I. P. Ekonomichna bezpeka emisijnoi' dijal'nosti akcionernih tovarystv. Cherkasy: LLC «Maklaut». 2010.
9. Blyznjuk A. O. Ocinjuvannja upravlinnja ekonomichnoju bezpekoju pidpryjemstva (na prykladi avtotransportnyh pidpryjemstv). 2013. Retrieved from: URL: <http://www.disslib.org> (Order Number 781843).
10. Duleba N. V. Metodychni osnovy ocinky stanu gospodars'koi' dijal'nosti avtotransportnogo pidpryjemstva jak skladovoi' jogo ekonomichnoi' bezpeky. *Innovacijna ekonomika*, 2013. – 10. – P. 16–22. Retrieved from: URL: http://nbuv.gov.ua/UJRN/inek_2013_10_4
11. Kudrjavceva O. V. Kryterii' ocinky ekonomichnoi' bezpeky avtotransportnogo pidpryjemstva. *Efektivna ekonomika*, – 9. 2015. Retrieved from: URL: <http://www.economy.nayka.com.ua/?op=1&z=4311>
12. Levkovec N. P. Skladovi ekonomichnoi' bezpeky avtotransportnyh pidpryjemstv. Upravlinnja proektamy, systemnyj analiz i logistyka. *Tekhnichna serija*, 2012. – 9. – P. 337–341. Retrieved from: URL: http://nbuv.gov.ua/UJRN/Upsal_2012_9_83
13. Melnyk O. O. Systemy i metody planuvannja ekonomichnoi' bezpeky avtotransportnogo pidpryjemstva. *Ekonomika i region*, 2013. – 1. – P. 32–37. Retrieved from: URL: http://nbuv.gov.ua/UJRN/econrig_2013_1_7
14. Nikitina A. V. Udoshkonalennja upravlinnja ekonomichnoju bezpekoju avtotransportnyh pidpryjemstv. *Ekonomichnyj prostir*, 2014. – 84. – P. 181–189. Retrieved from: URL: <http://www.eprostir.dp.ua/home/arhiv-nomeriv/arhiv-nomeriv-2014>
15. Parfent'jeva O. G. Osnovni metody, jaki vykorystovujut'sja pry provedenni ekonomichnoi' diagnostyky potencialu rozvytku pidpryjemstva. *Scientific Proceedings of the National University of "Ostroh Academy". "Economy" Series*, 2013. – 24. – P. 34–38. Retrieved from: URL: http://nbuv.gov.ua/UJRN/Nznuoa_2013_24_9
16. Pogodina V. V. & Aristov A. M. Analiz jekonomicheskoy bezopasnosti na predprijatijah avtotransportnoj otrasli. *Zhurnal pravovyh i jekonomicheskikh issledovanij*, 2016. – 2. – P. 166–172. Retrieved from: URL: <https://elibrary.ru/item.asp?id=26132728>
17. Jendryczka V. Managing the safety of transport in Sweden. *Organizacja i zarzadzanie*, 2016. – 12. – P. 1773–1776. Retrieved from: URL: http://yadda.icm.edu.pl/yadda/element/bwmeta1.element.baztech-089f8e56-0426-480b-9521-bedee464c570/c/332_263_A_OiZ_JENDRYCZKA.pdf
18. Chuprin Y. S. & Kondratenko D. V. Testy rann'ogo poperedzhennja jak metodyka ocinjuvannja rivnja ekonomichnoi' bezpeky avtotransportnyh pidpryjemstv. «Business Inform», 2019. – 3. – P. 199–208. URL: <https://doi.org/10.32983/2222-4459-2019-3-199-208>
19. Altunin A. E. & Semuhin M. V. Modeli i algoritmy prinjatija reshenij v nechetkih uslovijah. Tumen: TGU. 2000.

20. Orlovskij S. A. Problemy prinjatija reshenij pri nechetkoj ishodnoj informacii. – Moscow: Nauka. 1981.
21. Truhaev R. I. Modeli prinjatija reshenij v uslovijah neopredelennosti. – Moscow: Nauka. 1981.
22. Zade L. Ponjatie lingvisticheskoj peremennoj i ego primenenie k prinjatiju priblizhennyh reshenij. – Moscow: Mir. 1976.
23. Bljumin S. L., Shujkova I. A., Saraev P. V. & Cherpakov I. V. Nechetkaja logika: algebraicheskie osnovy i prilozhenija. Lipeck: LEGI.
24. Zimmerman H. J. Fuzzy Set Theory and Its Applications. Dordrecht: Kluwer. 1991.
25. Borisov A. N., Krumberg O. A. & Fedorov I. P. Prinjatie reshenij na osnove nechetkih modelej. Primery modelej. Riga: Zinatne. 1990.
26. Asai K. Prikladnye nechetkie sistemy. – Moscow: Mir. 1993.
27. Naeeni A. F. Advanced Multi-Agent Fuzzy Reinforcement Learning. Sweden: Dalarna University. 2004.
28. Leonenkov A. V. Nechjotkoe modelirovanie v srede MATLAB. Saint-Petersburg: BHV – Peterburg. 2003.

<https://doi.org/10.29013/EJEMS-20-4-110-113>

*Shokhista Muratova,
Higher military customs institute,
PhD in Economics, the department of
Classification and certification of goods
E-mail: shohista11@mail.ru*

PRIORITY DIRECTIONS OF THE CUSTOMS AUTHORITIES IN ENSURING THE ENVIRONMENTAL SAFETY OF THE GOODS AS THE OBJECT OF THE STUDY OF CUSTOMS EXPERTISE

Abstract. The article analyzes the general principles of environmental policy of the Republic of Uzbekistan as a whole, as well as the direction of the customs authorities in ensuring the environmental safety of the goods as the object of research of customs expertise. The importance of ensuring the environmental safety of the goods when they are released into the customs territory of the Republic of Uzbekistan is noted. Particular importance is paid to the problem of countering counterfeit products. To protect against counterfeit, the proposed protection system, consisting of several directions.

Keywords: environmental safety, environmental policy, customs control, customs expertise, identification of goods, counterfeit and falsified products.

High environmental pollution. Depletion of natural resources. Deterioration of our habitat quality. We hear this almost every day and have already managed to get used to such messages. However, more and more, we hear something else: the environmental management system, the environmental safety of products, resource-saving technologies, the company's environmental image, etc. These concepts are still not very familiar to the public, but they are causing increasing interest among manufacturers. Environmental problems have reached the level of the relationship "producer-consumer", "enterprise-state", "product-market".

The world, and first of all, the European community has already put forward a number of requirements for organizations trading with the countries of the European Union. These are mandatory and recommendatory norms relating to building management systems in the enterprise in the field of environmental safety, social responsibility, product quality. Rules – international standards – are the ba-

sis for voluntary certification of finished products or management / control systems in an enterprise.

Currently, almost all countries of the globe, including the Republic of Uzbekistan, are experiencing many environmental problems. These include soil, water and air pollution, global warming and the greenhouse effect, the accumulation of industrial waste. Recently, the environmental safety of food and basic necessities has become particularly urgent. Increasingly, manufacturers of these goods are neglecting their quality, using contaminated raw materials and simplified production technologies. And if within the country standards of quality requirements for goods and measures to combat counterfeiting are developed, then a certain part of imported products is a potential danger. The most common violation of environmental safety is found among food products: meat (especially poultry meat), canned fish, confectionery products, vegetable oil and alcoholic beverages. Among non-food items, perfume-cosmetic products, detergents, children's toys, sewing and knitwear, leather shoes, video and

audio products most often do not meet the environmental safety standards. For a global and effective fight against them, governments develop their own environmental policies.

Environmental policy is an organizational and regulatory and control activity of society and the state, aimed at protecting and improving the natural environment, effectively combining the functions of nature use and nature protection and ensuring normal human activity [1, 98–101].

Given the complexity of the implementation of environmental policies, it is important to outline the range of systemic problems that require priority attention. For an objective assessment of the effectiveness of environmental policy implementation, you can use several criteria:

- first, these are indicators of the state of health of the population – life expectancy, the correlation between birth rate and death rate, the dynamics of the age and sex distribution of the population in the country in general and in regions in particular;
- secondly, these are indicators of the level of development and effectiveness of the environmental management system, first of all – the systems of non-depleting (balanced) environmental management;
- thirdly, these are indicators of the state of the environment, figuratively speaking, indicators of the state of health of the environment – the level of pollution of the air basin, water bodies, land resources, the scale of recreational zones and protected areas, the richness of biological diversity.

A simple analysis shows that the criteria for this triad are closely interrelated: human health is influenced by the quality of the environment, and both the population health indicators and the environmental health indicators depend on the level of development of the environmental management system [2, 106].

At present, the state environmental policy of the Republic of Uzbekistan is determined by the concept of sustainable development, which is enshrined in the Law of the Republic of Uzbekistan of December 9, 1992 «On Nature Protection». The main prin-

ciples, objectives and measures of environmental policy are determined by:

- legislation of the Republic of Uzbekistan (Constitution of the Republic of Uzbekistan; decrees of the President of the Republic of Uzbekistan; resolutions of the Cabinet of Ministers of the Republic of Uzbekistan; normative legal acts of authorized ministries, departments and committees on nature protection; international legal acts on environmental protection, which participants are the Republic of Uzbekistan);
- programs of the Government of the Republic of Uzbekistan in the field of economic restructuring and economic growth, including the Action Strategy for the five priority areas of the country's development in 2017–2021;
- target programs;
- state standards and other regulatory acts.

To ensure environmental safety for the health of our population, as well as environmental safety, clothing, household appliances, food and non-spread alien species and genetically modified organisms, the environmental policy of the Republic of Uzbekistan is designed to produce imported products into the customs territory of the Republic of Uzbekistan.

The environmental policy of the Republic of Uzbekistan with the release of imported products into the customs territory of the Republic of Uzbekistan is carried out by customs control authorities.

Customs control is considered as a set of activities that are carried out by customs authorities within their jurisdiction in order to ensure compliance with the customs legislation, the provisions of international treaties [3, 65–68].

Currently, when declaring goods in the freight customs declaration, in the system of customs authorities of the Republic of Uzbekistan, the following methods of protecting commodity markets have found practical application, in particular: mandatory certification of products and confirmation of its compliance; the risk management system in the customs sphere; the customs register of intellectual property; law enforcement practice.

The fight against undeclared goods is of great conceptual importance in the activities of customs, which is an effective executive body to combat violations in the field of imports to the republic, the spread of counterfeit products and parallel imports. However, it should be noted that the state customs authorities work only with respect to the declared goods, indicating in the cargo customs declaration information on the manufacturer and the name of the trademark, since this information is important in solving issues of protection of intellectual property. Ensuring intellectual property rights by customs authorities is based on the provisions set out in Chapter 56 «Protecting Intellectual Property Rights» of the Customs Code of the Republic of Uzbekistan, international treaties and other obligations. In the practice of the customs authorities, according to the main provisions of Chapter 24 of the Customs Code of the Republic of Uzbekistan «Risk Management System», a mechanism for forming a risk profile is implemented, i.e. bringing to the customs posts information about those companies that systematically import counterfeit goods into the republic.

A special place in the implementation of modern principles and mechanisms of the system of combating counterfeit goods is taken by customs expertise, which is a procedural action aimed at identifying goods and consisting in conducting research, giving an expert opinion on the basis of special knowledge in the field of science, technology, or craft. The purpose of the customs examination is to identify the goods: to control the correct classification of goods in accordance with the HS; in the products of their processing; to enforce intellectual property rights.

One of the reasons for the appointment of an examination is to check the quality of the cargo being transported, including foodstuffs and consumer goods. In cases where a customs officer has a suspicion of non-compliance of goods with sanitary or environmental standards, and a deviation from compliance with national and international standards is established, an examination is required.

Examination of the definition of counterfeit and falsified products is a procedure aimed at detecting signs of counterfeit goods or unlawful use of registered trademarks, as well as providing for the solution of the following issues: determination of counterfeit/falsification; confirmation of the authenticity of products; determination of changes in the composition of falsified or counterfeit products, its properties and qualities; identification of signs of counterfeit and falsification.

It is important to note that the problem of countering counterfeit products is complex. One of the reasons for its wide distribution, despite the existing legislative acts in the republic, can be called a weak mechanism in developing an established intellectual property management system. In this regard, it seems appropriate and necessary to improve government regulation, strengthen the fight against corruption, strict discipline, verification and proper control [4, 275–279].

To protect against counterfeit, it is necessary to develop a protection system that should include work in several directions, in particular:

- create a unified system for collecting and storing data on licenses issued to companies and products, which are assigned certain identification numbers;
- require manufacturers to indicate in the barcodes of all goods sold in a marked form, information about the license or product identification number, so that consumers can use electronic means to access a single database and verify the authenticity of the product being purchased, that is, its licensing and belonging to the specified company;
- require manufacturers to issue labels containing a similar bar code;
- taking into account the expansion of trade and economic relations of our country at the international level, the introduction of modern technical means to ensure the management of information resources tracking will allow at the border to establish the fact of goods belonging to the category of counterfeit;
- improve the level of consumer competence and literacy;

– strengthening the control and personal responsibility of customers purchasing certain types of goods related to intellectual property.

Thus, the presented material is an evidence base of the need to develop and improve measures for

the implementation of comprehensive measures to counter the illicit trafficking of counterfeit and falsified products by the customs authorities of the Republic of Uzbekistan.

References:

1. Rozanov S. I. General ecology // Tutorial. – M.: Lan, 2001. – 287 p.
2. Protasov V. F. Ecology, environmental protection: laws, codes, payments, indicators, regulations, GOST. Terms of the concept. Environmental law. – M.: Finance and Statistics, 2006. – 375 p.
3. Svinukhov V. G. Customs. // Textbook for universities. – M.: Economist, 2005. – 297 p.
4. Marina G. Burns. Logistics and Transportation Security, Strategic, Tactical and Operational Guide to Resilience // ISBN: 9781482253078. 2015. – 380 p.

Contents

Section 1. Accounting	3
<i>Dr. Duong Thi Quynh Lien</i>	
IMPACT OF BLOCKCHAIN TECHNOLOGY TO FIELD ACCOUNTING AND AUDITING	3
<i>Malkina Yana Dmitrievna,</i>	
UKRAINIAN BANK OPERATIONS WITH NON-RESIDENTS: ACCOUNTING AND TAX INCENTIVES	7
Section 2. Mathematical and instrumental methods of economics.....	11
<i>Lang Shen, Jinan Liu</i>	
FINANCIAL WORRIES OVER HOUSING COST AMONG ADULTS IN 2017	11
Section 3. Innovation management	17
<i>Bayu Joko Mulyono, Sri Suwitri, Endang Larasati, Kismartini</i>	
ANALYSIS OF MANAGEMENT ASPECTS OF E-GOVERNMENT IMPLEMENTATION IN SALATIGA CITY GOVERNMENT	17
Section 4. Management.....	26
<i>Bleza Teneqexhi, Ms C. Arjola Mersini</i>	
THE IMPACT OF CERTIFICATED SEEDS IN STRENGTHENING THE AGRICULTURAL ECONOMY	26
<i>Bezo Ylber</i>	
INFORMAL ECONOMY AND LAW REGULATION	30
<i>Kasra Falaki</i>	
THE EVALUATION AND PRIORITIZATION OF KEY LEADERSHIP SKILLS FOR MANAGEMENT OF TEAM PROJECTS.....	34
<i>Malaj Ariet</i>	
SOCIAL MEDIA AND MARKET ECONOMY	52
Section 5. Regional economy	56
<i>Gasumov Eldar Ramizovich</i>	
PRODUCTION OF NATURAL GAS IN THE ECONOMY OF AZERBAIJAN	56
<i>Yearzy Ferdian, Sri Suwitri, Hardi Warsono, Hartuti Purnaweni</i>	
REVITALIZATION OF TRADITIONAL MARKET IN SEMARANG CITY	62
Section 6. Innovation management.....	75
<i>Bielikova Kseniia Hryhorevna</i>	
INFORMATIONAL AND ANALYTICAL INNOVATIVE ASPECTS OF THE ORGANIZATION OF COOPERATION BETWEEN PUBLIC ADMINISTRATION BODIES IN EMERGENCY SITUATIONS	75

Section 7. Finance, money circulation and credit	81
<i>Chalova Alla Yurievna, Dorozhkina Anastasia Mikhailovna</i>	
EFFICIENCY OF INVESTMENT INSTRUMENTS FOR POPULATION: SELECTION CRITERIA AND COMPARATIVE ADVANTAGES	81
Section 8. Economics, organization and management of enterprises, branches, complexes	85
<i>Mishchenko Vladimir Akimovich, Sitak Irina Leonidovna, Domnina Iryna Ihorevna</i>	
PREVENTIVE EVALUATION OF THE EFFECTIVENESS OF FINANCIAL MANAGEMENT IN THE ENTERPRISE	85
Section 9. Economic security	91
<i>Pulatova Lola Tairkhanovna, Saidov Abdusobir</i>	
PROBLEMATIC ISSUES OF INTRODUCING A RISK MANAGEMENT SYSTEM FOR PHYTOSANITARY AND VETERINARY CONTROL AT CHECKPOINTS ACROSS THE CUSTOMS BORDER OF THE REPUBLIC OF UZBEKISTAN	92
<i>Kondratenko Diana Volodymyrivna, Chuprin Yevhen Sergiyovych</i>	
NORMALIZING THE LEVEL OF ECONOMIC SECURITY OF ENTERPRISES	104
<i>Shokhista Muratova</i>	
PRIORITY DIRECTIONS OF THE CUSTOMS AUTHORITIES IN ENSURING THE ENVIRONMENTAL SAFETY OF THE GOODS AS THE OBJECT OF THE STUDY OF CUSTOMS EXPERTISE	110

